

**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 FQ4		25%	10%		40%	40%																																	
<b>Communicate Audit Results Timely (AMS)</b>																																								
Issue draft reports within 90 days of fieldwork completion.	'15 FQ4		43%	50%		48%	50%																																	
<b>2.0 Financial</b>																																								
<b>Meet Budget Targets (Audit and Management Services)</b>																																								
Expen: Total (Audit & Mgmt Svcs)	'15 FQ4		\$930K	\$1,121K		\$4,024K	\$4,483K																																	
Revenue: Total (Audit & Mgmt Svcs)	'15 FQ4		\$4,024K	\$1,121K		\$4,024K	\$4,483K																																	
Positions: Full-Time Filled (AMS)	'15 FQ4		33	37		33	37																																	
				(30 - 38)			(30 - 38)																																	
<b>Budget Implementation: FY 10-11 (AMS)</b>																																								
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Initiative Name	Type	As Of	Status						%	Owners																														
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 FQ4		\$7,457,384	\$875,000		\$7,820,101	\$3,000,000																																	
Audit Assessments Collected	'15 FQ4		\$4,676,670	\$166,000		\$6,678,778	\$1,500,000																																	
Audit Reports or Deliverables	'15 FQ4		14	30		30	30																																	
Complete Risk Assessment Analysis and Develop Audit Plan	2015 FY		100%	100%		100%	100%																																	
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Initiative Name	Type	As Of	Status						%	Owners																														
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 FQ4		70%	55%		68%	55%																																	
Hold Quarterly Staff Meetings	'15 FQ4		1	1		4	4																																	
Complete Evaluations Within 30 Days After Due Date.	'15 FQ4		83%	90%		60%	90%																																	
Maintain a High Training Satisfaction Rate.	2015 FY		94%	95%		94%	95%																																	
Continuing education hours	2015 FY		40	40		40	40																																	

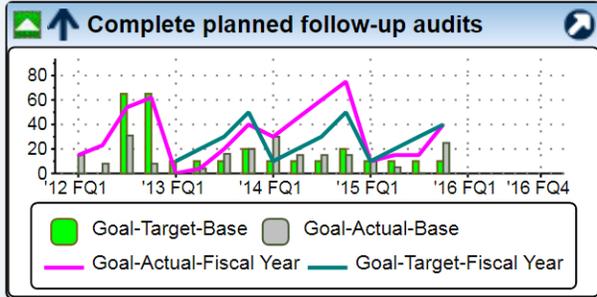
**Business Plan Report - Audit and Management Services**

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

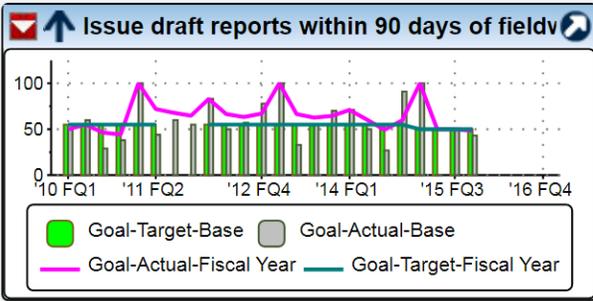
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Complete planned follow-up audits.	'15 FQ4	25%	10%	15%	Jackson, Cathy (AMS); McKee, Nancy



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**

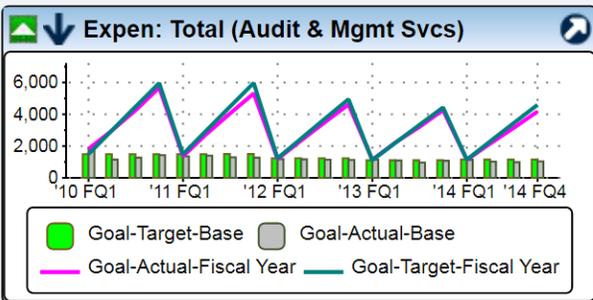
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Issue draft reports within 90 days of fieldwork completion. 	'15 FQ4	43%	50%	-7%	Jackson, Cathy (AMS); McKee, Nancy



