Audit Project #12-02A:

2012 Risk Assessment and Audit Schedule

Detailed Report

Office of the City Auditor and Clerk
Internal Audit

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City Auditor and Clerk

Report Issued: February 14, 2012

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OFFICE OF THE CITY AUDITOR AND CLERK

Internal Audit Division

Date: February 14, 2012

To: Mayor Suzanne Atwell, Vice Mayor Terry Turner, Commissioner Paul Caragiulo, Commissioner Willie Shaw, and Commissioner Shannon Snyder

From: Pamela M. Nadalini, City Auditor and Clerk

Subject: Audit Project **#**12-02A: 2012 Risk Assessment and Audit Schedule

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Attached for your information and review is a copy of the above-mentioned detailed report.

If you have any questions, please do not hesitate to contact me at (941) 954-4169.

Attachment(s):

Detailed Audit Project #12-02A

c: Terry Lewis, Interim City Manager
Robert Fournier, City Attorney
Heather Essa, MPA, CIA, CGAP, Manager, Internal Audit
File

OFFICE OF THE CITY AUDITOR AND CLERK
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Attachment(s):

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c: Robert Fournier, City Attorney
Marlon Brown, Deputy City Manager
Christopher Lyons, CPA, CGFO, CPFO, Director, Financial Administration
Heather Essa, MPA, CIA, CGAP, Manager, Internal Audit
File

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BACKGROUND AND INTRODUCTION

RISK ASSESSMENT

Enterprise risk management[1] (ERM) is a process, effected by an entity's commission, management and other personnel engaged in strategy setting across the enterprise, designed to identify potential events that may affect the entity and manage risk to within its risk appetite, to provide reasonable assurance regarding the achievement of entity objectives.

The Institute of Internal Auditors (IIA) emphasizes that organizations should fully understand that management remains responsible for risk management. Internal Auditors should provide advice, challenge or support management's decisions on risk, as opposed to making risk management decisions.

Risk assessment is based on a set of complementary operational, financial reporting and compliance objectives linked across all levels of the organization. The process is designed to identify and analyze internal and external risks affecting achievement of objectives at both the activity and the entity level. The overall goal of the enterprise risk assessment process is to provide management with the knowledge necessary to effectively manage risk.

Annual updates to the risk assessment are necessary to take into account changes in the operating environment, new personnel, new or revised information technology, changes in transaction volumes, new activities, and revised organizational structure. The IIA's *International Standards for the Professional Practice of Internal Auditing* (*Standards*), require Internal Audit to develop a risk-based audit schedule which is updated annually.

In 2008, Internal Audit assisted management by facilitating the City's first enterprise risk assessment. During the first years of Risk Assessment, departments were intimately involved in not only identifying key business process areas, but also in documenting key risks and controls in risk matrices. As departments have exhibited a higher level of understanding of internal controls, the process has evolved slightly. In 2009, the process was enhanced to review risks and controls on a more thorough functional/ business process level. In 2010, a Risk Assessment Employee Survey was introduced and distributed to all City employees for feedback on organizational risk.

As Internal Audit has obtained a good foundation and understanding of the departments' control structures, completion of risk matrices was not required as part of the 2012 Risk Assessment. Although risk matrices were not required, it is important to note that risk identification is management's responsibility and, as such, departments should be proactive in on-going internal assessments of risk to ensure that each department's goals and objectives can be achieved. This includes identifying, documenting, and monitoring current risks faced by each department so that risk can be better managed citywide. Managers are encouraged to continue to utilize their risk matrices for internal purposes.

THE AUDIT SCHEDULE

Audits are scheduled based on the results of the annual risk assessment to allow Internal Audit to focus its limited resources on the highest priority areas. The Audit Schedule is a rolling schedule which is subject to change due to changes in risks and/or the organizational environment, or when an individual requests that a

[1] Enterprise risk management should not be confused with the City department called Risk Management.

particular area be audited that Internal Audit has determined is a significant area of risk. Internal Audit considers all requests or suggestions for audits and will modify the Audit Schedule if the risk is deemed to be sufficient enough to warrant a change to the schedule. Extra time is budgeted into the Audit Schedule to allow for flexibility in performing unexpected audits, investigations, consulting (non-audit) services, etc.

