



**Annual Report
Fiscal Year 2020**

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EXECUTIVE SUMMARY

Ordinance 20-O-22AA requires the Office of Inspector General (OIG) to complete an annual report by December 31 summarizing the activities of the office during the immediately preceding fiscal year ended September 30. The report shall describe:

- The accomplishments of the Office of Inspector General including a summary of each audit and investigation completed during the reporting period,
- A description of significant deficiencies and abuses relating to the administration of programs and operations of the City disclosed by audits, investigations, reviews or other activities during the reporting period,
- A description of recommendations for corrective action made by the Inspector General during the reporting period with respect to significant problems, deficiencies, or abuses identified, and
- Identification of each significant recommendation described in previous annual reports on which corrective action has not been completed during the reporting period.

The following activities demonstrate significant efforts of OIG staff during Fiscal Year (FY) 2020.

- Established the Office of the Inspector General.
- Issued 11 audit products.
- Opened one investigative case that was closed in FY21.

CITY OVERVIEW

The City is a robust organization with a workforce of more than 3,000 dedicated employees who are proud to call Tallahassee home. The City is the largest single provider of municipal services in our community, including police, fire, public transportation, electric, gas, water, parks, and more. Employees pride themselves on providing exceptional customer service, while also exploring ways to increase efficiencies and create a strong, vibrant community.



This commitment to best-in-class service delivery has cultivated our world-class parks, best tasting drinking water and led to our achievements as a two-time All-America City, No. 1 Public Utility in the nation, and Best in Nation Gas Utility. Residents and visitors alike value our City's unique qualities that earn Tallahassee nationwide recognitions, including Most Livable City and one of the South's Best Cities. To build on our successes and ensure Tallahassee is the national leader in the delivery of public service, it is vital that we inspire our talent to be innovative and intentional in addressing existing and future challenges.

ESTABLISHMENT OF THE OFFICE OF INSPECTOR GENERAL

During the October 28, 2019 City Commission workshop on ethics, the City Auditor was directed to bring information before the Commission about 1) how an inspector general function could further promote trust and accountability with the City, 2) key factors which should be addressed in the establishment of an inspector general function, and 3) the steps necessary to implement an inspector general function within the City.

Intensive time and effort were spent researching inspector general organizations which included both State of Florida Inspector General offices and local government Inspector General offices. Additionally, meetings were held with many subject matter experts to identify important aspects of the Inspector General function, best practices, and how other local governments have implemented the function.

The information was brought before the City Commission at the December 4, 2019 meeting who directed the City Auditor to develop City Ordinances and Commission policies to implement an inspector general function under the direction of the City Auditor.

Development of the ordinance consisted of reviewing the Principles and Standards for Offices of Inspectors General and model legislation for the establishment of Offices of Inspectors General. From this research, seven aspects of an Inspector General function were identified. These areas included defining the mission, independence, authority, powers, Inspector General qualifications, Whistle-blower protections and quality standards for inclusion in the legislation.

The ordinance was introduced on June 17, 2020, at the City Commission meeting with the first and only public hearing held on July 8, 2020. The hearing was held on the scheduled date and City Ordinance 20-O-22AA establishing the Inspector General's office passed unanimously by the City Commission.

AUTHORITY AND RESPONSIBILITY

The position of City Auditor was established pursuant to Section 32 of the City of Tallahassee Charter Laws. On July 8, 2020, Ordinance 20-O-22AA was passed which expanded the authority, powers, jurisdiction, and responsibility of the City Auditor to create the City's Office of Inspector General (OIG). The OIG is charged with

maintaining and operating a full-time program of audits, investigations, inspections, and reviews of the City's performance measurement system to provide increased accountability and oversight of the City and to assist in improving programs and operations administered or financed by City operations to detect, deter, prevent, and eradicate fraud, waste, abuse, mismanagement, and misconduct by appointed officials, employees, contractors, subcontractors, other parties doing business with the City and/or receiving City funds.

The stated mission of the OIG is to:

Advance integrity, accountability, transparency, and efficiency and effectiveness within City government by providing professional, independent, and objective audit and investigative services.