**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 FQ4	\$930K	\$1,121K	\$191K	Jackson, Cathy (AMS); McKee, Nancy



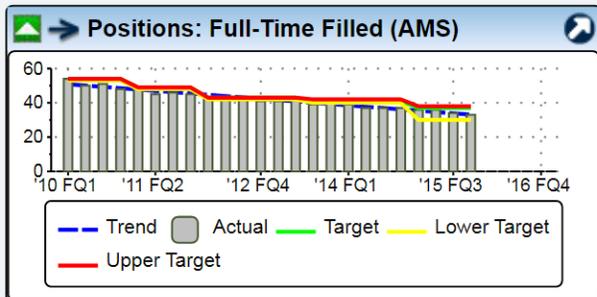
**Business Plan Report - Audit and Management Services**

Child Measures		Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (AMS)	▲	'15 FQ4	\$871K	\$1,067K	\$-196K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Court Costs (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Contractual Services (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Other Operating (AMS)	▼	'15 FQ4	\$54K	\$47K	\$7K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Charges for County Services (AMS)	▼	'15 FQ4	\$5K	\$3K	\$2K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Grants to Outside Organizations (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Capital (AMS)	▲	'15 FQ4	\$0K	\$4K	\$4K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Transfers Out (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Distribution of Funds in Trust (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Debt Service (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Depreciation, Amortization, Depletion (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Reserves (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Intradepartmental Transfers (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Expenditure: Other Non-Operating (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy

Revenue: Total (Audit & Mgmt Svcs) ▲ '15 FQ4 \$4,024K \$1,121K \$2,903K Jackson, Cathy (AMS); McKee, Nancy

Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: Interagency/Intradepartmental (AMS)	▲	'15 FQ4	\$1,801K	\$461K	\$1,340K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: General Fund (AMS)	▲	'15 FQ4	\$2,223K	\$555K	\$1,668K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: Proprietary (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: State (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy
Revenue: Federal (AMS)	▲	'15 FQ4	\$0K	\$0K	\$0K	Jackson, Cathy (AMS); McKee, Nancy

Positions: Full-Time Filled (AMS) ▲ '15 FQ4 33 37 -4 Jackson, Cathy (AMS); McKee, Nancy  
(30 - 38)



**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 FQ4	\$7,457,384	\$875,000	\$6,582,384	Jackson, Cathy (AMS); McKee, Nancy
Audit Assessments Collected		'15 FQ4	\$4,676,670	\$166,000	\$4,510,670	Jackson, Cathy (AMS); McKee, Nancy
Audit Reports or Deliverables		'15 FQ4	14	30	-16	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**

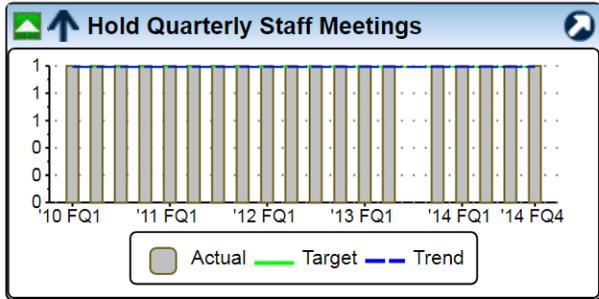
**4.0 Learning and Growth**

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

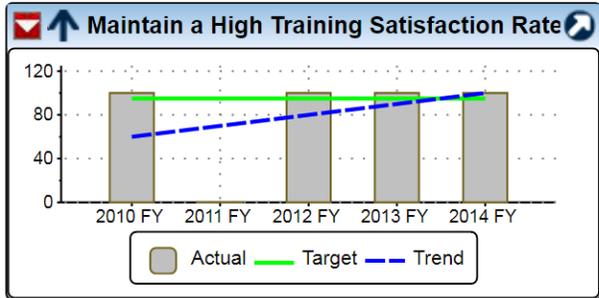
**Business Plan Report - Audit and Management Services**

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 FQ4	70%	55%	15%	Jackson, Cathy (AMS); McKee, Nancy
Hold Quarterly Staff Meetings 	'15 FQ4	1	1	0	Jackson, Cathy (AMS); McKee, Nancy



Complete Evaluations Within 30 Days After Due Date. 	'15 FQ4	83%	90%	-7%	Jackson, Cathy (AMS); McKee, Nancy
Maintain a High Training Satisfaction Rate. 	2015 FY	94%	95%	-1%	Jackson, Cathy (AMS); McKee, Nancy



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