Scheduled projects and audits may be deferred to future years if other projects become a higher priority based on a current assessment of risk. Projects may also be eliminated based on a variety of circumstances, including scope limitations or a current assessment that the risk level assessed previously has declined (or internal controls have improved). If a project continues into a new fiscal year, the number of the audit is changed to the current year.

PURPOSE

The goal of Risk Assessment is to identify and prioritize areas of risk which pose a threat to the City's operations and achievement of objectives. Internal Audit employs a risk-based approach to auditing and, as such, the auditor utilized the results of the Risk Assessment to prepare and modify the Audit Schedule based on the determined areas of highest risk.

SCOPE

Internal Audit's review assessed risk exposure for all department-identified key business processes/ divisions in the City of Sarasota documented as of January 2012. A total of 81 business processes were examined, evaluated, and prioritized by risk level as part of the 2012 Risk Assessment (see **Exhibit A** for the complete audit universe).

To the extent possible, risk was assessed at the business process level. Some departments found it easier to identify functional areas as that is how they are structured. A business process or business method is defined as a collection of related, structured activities or tasks that produce a specific service or product (serve a particular goal) for a particular customer or customers. A business process begins with a customer's need and ends with a customer's need fulfillment.

In addition, the scope of the Risk Assessment process was expanded to include an employee survey (conducted January 6- January 27, 2012) which was distributed to all City of Sarasota employees. The results of the survey allowed Internal Audit to gain a better understanding of areas where there are perceived organizational strengths and weaknesses.

RISK ASSESSMENT PROCESS

RISK ASSESSMENT AND EVALUATION METHODOLOGY

As previously stated, the goal of risk assessment is to determine areas in the City which are exposed to the highest levels of risk and to include those areas in the Audit Schedule. The approach utilized in the Risk Assessment enables Internal Audit to review all potential audit areas, the "audit universe", and rank each of the potential areas in priority order. As organizational needs and goals change, so do the areas of highest risk.

To prioritize potential audit areas, Internal Audit implemented the following steps:

1) **Identify Department Activities.** Internal Audit reviewed several sources, including prior Risk Assessments, audits, the City's website, and the City's operating and capital budgets to prepare a list of all potential audit subjects. To ensure completeness of the list, departments were asked to assist in the identification of department activities. Risk Assessment Worksheets (See **Exhibit B** for example) were provided to departments instructing them to review and update their respective lists of key business processes and business process owners, and to further identify any key information technology systems utilized.

2) **Select Criteria and Develop Definitions for Use in Scoring Department Risk.** A total of 8 Risk Factors were selected from over hundreds of evaluation criteria suggested by auditing best practices, professional literature, and other audit divisions/ departments to help prioritize future audit work. Risk definitions were developed for each of the 8 Risk Factors, as was a scoring framework for use in evaluating and ranking all identified City business processes on a consistent basis. Numerical scores with corresponding definitions were established to help define varying levels of risk or maturity related to each Risk Factor.

   Please refer to **Exhibit C** for the list of Risk Factors used in the evaluation process.

3) **Evaluate Activities and Apply Scoring based on Department Risk.** Using the audit universe identified in Step 1 above, audit staff evaluated each of the departmental business processes against the 8 Risk Factors using the scoring method described in Step 2. For each Risk Factor, business processes were assigned one of five possible numerical scores, which ranged from a low-risk score to a high-risk score.

   Where appropriate, Internal Audit also applied deductions to risk scores. Deductions served to lower the overall risk score for an area and were based on successful prior audits and areas of demonstrated sufficient internal control.

4) **Rank the Activities.** After all business processes were assigned scores for each of the Risk Factors, audit staff calculated the total combined Risk Score for each business process. The total combined Risk Scores were sorted in order of highest value.