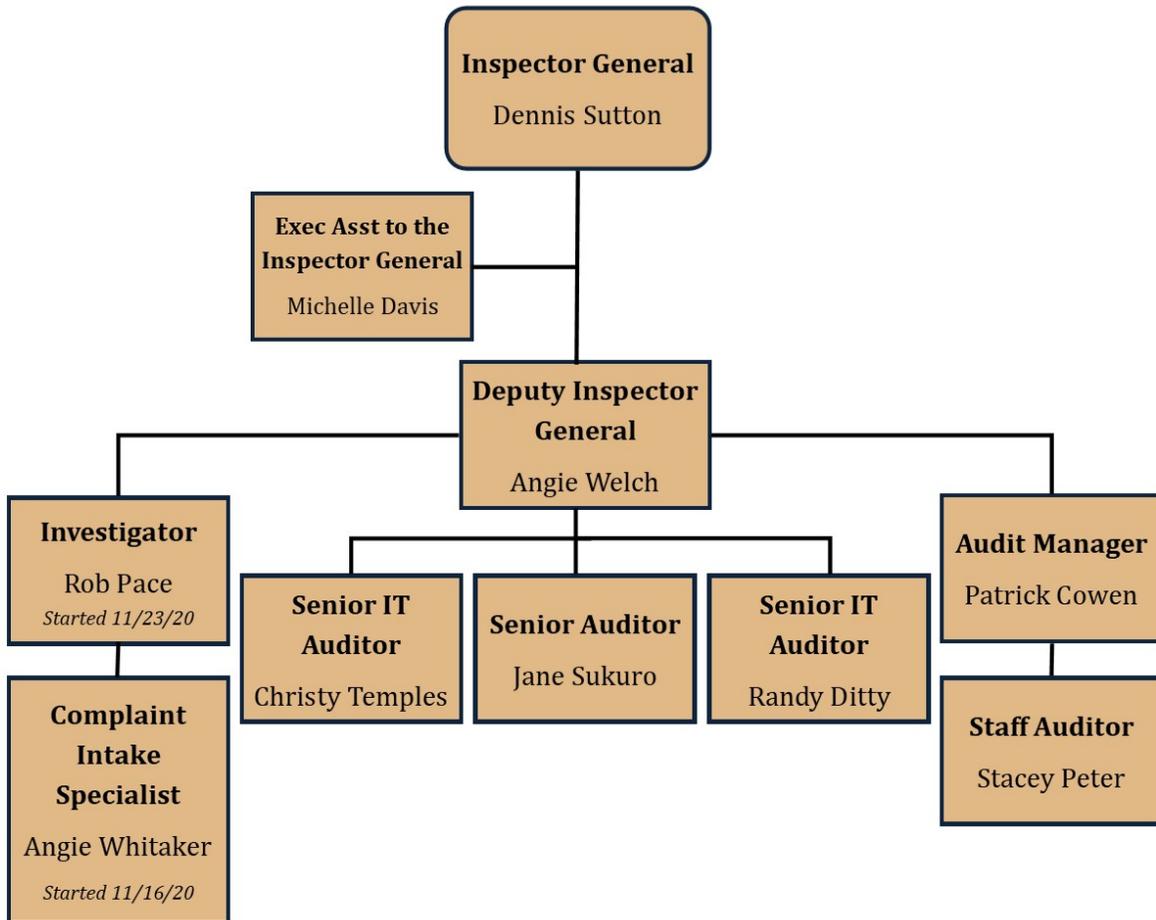
The Inspector General reports directly to the City Commission and is independent under *Government Auditing Standards* to conduct financial and performance audits of any area in the City. The Inspector General is also independent under the *Standards for Professional Practice of Internal Auditing*. This level of independence would not exist if the office was organizationally placed under the City Manager or other Appointed Official.

ORGANIZATION AND STAFF

The OIG, headed by the Inspector General, is comprised of two divisions, an Audit Division and an Investigations Division. The OIG staff consists of 10 professionals: The Inspector General, Deputy Inspector General, Executive Assistant, Audit Manager, 2 Senior IT Auditors, Senior Auditor, Staff Auditor, Inspector General Investigator, and Complaint Intake Specialist.

During the fiscal year, a considerable amount of time was spent filling new and vacant positions within the office. Two positions, the Deputy Inspector General and Senior IT Auditor, were reclassified from other positions within the office. Additionally, after the Office of Inspector General was approved, two new positions, Inspector General Investigator and Complaint Intake Specialist were established but were not filled until November 2020.

As of September 30, 2020, the office was organized as follows:



STAFF QUALIFICATIONS

OIG staff members possess a range of backgrounds and experience in a variety of disciplines including accounting, auditing, investigations, program evaluation, and project management. OIG staff members continually enhance their professional skills by attending continuing education, maintaining professional certifications, and actively participating in several professional organizations.

