



Audit and Management Services Business Plan

Fiscal Years: 2015 and 2016
(10/1/2014 through 9/30/2016)

Approved by:

A handwritten signature in blue ink that reads "Cathy Jackson".

Cathy Jackson, Department Director

A handwritten signature in blue ink that reads "Edward Marquez".

Edward Marquez, Deputy Mayor

Plan Date: January 15, 2015

Delivering Excellence Every Day



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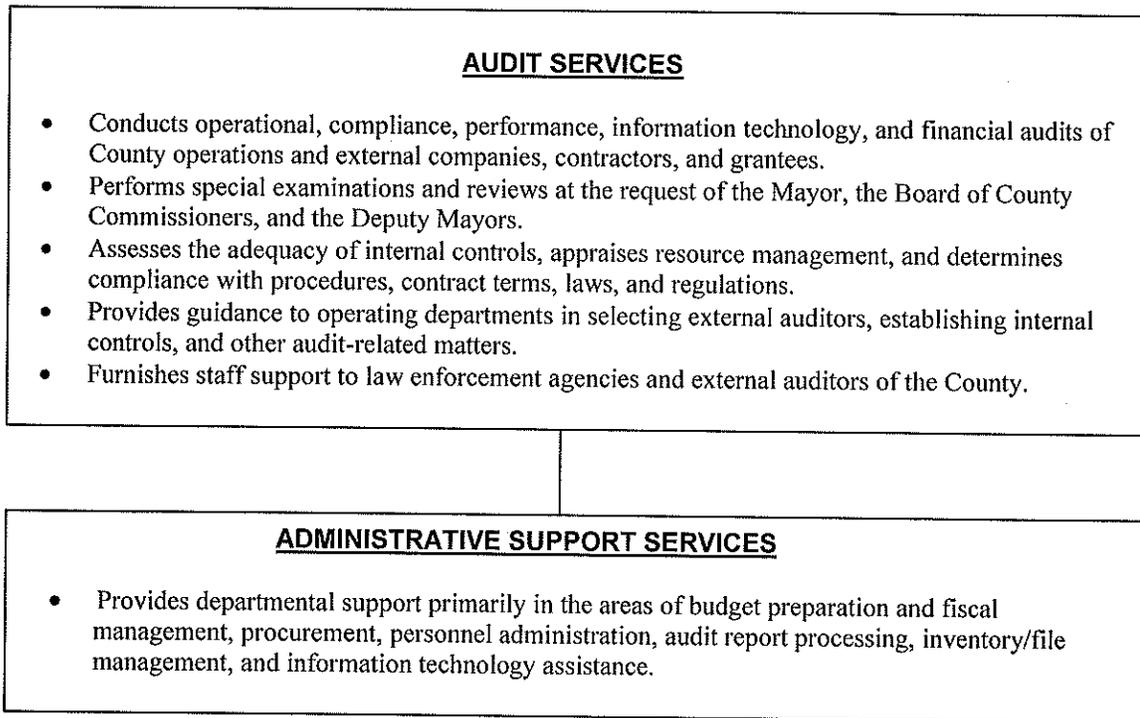
DEPARTMENT OVERVIEW

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 efficiently. 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 Deputy Mayors. Audits are conducted in accordance with professional auditing standards, which require assessing risks, planning and performing work to achieve desired objectives, and communicating results that are accurate, constructive, timely, and adequately supported.

Table of Organization



The Department's efforts align with the following County Goals:

- **GG4 – Effective 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 investments. Provide audit recommendations that improve internal controls through enhanced procedures, training, and technology.



- Approximately 50% of the AMS Budget is funded by Proprietary Departments and as such our audit efforts are directed accordingly: WASD (11%), Aviation (11%), Transit (6%), PWWM (6%), OCITT (5%), Seaport (4%) and Others (7%). The remaining audit effort is dedicated to non-proprietary departments using a risk-based approach. Our goal is to complete operational, performance, and compliance audits that will have a high impact on improving internal controls and operational efficiencies, as well as monitoring ongoing compliance. Albeit difficult to achieve with limited resources, we strive to perform at least one audit for every department with a medium-to-high risk rating at least once every other year.
 - Follow-up audits are also performed to assure significant findings are appropriately and timely addressed.
- **GG5 - Goods, Services, and Assets that Support County Operations**
- GG5-3 – Utilize Assets Efficiently – Provide audit recommendations that promote more efficient and effective operations.
- **GG-7 – Free, Fair, and Accessible Elections**
- GG7-2 – Maintain the Integrity and Availability of Election Results and Other Public Records – Continue to observe County election processes to help ensure the integrity of election results.

Our Customers

AMS responds to special audit requests from the Mayor, the Board of County Commissioners, Deputy Mayors, and various County Departments. Our 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.