5) **Consider Management and Other Outside Input.** Internal Audit provided management the opportunity to suggest areas for audits or consulting services. Suggestions were reviewed by Internal Audit to determine: a) whether the areas were appropriate for an audit, and; b) whether the areas were of significant risk to the organization. If both criteria were met, the areas suggested were included on the Audit Schedule unless audit work would result in a duplication of efforts.

6) **Apply Adjustments and Re-Rank Activities.** Adjustments to total combined risk scores were applied, as necessary, based on any management or other outside input or insight. Total combined Risk Scores were re-sorted in order of highest total risk score to reflect any adjustments.

7) **Update Audit Schedule.** Internal Audit reviewed the final rankings of the business processes, considered available audit resources and time, and updated the Audit Schedule. To view the updated Audit Schedule, please see **Exhibit D**.

RESULTS

The scoring system used in the evaluation process allowed the areas of highest risk to materialize, while also revealing areas where risk appears to be lowest (see tables below).

Of the 81 business processes/ areas reviewed during the Risk Assessment, the highest-rated risk areas were those most likely to be selected for inclusion in the Audit Schedule. Inclusion in the Audit Schedule does not necessarily mean that there is a current or specific concern associated with an area, but rather that the area may have a higher vulnerability to risk exposure at this time.

Lowest-rated Risk Areas	
Department	**Business Process/ Functional Area**
Public Works	Children's Fountain
City Attorney	Outside Counsel
City Auditor and Clerk	Vehicles for Hire
City Auditor and Clerk	Duplicating
City Attorney	Contracted Legal Services

Highest-rated Risk Areas	
Department	**Business Process/ Functional Area**
Public Works	Robert L. Taylor Community Center
Sarasota Police Department	Parking
Financial Administration	Procurement
Financial Administration	Payroll
Public Works	Bobby Jones Golf Club Pro Shop

RISK ASSESSMENT EMPLOYEE SURVEY

The Risk Assessment Employee Survey, originally introduced into the 2010 Risk Assessment process, was distributed in its same form again in 2012 and was specifically designed to capture the opinions of all employees in identifying perceived areas of strength and weakness throughout the City organization. While the results of the survey were not used in the risk evaluation and prioritization process, management is encouraged to consider the outcomes and utilize them in a manner that will affect positive change.

Employee responses to the Risk Assessment Employee Survey were insightful. Varying responses by different employee groups to similar questions demonstrated opportunities for management to better align perceptions through employee education and consistency of actions by supervisors. Responses to the open-ended question provided areas for management to focus on to assist in elevating employee morale levels.

SURVEY BACKGROUND

The survey was distributed to all employees (accompanied the January 6, 2012 payroll stub) to obtain information relating to the organization's control environment, risk identification processes, informational flows, monitoring, and potential for fraud/ theft.

The purpose of the survey was to identify, based on responses received, where the organization's strengths and weaknesses exist according to the City's employee base. An extended series of statements were made which asked respondents to rate the extent to which they agreed with each statement (strongly agree, agree, don't know, disagree, strongly disagree). The survey also included one open-ended question.

Three different versions of the survey were distributed and, while some survey statements were similar across all versions, others varied according to type of employee:

1) General Employees
2) Supervisors/ Managers[2]
3) Department Directors, Charter Officials, City Commissioners

The survey was conducted January 6th through January 27th. Survey response rates are noted in the following table.