Professional Training

OIG staff members must complete the following training requirements:

- Per Government Auditing Standards (Yellow Book) and Internal Auditing Standards (Red Book), internal auditors must enhance their knowledge, skills, and other competencies through continuing professional education (CPE).
- Per Principles and Standards for Offices of Inspectors General (Green Book), OIG staff performing investigations, inspections, evaluations, reviews, or audits should complete at least 40 hours of CPE, every two years, that directly enhance the person's professional proficiency.
- Per the Commission for Florida Law Enforcement Accreditation (CFA) OIG accreditation standards, investigation members must receive a minimum of 40 hours of continuing professional education every two years, with at least 12 hours in subjects related to their primary responsibility.

Professional Certifications

Professional certifications require significant time and effort to attain and maintain. These certifications demonstrate professional competence, proficiency, and commitment to the profession. During the reporting period, OIG staff members collectively maintained the following certifications:

Staff currently possess professional certifications to include:

- 4 Certified Public Accountants,
- 2 Certified Internal Auditors,
- 3 Certified Information Systems Auditors,
- 1 Certified Inspector General,
- 1 Certified in Financial Forensics

- 1 Certified Internal Controls Auditor
- 2 Certified Fraud Examiners, and
- 1 Certified Accreditation Professional.

Professional Affiliations

Membership and participation in professional organizations help staff members establish and advance professional networks, participate in professional community activities, and obtain continuing professional education. During the 2020 fiscal year, OIG staff members collectively maintained membership or participation with the following organizations:

- Institute of Internal Auditors,
- Association of Government Accountants,
- Florida Institute of CPAs,
- Florida Government Finance Officers Association,
- Association of Inspectors General,
- Association of Certified Fraud Examiners,
- Information Systems Audit and Control Association,
- American Institute of CPAs, and
- Institute of Internal Controls.



OFFICE OF INSPECTOR GENERAL

The OIG provides a full-time program of audits, investigations, inspections, and reviews of City operations to provide increased accountability and oversight and to assist in improving programs and operations administered or financed by the City. The OIG is comprised of two divisions, an Audit Division and an Investigations Division.

Audit Division

The Audit Division is responsible for reviewing and appraising policies, plans, procedures, accounting, financial and other operations of the City and recommending changes for improvements. The Audit Division has full access to records, data, personnel and other information necessary to carry out its function. The City's Charter also establishes an Audit Committee to help oversee the audit function of the OIG.



Investigations Division

The Investigations Division is responsible for reviewing allegations involving fraud, waste, abuse, mismanagement, and misconduct by appointed officials, employees, contractors, sub-contractors, or other parties doing business with the City and/or receiving City funds. As authorized in City Ordinance 20-O-22AA, the Investigations Division can receive and investigate complaints from any source and investigate those complaints the Inspector General deems credible or upon the Inspector General's own initiative. Some complaints received by the Office of Inspector General (OIG) do not rise to the level of an Inspector General investigation. In these cases, the complaint is referred to management for action. Some complaints do not contain enough information to warrant opening an investigation. In these cases, the Investigations Division will gather facts to obtain additional information regarding the complaint. Based on what is found, a determination will be made as to whether an investigation will be conducted, the complaint is referred to management, or closed with no action.



INTERNAL AUDIT SECTION

The Audit Division is responsible for reviewing and appraising policies, plans, procedures, accounting, financial and other operations of the City and recommending changes for improvements. Below is a summary of the audit activities conducted by the OIG during the 2020 fiscal year.

Audit Reports Issued

The OIG conducts audits based upon a comprehensive risk assessment. Audit topic input is requested from the City Commission, the City Audit Committee, Appointed Officials, other members of the City Leadership Team, and audit staff. We also request input from citizens for potential audit topics. We perform Commission-approved audits as well as follow-ups to review and report on management’s actions to correct identified issues.

For fiscal year 2020, we issued 11 audit products. A listing of those reports follows.

Report No.	Title	Issue Date
2001	Consolidated Audit Follow-Up Report ⁽¹⁾	3-25-20
2002	Audit of Animal Service Center Revenue Controls	4-29-20
2003	Final Audit Follow-Up of Growth Management Revenues	7-24-20
2004	Final Audit Follow-Up of StarMetro Paratransit Services	7-24-20
2005	Final Audit Follow-Up of StarMetro Transit Fare Box Collections and Petty Cash Fund	7-24-20
2006	Final Audit Follow-Up into Billings by Day Laborers	7-30-20
2007	Final Audit Follow-Up of Cybersecurity Controls	7-30-20
2008	Final Audit Follow-Up of City Printers and Copiers	8-11-20
2009	Final Audit Follow-Up of StarMetro P-Card Purchases	8-20-20
2010	Final Audit Follow-Up of Selected Airport Leases	8-31-20
2011	Final Audit Follow-Up of the Cloud Migration & Upgrade to PeopleSoft Systems	9-28-20

⁽¹⁾ In previous years, separate audit reports would have been prepared for each of the 14 follow-up audits included in audit report 2001, Consolidated Audit Follow-up. Combining those 14 follow-up audits into a single report resulted in reducing the total number of audit reports issued from 25 to 11.

