



Audit and Management Services Business Plan

Fiscal Years: 2023 and 2024
(10/1/2022 through 9/30/2024)

Approved by:

Cathy Jackson

Cathy Jackson, Department Director

February 8, 2023, as revised

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Date

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Edward Marquez, Chief Financial Officer

4/9/23

Date

Plan Date: February 8, 2023
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DEPARTMENT OVERVIEW

Department Mission

The County's Audit and Management Services Department (AMS) performs audits to evaluate and encourage compliance with applicable rules and regulations, identify opportunities to improve performance, and foster accountability.

As part of the General Government strategic area, AMS examines the operations of County government and external companies, contractors, and grantees to ensure public funds are spent appropriately and effectively. AMS regularly performs audits of high-risk functions and activities, and responds to special audit requests from the Mayor, the Board of County Commissioners, and Department Directors. Audits are conducted in accordance with professional auditing standards, which require assessing risks, planning, and performing work to achieve desired objectives, as well as communicating results that are accurate, constructive, timely, and adequately supported.

Table of Organization

FY 22-23 FT – 41	<u>AUDIT SERVICES</u>	FY 23-24 FT – 41
	<ul style="list-style-type: none"> Conducts operational, compliance, performance, information technology, and financial audits of County operations, municipalities and external companies, contractors, and grantees Performs special examinations and reviews at the request of the Mayor, Board of County Commissioners, and Department Directors Assesses the adequacy of internal controls, appraises resource management, and determines compliance with procedures, contract terms, laws, and regulations Provides guidance to operating departments in selecting external auditors, establishing internal controls, and other audit-related matters Furnishes staff support to law enforcement agencies and external auditors of the County. 	

FY 22-23 FT – 4	<u>ADMINISTRATIVE SUPPORT SERVICES</u>	FY 23-24 FT – 4
	<ul style="list-style-type: none"> Provides departmental support primarily in the areas of budget preparation and fiscal management, procurement, personnel administration, audit report processing, inventory/file management, and information technology assistance. 	

Our Customer

AMS responds to special audit requests from the Mayor, the Board of County Commissioners, and various County Department Directors. The Department's ultimate customers are the citizens of Miami-Dade County, who rely on AMS to identify opportunities to improve performance and foster accountability in County government. AMS incorporates equity and engagement of the Mayor's 4Es by providing its customers timely access to final audit reports. The final audit reports provide further insight to customers as to how public funds are allocated and spent.



Strategic Alignment, 4E, and Thrive305 Summary

➤ **GG4 – Effective Leadership and Management Practices**

▪ **GG4-1 – Provide Sound Financial and Risk Management**

- Continue to conduct audits of County Departments, external entities doing business with the County, and grantees to assure sound asset management and financial stewardship. Provide recommendations that improve internal controls through enhanced procedures, training, and technology.

Our goal is to complete audits that will have a high impact on improving internal controls, operational efficiencies, as well as monitoring ongoing compliance. Albeit difficult to achieve with limited resources, AMS strives to perform at least one audit for every department with a medium-to-high risk rating every other year.

- Follow-up audits are also performed to assure significant findings are appropriately and timely addressed.

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Invest in youth by participating in County/Dade County Public School programs and/or by direct hiring as opportunities arise.	Economy	Action 10.1 Create jobs and internships within County Government for youth
Complete planned follow-up audits	Engagement	N/A
Issue draft report within 90 days of fieldwork completion	Engagement	N/A
Audit Assessments Collected	Engagement	N/A
Net Audit Assessments	Engagement	N/A



KEY ISSUES

Critical to AMS attaining its mission is the ability to attract, develop, and retain highly-qualified professionals as well as conduct audits more efficiently. Best practices and standard-setting organizations, including the Committee of Sponsoring Organizations (COSO) of the Treadway Commission, state that “internal auditors play a key role in evaluating the effectiveness of – and recommending improvements to – enterprise risk management.” As such, it is essential that AMS hire highly skilled professionals, especially at the senior, supervisor, and manager levels. However, we continue to experience challenges recruiting such talented staff.

Also critical to AMS attaining its mission is our responsibility to perform engagements more efficiently, without compromising audit quality. We will continue to emphasize risk assessment and control evaluation techniques during audit planning, and training will be targeted in those areas. Further, the Department anticipates implementing new audit management software before the end of Fiscal Year 2023, which should reduce the time associated with audit planning and documenting audit results.