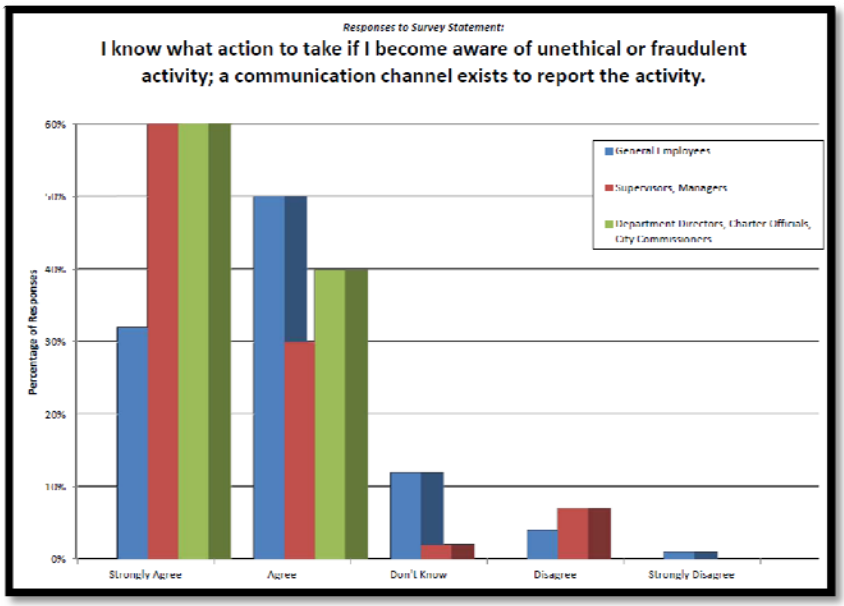
	Percentage Rate of Return
General Employees	26.3%
Supervisors, Managers	38.5%
Department Directors, Charter Officials, City Commissioners	31.3%
Overall Rate of Response: 28.3%	

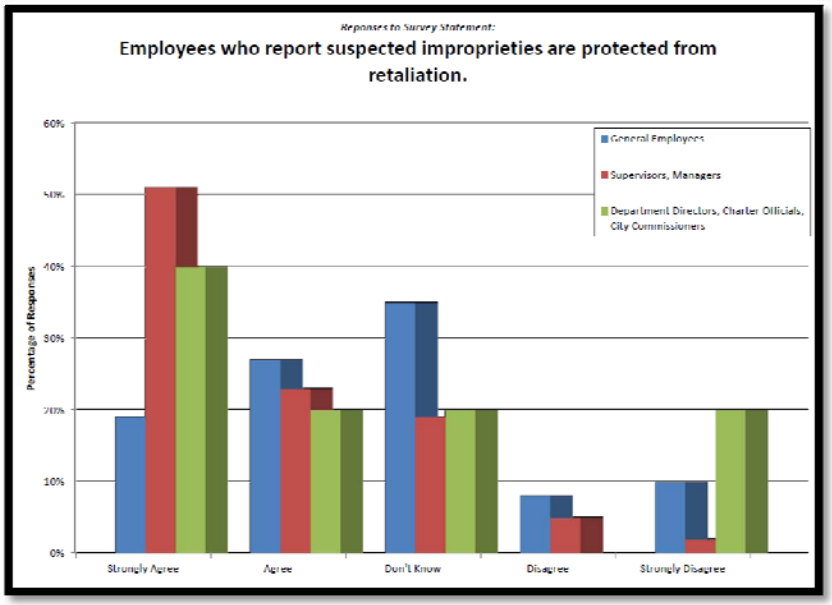
[2] *The supervisor/ manager survey version was only distributed to individuals who actually supervise employees. There are several individuals with the word "supervisor" or "manager" in their job titles who do not manage other employees.*

SURVEY RESULTS

Based on survey responses, Internal Audit made five key observations:

1- City employees know what actions to take to report wrongdoing, but are less confident as to whether they would be protected from retaliation or whether anything would be done to stop the wrongdoing.