The follow-up report process serves to provide assurances to the City Commission and the respective Appointed Officials that areas identified for improvement in our audits are addressed by management. The follow-up process is a joint process involving audit staff and management whereby agreement is reached that identified issues need to be addressed and management acknowledges its responsibility for completing the corrective actions. Management identifies the corrective actions to be implemented, the name of the staff responsible for leading the effort, and the date when the corrective actions are planned for completion. Previously we conducted follow-up audit activities every six months. The follow-up process is now changed where we only verify and report on management’s corrective actions once a year to increase the amount of time available for performing audits of City operations.

Consolidated Follow-Up Report (#2001)

The purpose of this audit was to provide an update as to the status of management’s progress in addressing action plan steps from previous audit reports and our conclusions as to management’s success in completing those steps. This was a regular reoccurring audit which was part of the annual audit plan.

The scope of the audit included a review of the status of action plan steps from prior audits due for completion on or before March 31, 2019. Audit testing showed, for the most part, management was successful in completing the action plan steps as initially planned, had appropriately addressed the associated risks through alternate actions, had made reasonable progress toward completion of the steps, or had accepted the underlying risk.

We identified a limited number of action plan steps where additional attention from management was needed to help ensure the steps were completed or the associated risks were otherwise mitigated. Specifically, we noted of the 189 action plan steps due for completion on or before March 31, 2019, 131 were completed, 17 were resolved through alternative actions or management’s acceptance of the underlying risk, 26 were in progress, and 12 needed additional attention from management to ensure the step were completed or otherwise resolved.

Recommendation	Status
Backup and Disaster Recovery (#1515)	
<p><i>Technology and Innovation</i></p> <p>Administrative Policy and Procedure 809 (APP 809) should be revised to:</p> <ul style="list-style-type: none"> a. more closely reflect current City backup processes, and b. incorporate best practices. <p>Those best practices should include:</p> <ul style="list-style-type: none"> a. Identifying the backup types and frequencies to be used by the City; and provide specific criteria as to when the use of the identified backup types and frequencies should be used. b. Acknowledging and defining Technology and Innovations’ (T&I’s) role in the backup process, to include its role in determining what, when, and how backups should occur. c. Requiring periodic tests of the integrity of the results of the backup process. 	<p>Needs Attention. Technology & Innovation (T&I) management submitted revisions to the City’s Information Systems Security Policy 809 (APP 809) to the City Manager’s Office for review and approval. However, prior to those revisions being approved and implemented, the City’s Chief Information Officer (CIO) left employment with the City. As such, the revision of APP 809 has not been completed.</p> <p>Our review of the draft version of APP 809 showed <u>the backup process described therein does not reflect the current back-up process</u> as provided for in this action plan step. We recommend T&I make appropriate changes to APP 809, prior to its implementation, to ensure the current back-up process is accurately described.</p>

<p>d. Requiring the periodic conduct of system recovery or restoration tests with the backed up files.</p> <p>e. Defining all key terms, including those that may be ambiguous.</p> <p>f. Requiring that backed up data be stored in a safe, prudent, and physically secure manner.</p>	
<p>A comprehensive policy or procedure should be developed requiring disaster recovery plans for City IT systems.</p> <p>The disaster recovery planning policy/procedures developed should incorporate best practices.</p>	<p>Needs Attention. T&I management stated the requirement for disaster recovery plans for all City IT systems is to be incorporated into the revision of APP 809. A draft of the revised APP 809 was submitted to the City Manager’s Office for review and approval. However, prior to those revisions being approved and implemented, the City’s Chief Information Officer (CIO) left employment with the City. As such, the revision of APP 809 has not been completed.</p> <p>Our review of the draft version of APP 809 showed the proposed revisions to the policy do not include a requirement for disaster recovery plans to be developed for all City IT systems. We recommend T&I make appropriate changes to APP 809, prior to its implementation, to ensure a disaster recovery plan is required for all City IT systems.</p>
<p>A business impact analysis should be completed to help ensure T&I’s disaster recovery plan identifies and addresses the City’s most critical systems/applications and the restoration of the systems/applications is appropriately prioritized.</p>	<p>Needs Attention. T&I management reported a business impact analysis would be included within the City’s DR plan. Our review of the DR plan showed a business impact analysis had not been included as initially reported by T&I management.</p>
<p>The critical applications identified in the current T&I DR plan should be reviewed and updated as applicable based on the business impact analysis.</p>	<p>Needs Attention. T&I has not yet identified or included the City’s critical applications in the City’s DR plan.</p>
<p><i>Underground Utility</i></p> <p>A disaster recovery plan should be developed for the IT systems managed by Underground Utilities. The DR plan should incorporate applicable best practices.</p>	<p>Needs Attention. T&I management elected to include all IT systems managed by T&I into one disaster recovery plan. Our review of the draft disaster recovery plan showed the Underground Utilities IT systems were not included in the draft plan.</p>