PRIORITY INITIATIVES

- Recruitment Planning
 - Aggressively fill vacant positions with highly-qualified personnel.
- Staff Development and Certification
 - Allocate funding for a minimum of 40 hours of annual training to further staff development and enhance audit effectiveness.
 - Motivate staff to obtain certifications to enhance audit quality and staff development.
- Meet Budget Targets and Sound Asset Management
 - Emphasize risk and control evaluation techniques throughout the audit process; and streamline the documentation process, to improve audit efficiency and effectiveness.
 - Enhance management oversight of staff to improve audit efficiency, staff productivity and audit quality.
- Monitor Corrective Actions and Communicate Audit Results Timely
 - Improve percentage of follow-up audits completed and continue efforts to communicate audit results in a timelier manner.
- Complete Procedures Manual
 - Allocate time to complete the Manual to enhance staff development and Department quality control.
- Engage Staff in Business Plan Implementation
 - Hold regular project and staff meetings to monitor department efforts.



FUTURE OUTLOOK

In order to meet County-wide needs for increased efficiencies and better accountability, AMS proposes the following actions for the next three-to-five years.

- Attract and retain highly-qualified staff to enhance audit quality and effectiveness.
- Create incentives to increase number of staff that are Certified Public Accountants, Certified Internal Auditors, Certified Information Systems Auditors, and Certified Fraud Examiners.
- Continue emphasizing tools and techniques to enhance audit efficiency and effectiveness.

ATTACHMENT 1

BUSINESS PLAN REPORT



As Of <= 02/09/2023

Business Plan Report

Audit and Management Services

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag		Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target
Customer	Monitor Auditee Corrective Actions (AMS)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Complete planned follow-up audits.	▢	'22 FQ4		▲	16%	13%	50%	50%
	Communicate Audit Results Timely (AMS)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Issue Draft Report within 90 days of fieldwork completion (new)	▢	'22 FQ4		▲	86%	50%	50%	50%
Financial	Meet Budget Targets (Audit and Management Services)			Expen: Total (Audit & Mgmt Svcs)	▼	'22 FQ4		▲	\$1,238K	\$1,320K	\$6,328K	n/a
				Revenue: Total (Audit & Mgmt Svcs)	▼	'22 FQ4		▲	\$4,984K	\$1,321K	\$6,328K	n/a
				Positions: Full-Time Filled (AMS)	▢	'22 FQ4		▲	35	39	45	45
	Sound asset management and financial investment strategies (AMS)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Net Audit Assessment	▢	'22 FQ4		▼	\$141,600	\$750,000	\$3,000,000	\$3,000,000
				Audit Assessments Collected	▢	'22 FQ4		▼	\$26,494	\$375,000	\$1,500,000	\$1,500,000
				Audit Reports or Deliverables	▢	'22 FQ4		▲	14	10	50	50
				Complete Risk Assessment Analysis and Develop Audit Plan	▢	2022 FY		▲	100%	100%	100%	100%
Learning and Growth	Staff Development and Certification (AMS)	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent to support operations	Audit Staff Professionally Certified	▢	'22 FQ4		▲	61%	55%	55%	55%
				Hold Quarterly Staff Meetings	▢	'22 FQ4		▼	0	1	4	4
				Complete Evaluations Within 30 Days After Due Date.	▢	'22 FQ4		▼	83%	90%	90%	90%
				Maintain a High Training Satisfaction Rate.	▢	2022 FY		▲	100%	95%	95%	95%
				Continuing education hours	▢	2022 FY		▲	40	40	40	40
				Number of Students on Staff	▢	2022 FY		▲	1	1	1	1
			GG2-2: Promote employee development and leadership	Audit Staff Professionally Certified	▢	'22 FQ4		▲	61%	55%	55%	55%
				Hold Quarterly Staff Meetings	▢	'22 FQ4		▼	0	1	4	4
				Complete Evaluations Within 30 Days After Due Date.	▢	'22 FQ4		▼	83%	90%	90%	90%
				Maintain a High Training Satisfaction Rate.	▢	2022 FY		▲	100%	95%	95%	95%
				Continuing education hours	▢	2022 FY		▲	40	40	40	40
				Number of Students on Staff	▢	2022 FY		▲	1	1	1	1

Key: - Initiative - Featured Objective

Initiatives

There are no Objectives associated to the initiatives