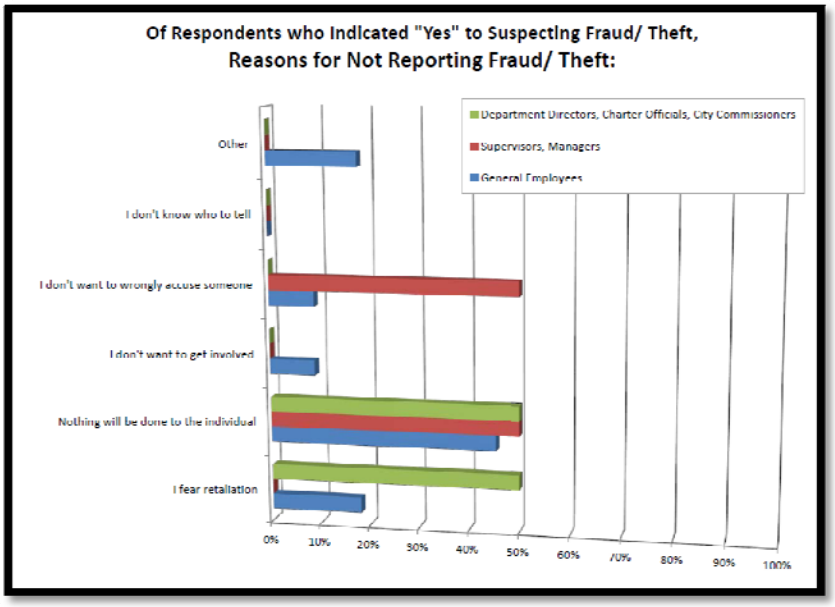




Over half of general employee survey respondents (a combined 53%) either didn't know or didn't agree that they would be protected from retaliation if they reported a suspected wrongdoing. To promote a safe reporting environment, employees should know that they are protected from retaliatory actions, especially when they are acting to protect the City's best interests. Management should work to promote employee awareness of the City's Policy and Procedures for Reporting and Handling Fraud[3], which includes the ability to report improprieties anonymously and provides for Whistle-blower rights[4] in accordance with Florida Statutes.

[3] *The City's Fraud Policy is outlined in Administrative Regulation No. 037.A010.0808.*
[4] *Consult Sections 112.3187-112.31895, Florida Statutes, for information regarding the Whistle-blower's Act.*

2- Employees' top reason for not reporting a suspected wrongdoing is the expectation that nothing will be done to the suspected individual.



3- Where similar questions were posed, responses of general employees tended to reflect different perceptions than those of supervisors where supervisors generated more positive responses than general employees.

The disconnect between these two employee groups provides an opportunity for management to work to align perceptions more closely, particularly in the areas of more consistent discipline administration and involving employees in goal-setting activities that directly affect them.

4- While most City employees believe their colleagues exhibit high ethical standards, there is an opportunity to further reduce the percentage of employees that disagree with this statement.

The percentage of employees who disagreed that ethical values are displayed by their peers, coupled with responses to the open-ended survey question, present the opportunity for the City to adopt a formal Code of Ethics and further offer ethics training for all employee groups.

5- Employees indicated that the City of Sarasota's biggest issues include: poor leadership/ distrust of management; budget/ finances/ economy; low employee morale; and staffing shortages/ lack of manpower.

For additional information on detailed survey results, please refer to **Audit Project #12-02B: 2012 Risk Assessment Employee Survey Results**.

2012 AUDIT SCHEDULE

The annual Citywide Risk Assessment helps to ensure that audit staff focuses attention and resources on the highest priority areas by applying the systematic approach outlined in this report. All areas of the City were evaluated against the same criteria and ranked to determine which audits would be performed during the year; management and other input was also taken into consideration during this process.

Based on the results of the 2012 Risk Assessment, the Audit Schedule has been updated to reflect areas of high risk. The Audit Schedule also provides for unallocated time during which unexpected audits, consulting requests (non-audit services), investigations, or other work may be performed. It should be noted that factors including staff workload, unexpected special projects, and other unforeseen circumstances may affect the achievement of projects on the Audit Schedule where some projects may be deferred to future years and others may be added that were not originally planned. Administrative projects as well as recurring recommendation status reports are also included in the Audit Schedule.

To view the Audit Schedule, as determined by the results of the 2012 Citywide Risk Assessment, please refer to **Exhibit D**.