KEY ISSUES

Critical to AMS attaining its mission is the ability to attract, develop, and retain qualified professionals. Staffing reductions impede the ability to respond to special audit requests and to complete planned audits. The perceived threat of staffing reductions also affects the Department's ability to recruit and retain high-quality staff.

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 County resources be allocated to provide sufficient AMS staffing for risk management and control purposes. The majority of Staff are assigned to Proprietary Departments that have agreed to reimburse AMS for audit services, leaving fewer Staff to address County-wide concerns.



PRIORITY INITIATIVES

- Reinstatement Staff Positions
 - Restore staffing to prior-year levels to appropriately address County control risks.
 - Invest in sufficient AMS staffing to enhance County efficiency and identify waste.
- Staff Development and Certification
 - Allocate time and funding for 40 hours of annual staff training.
 - Motivate staff to obtain additional certifications that will enhance their contribution to Department objectives.
- Monitor Corrective Actions and Communicate Audit Results Timely
 - Acquire electronic workpaper software to streamline the documentation process and enable AMS to communicate results in a timelier manner.
- Complete Procedures Manual
 - Allocate time to complete the manual in order to enhance Department quality control.
- Meet Budget Targets and Sound Asset Management
 - Obtain approval of electronic workpaper software expense during the budget process.
- Engage Staff in Business Plan Implementation
 - Hold quarterly meetings to remind staff of priority initiatives and motivate performance.

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.

- Increase the number of audit staff to enhance AMS' ability to address significant audit and control risks throughout the County.
- Increase number of staff that are Certified Public Accountants, Certified Internal Auditors, Certified Information Systems Auditors, and Certified Fraud Examiners.
- Acquire advanced technology tools to improve audit efficiency and effectiveness.



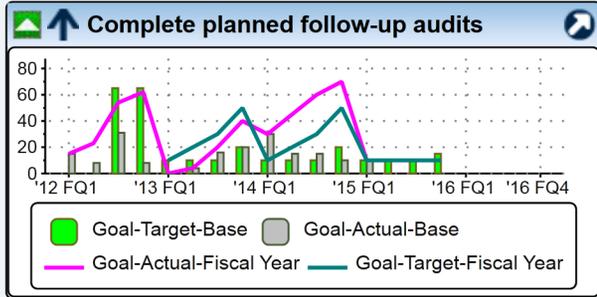
Business Plan Report - Audit and Management Services

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

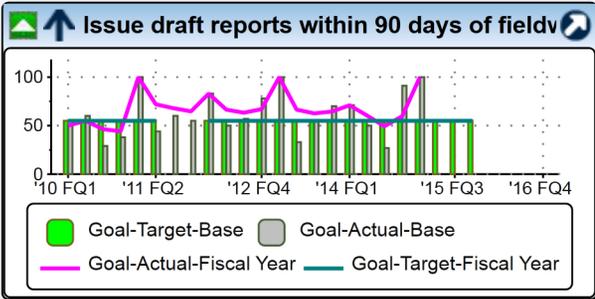
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Complete planned follow-up audits.	'15 FQ1	10%	10%	0%	Jackson, Cathy (AMS); McKee, Nancy



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

Business Plan Report - Audit and Management Services

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Issue draft reports within 90 days of fieldwork completion. 	'15 FQ1	100%	55%	45%	Jackson, Cathy (AMS); McKee, Nancy



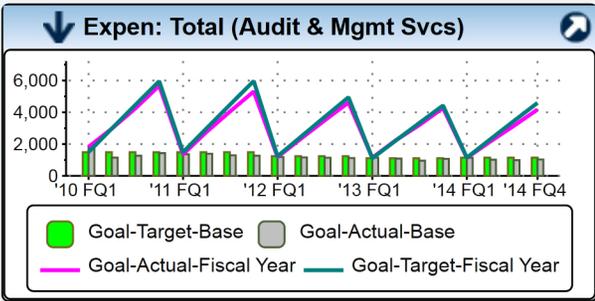
2.0 Financial

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 FQ1	\$1,049K	n/a	n/a	Jackson, Cathy (AMS); McKee, Nancy