EXHIBIT A: 2012 CITY OF SARASOTA AUDIT UNIVERSE

Citywide

- **Grant Management**
- **Capital Improvements Program**
- **Contract Management**
- **COOP Plan**

City Attorney

- **Contracted Legal Services**
- **Outside Counsel**

City Auditor and Clerk

- **Central Records**
- **Clerk Functions**
- **Communications**
- **Development Review and Real Property**
- **Duplicating**
- **Pension Plans**
- **Public Records**
- **Vehicles for Hire**
- **Web Services**

Financial Administration

- **Accounts Payable**
- **Budget Preparation**
- **City Property Leasing**
- **FMS Administration**
- **General Ledger Update**
- **Investments**
- **Payroll**
- **Procurement**

Human Resources

- **Annual Benefits Enrollment**
- **Data Administration and Staffing**
- **Personnel Records Management**
- **Risk Management**

Information Technology

- **Application Support**
- **Contract Oversight/ Management**
- **Data Integrity**
- **Governance**
- **Hardware Support**
- **Infrastructure**
- **Legal/ Regulatory Compliance (PCI)**
- **Project Management**
- **Security**
- **Server**
- **Telecommunications**

Neighborhood Development Services

- **Building Inspections**
- **Building Permits**
- **Cash Handling**
- **Code Compliance**
- **Department Payments**
- **Housing Process**
- **Local Business Tax Receipts**
- **Neighborhood Grants**
- **Public Art**
- **Zoning Reviews**

Public Utilities

- **Call Center**
- **Cash Handling**
- **Emergency Management**
- **Permitting for Public Works/ Utilities Facilities**
- **Water Distribution**

Public Works

- **Auditoriums**
- **Bobby Jones Golf Club- Maintenance**
- **Bobby Jones Golf Club- Outside Operations**
- **Bobby Jones Golf Club- Pro Shop**
- **Children's Fountain**
- **Equipment Maintenance**
- **Fuel Station/ Environmental Risks**
- **Infrastructure Maintenance- Streets and Sidewalks**
- **Landscape Maintenance**
- **Lido Beach Pool and Pavillion** *(contracted out)*
- **Robert L. Taylor Community Complex**
- **Skate Park** *(contracted out)*
- **Solid Waste Collections**
- **Special Events**

Sarasota Police Department

- **Criminal Investigations Division**
- **Fiscal Unit** (Support Services Division)
- **Management Information Systems** (Support Services Division)
- **Parking Management** (Support Services Division)
- **Property and Evidence** (Criminal Investigations Division)
- **Sarasota Police Department COOP** (Support Services Division)
- **Other** (Records, Quartermaster, Building Maintenance, Armory, etc)
- **Training Unit** (Support Services Division)
- **Uniform Services Division**

Van Wezel Performing Arts Hall

- **General Administration**
- **Marketing**
- **Revenue Activities/ Financial Administration**
- **Sponsorship Negotiation**
- **Union Negotiation/ Administration**

Only "auditable" areas are included in the Audit Universe. In the event departments identified areas considered by Internal Audit to be "not auditable", the areas were removed from the evaluation process.

EXHIBIT B: EXAMPLE OF 2012 RISK ASSESSMENT WORKSHEET

FINANCIAL ADMINISTRATION

Fiscal Year 2012 Citywide Risk Assessment

Instructions for Fiscal Year 2012:

Risk Assessment 1-2-3

1– Review
2– Revise
3– Rate

This year, we're asking departments to help update the audit universe by reviewing the current list of business process areas and adding to/ modifying that list. **There's no need to complete risk matrices this year**- Internal Audit already updates that information each time an audit is performed.

So, **just complete the three steps outlined below and return via email** when you're done.

If you have any questions along the way, feel free to contact Internal Audit at ext. 4239.

1- Review Existing Areas

Review the below list of all key business processes/ functional areas identified by your department as part of last year's Risk Assessment. **For each area, indicate the name of the individual responsible for the process and any key information technology systems utilized by the area.**

After completing Steps 1 and 2 (back of page), consider all of the business processes listed and place a check mark next to the top 3 risk areas in your department. *(See Step 3 for more information)*

☑	Department Business Processes	Business Process Owner	Key IT Systems
☐	Accounts Payable		
☐	Budget Preparation		
☐	City Property Leasing		
☐	General Ledger Update		
☐	FMS Administration		
☐	Investments		
☐	Payroll		
☐	Procurement		
☐	Grant Management (citywide)		

EXHIBIT B: EXAMPLE OF 2012 RISK ASSESSMENT WORKSHEET

2- Revise to Add Any New Areas

Revise your list to include any business processes/ key functional areas that may be missing from the list in Step 1. For each added area, indicate the name of the business process owner and any key information technology systems used.

☑	Department Business Processes	Business Process Owner	Key IT Systems
☐			
☐			
☐			
☐			

Other information/ Processes changed or modified:

3- Rate Top 3 of All Areas (Existing and New)

Be sure to rate the top risk areas in your department. If you haven't already done so, consider all of the business processes/ functional areas you've listed in Steps 1 and 2. **Using the check box column to the left of the page, select the TOP 3 biggest risk areas for your department.**

The areas you select should be those that, should something go wrong, may have negative financial or reputational effects, legal or regulatory consequences, or prevent the department or the City from achieving goals.

Finished with Steps 1-3?
You're all done!
Simply submit your form via email to Heather Essa.

Internal Audit will contact your department if there are any questions or incomplete portions of your form.

Thanks for participating in this year's Risk Assessment!

What is Risk Assessment?

Risk Assessment is an analysis of what could go wrong.

The risk assessment process is an ongoing one. Internal and external threats constantly develop. Change itself is a risk, and management must continually adapt its policies and procedures to manage changing risks to a comfortable level.

The Internal Audit Division assesses and evaluates citywide risks on an annual basis. As part of our review, we first update the "audit universe", which is a list of all auditable areas. Then, we evaluate the areas against a series of risk factors, identify the highest risk areas citywide, and develop the annual Audit Schedule.

We also seek input from employees, management, charter officials, city commissioners, and the public regarding possible audit areas.

EXHIBIT C: RISK ASSESSMENT EVALUATION CRITERIA

2012 Risk Factors used in the Risk Assessment

Risk Factors	Risk Factor Measurement	Weight Applied to Factor[5]
1- Quality of Control Environment	Measure of intangible characteristics that serve as the foundation for internal control: ethical values expected of unit, degree to which employees are held accountable for actions, appropriate formalized policies and procedures, commitment to competence through training, knowledge and skills to perform jobs, responsiveness to Internal Audit recommendations, etc.	25%
2- Materiality	Measure of the unit's annual revenues and expenditures.	20%
3- Operational Changes	Measure of significance related to past and future changes impacting the unit; includes organizational structure as well as management and employee changes/ turn-over.	15%
4- Reliance on Unit to Achieve City Goals	Measure of the unit's objectives and how essential they are in supporting the City's overall strategies and objectives as established by the City Commission (where failure of the unit would result in failure to achieve goals= higher risk area).	10%
5- Complexity of Business Process	Measure of the level of complexity involved in transactions related to the unit; knowledge and skills necessary to achieve objectives of the unit; regulatory or other oversight.	10%
6- Public Exposure	Measure of potential negative reputational effects or embarrassment to the unit due to the level of visibility and/or public or media interest.	10%
7- IT Systems	Measure of level of reliable, effective automation within a unit (whether systems assist in decision-making, achieving efficiencies, and help reduce errors typically associated with manual processes).	5%
8- Time Since Last Audit *(internal or external)*	Measure of the time period (in years) since an audit was last performed on the unit.	5%

[5] *Certain Risk Factors were considered to be more influential on the overall Risk Score than others. Therefore, risk factors were weighted to reflect their importance, which had an impact on the overall scoring.*