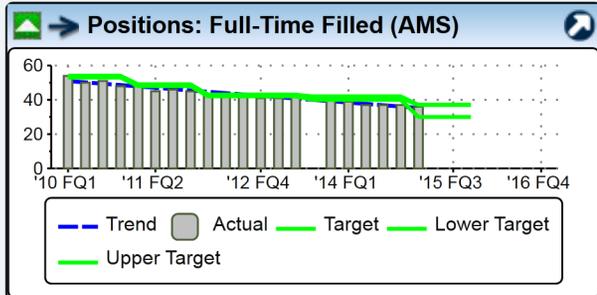
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Child Measures		Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (AMS)	▲	'15 FQ1	\$1,003K	\$1,067K	n/a	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Court Costs (AMS)	▲	'15 FQ1	\$0K	\$0K	n/a	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Contractual Services (AMS)	▲	'15 FQ1	\$0K	\$0K	n/a	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Other Operating (AMS)	▲	'15 FQ1	\$30K	\$47K	n/a	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Charges for County Services (AMS)	▼	'15 FQ1	\$16K	\$2K	n/a	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Grants to Outside Organizations (AMS)	▲	'15 FQ1	\$0K	\$0K	n/a	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Capital (AMS)	▲	'15 FQ1	\$0K	\$4K	\$4K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Transfers Out (AMS)	▲	'15 FQ1	\$0K	\$0K	n/a	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Distribution of Funds in Trust (AMS)	▲	'15 FQ1	\$0K	\$0K	n/a	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Debt Service (AMS)	▲	'15 FQ1	\$0K	\$0K	n/a	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Depreciation, Amortization, Depletion (AMS)	▲	'14 FQ4	\$0K	\$0K	n/a	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Reserves (AMS)	▲	'15 FQ1	\$0K	\$0K	n/a	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Intradepartmental Transfers (AMS)	▲	'15 FQ1	\$0K	\$0K	n/a	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Other Non-Operating (AMS)		'15 FQ1	0	n/a	n/a	Jackson, Cathy (AMS); McKee, Nancy

Revenue: Total (Audit & Mgmt Svcs) ▲ '15 FQ1 \$0K \$0K \$0K Jackson, Cathy (AMS); McKee, Nancy

Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (AMS)	▲	'15 FQ1	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: Interagency/Intradepartmental (AMS)	▼	'15 FQ1	\$0K	\$565K	-\$565K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: General Fund (AMS)	▼	'15 FQ1	\$0K	\$556K	-\$556K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: Proprietary (AMS)	▲	'15 FQ1	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: State (AMS)	▲	'15 FQ1	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: Federal (AMS)	▲	'15 FQ1	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy

Positions: Full-Time Filled (AMS) ▲ '15 FQ1 36 37 (30 - 37) n/a Jackson, Cathy (AMS); McKee, Nancy



Business Plan Report - Audit and Management Services

Objective	Description										Owners	
Budget Implementation: FY 10-11 (AMS)											Jackson, Cathy (AMS)	
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of						%	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
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 FQ1	\$356,973	\$500,000	-\$143,027	Jackson, Cathy (AMS); McKee, Nancy
Audit Assessments Collected		'15 FQ1	\$165,000	\$1,000,000	-\$835,000	Jackson, Cathy (AMS); McKee, Nancy
Audit Reports or Deliverables		'15 FQ1	9	40	-31	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

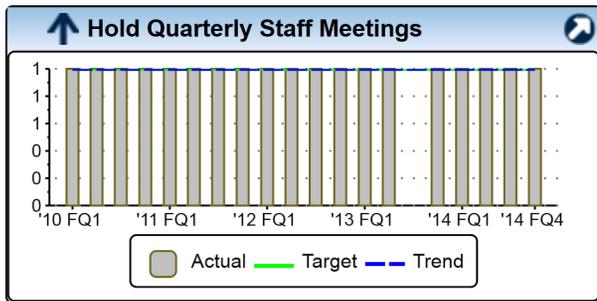
4.0 Learning and Growth

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

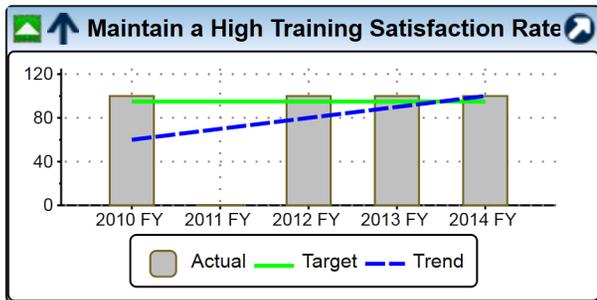
Business Plan Report - Audit and Management Services

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 FQ1	67%	55%	12%	Jackson, Cathy (AMS); McKee, Nancy
Hold Quarterly Staff Meetings	'15 FQ1	1	n/a	n/a	Jackson, Cathy (AMS); McKee, Nancy



Complete Evaluations Within 30 Days After Due Date.	'15 FQ1	45%	n/a	n/a	Jackson, Cathy (AMS); McKee, Nancy
Maintain a High Training Satisfaction Rate. 	2014 FY	100%	95%	5%	Jackson, Cathy (AMS); McKee, Nancy



Continuing education hours 	2014 FY	58	40	18	Jackson, Cathy (AMS); McKee, Nancy
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