EXHIBIT D: 2012 AUDIT SCHEDULE

Audit Schedule 2012

FY	Audit #	Audit Name	Department	Preliminary Audit Description	Project Type	Audit Components	Auditor	Est. Hours	Project Status	Notes
2012	12-00	2012-2014 Audit Schedule	N/A	Update internal three-year rolling audit schedule based on results of annual Risk Assessment.	Research/ Special Project	Operational	Heather Essa	8	Complete	
2012	12-01	FYE 2011 Citywide Inventory	All	Review inventory counting procedures, observe the annual inventory counts and perform re-counts of selected samples.	Audit	Operational, Financial, IT	Heather Essa	200	In Process	
2012	12-02A	2012 Citywide Risk Assessment	All	Facilitate annual risk assessment process for use in updating annual Audit Schedule; evaluate and prioritization of citywide risk.	Risk Assessment	Risk Assessment	Heather Essa	80	Complete	
2012	12-02B	2012 Risk Assessment Employee Survey Results	N/A	Administer Risk Assessment Employee Survey; compile citywide results and prepare survey results report.	Risk Assessment	Risk Assessment	Heather Essa	180	Complete	
2012	12-03A	Remedial Action Update	All	Review status of implementation of prior audit recommendations for all outstanding recommendations citywide.	Status of Open Items Report	Status Update	Heather Essa	40	Not Yet Started	Issue to City Commission and Management.
2012	12-03B	Remedial Action Update	All	Review status of implementation of prior audit recommendations for all outstanding recommendations citywide.	Status of Open Items Report	Status Update	Heather Essa	40	Not Yet Started	Issue to Management only.
2012	12-04	Travel Expenditures	All	Review employee compliance with the City's travel policy and appropriateness of expenses.	Audit	Compliance, Financial	Heather Essa	300	In Process	
2012	12-05	Procurement	Financial Administration	Review internal controls over procurement function, including bid process, disbursement of payments, etc.	Audit	Operational, Financial, Compliance	Heather Essa	400	Not Yet Started	
2012	12-06	SPD Property and Evidence	Sarasota Police Department	Determine whether internal controls assist in adequately accounting for and safeguarding items in police custody.	Audit	Operational, IT	Heather Essa	150	Not Yet Started	
2012	12-08	Follow-up to City Procurement Card Audit #11-06	All	Follow-up to City Procurement Card Audit #11-06.	Audit	Operational, Financial	Heather Essa	150	Not Yet Started	
2012	12-09	Robert L. Taylor Community Complex	Public Works	Review internal controls in place at the center- comprehensive review: physical security, cash handling, etc.	Audit	Operational, Financial, Compliance	Heather Essa	400	Not Yet Started	
2012	ADMIN12 -01	Audit Reports on SIRE	N/A	Upload all final audit reports to SIRE/ eDocs for public to view via City's website. Includes all issued final audit reports since 1986.	Research/ Special Project	Administrative	Heather Essa	24	Complete	

Audit Schedule 2012

FY	Audit #	Audit Name	Department	Preliminary Audit Description	Project Type	Audit Components	Auditor	Est. Hours	Project Status	Notes
2012	RS12-01	Sarasota Sister Cities Association Potential Theft	N/A	Assist in compiling/ reviewing information related to a potential theft involving Sister Cities organization; compile information for law enforcement; review and offer modifications for a new agreement between City and Sister Cities.	Research/ Special Project	Investigation	Heather Essa	80	Complete	
2012	RS12-02	City Background Check Policy	N/A	Review and offer suggestions to newly proposed City Background Check Policy, per City Auditor and Clerk.	Research/ Special Project	Operational	Heather Essa	8	Complete	
2012	RS12-03	Public Utilities Consulting Services	Public Utilities	Consulting Services for Public Utilities Department requested by department: Contract Review and/or Meter Reliability Testing	Consulting	Operational	Heather Essa	200	Not Yet Started	
2012	TBD2012 -01	Reserved Time for Internal Audit Quality Improvement Program	N/A	Perform quality reviews of audit work and develop/enhance audit processes to improve efficiency and ensure compliance with audit standards.	Research/ Special Project	Administrative	Heather Essa	40	Not Yet Started	
2012	TBD2012 -02	Unallocated Time	N/A	Unallocated time.	Research/ Special Project	Operational, Financial, Compliance, IT, Investigation, Consulting	Heather Essa	100	Not Yet Started	