Selected Airport Leases (#1620)	
A formal comprehensive leasing policy that incorporates best practices should be developed and adopted.	Needs Attention. As of the end of this follow-up period, the Aviation Department has not finalized and adopted a formal comprehensive set of leasing procedures. However, the department had substantially completed the Departmental Procedures for Airport Property Leasing. Aviation management reported the approval and adoption of the procedures would occur by the end of the calendar year. While the policy had been developed and was in draft form, there has been considerable delay in the policy's formal adoption.
Cloud Migration and Upgrade to PeopleSoft Systems (#1706)	
<i>Technology and Innovation</i> For future City IT projects vendor/contractor invoices should be (1) stamped as to date of receipt and (2) timely reviewed and paid by appropriate staff.	Needs Attention. T&I established a process and now documents the date invoices are received as provided for; however, T&I Management has not been successful in timely making payment for cloud hosting services or for the managed services related to the PeopleSoft cloud environment. In response to our inquiry as to the cause of the delays, T&I management reported some payments were not paid timely due to the expiration of the contract for cloud hosting services and the City not entering into a new contract in a timely manner. Other delays in making timely payments were caused by staff errors.
Consideration should be given to developing a formal plan to guide City staff in the event the City leaves the current cloud provider.	Needs Attention. T&I management had not developed a formal plan to guide the City in the event the City leaves the current cloud services provider. In September 2019, the City retained a new managed services provider and management plans to work with the new vendor to develop such a plan.
StarMetro Paratransit Services (#1717)	
StarMetro should evaluate the implementation of in-person interviews and functional assessments.	Needs Attention. Subsequent to the original audit there were changes in the management of StarMetro. The new management reported it will reconsider the acceptance of recommendations and action plan steps from our original audit report

The City should negotiate with clients with respect to trip times.	once paratransit program reorganizations currently under consideration are implemented.
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Audit of Animal Service Center Revenue Controls (#2002)

The purpose of this audit was to determine if controls over revenues reasonably ensured that revenues due were collected, accurately recorded, safeguarded, and deposited in compliance with relevant Commission, City, and departmental policies and procedures.

We concluded that, generally, ASC revenue controls did reasonably ensure that revenue was collected, accurately recorded, safeguarded, and deposited appropriately. However, we identified several instances in which documentation supporting ASC activities was not readily available or was incomplete. Also, we noted the following internal control strengths: (1) written policies and procedures were in place for ASC revenue collection, recording, and depositing; (2) daily supervisory reviews of cash reports were required; and (3) the Chameleon system was utilized to record animal intake and care information.

We identified opportunities for improvement to strengthen controls over the ASC's revenue practices. These opportunities for improvement related to: (1) the need to ensure all policies and procedures are up-to-date (i.e., consistent with current practices) and all staff are aware of these policies and procedures; (2) the need to address issues related to the operation of "Clinic Days"; (3) the need to consistently utilize a formal, efficient, and effective process for storing documentation in OnBase, the City's electronic document management system; (4) the need to ensure data collection forms are thoroughly completed; and (5) the need to establish appropriate access controls for the Chameleon system.

Observation	Recommendation
Policies and Procedures	ASC has developed procedures (<i>Financial Closing Procedures</i>) related to the closeout and reconciliation of Cashier revenue collections. During the audit, we noted that when asked to provide departmental procedures related to revenue processing, there was confusion among staff as to which copy of the procedures was current and should be followed. Based on that confusion, we concluded that procedures were not maintained and communicated in a way that ensured staff were always aware of current procedural requirements.

	<p>During our observation of the operations of ASC, we noted that ASC’s <i>Financial Closing Procedures</i> were not always followed. Specifically, the procedures state that a Cashier is not permitted to “clock-out” or leave the ASC building until the Cashier’s collections for the day are submitted to, and verified by, the closing supervisor. During our observations of ASC operations, we observed a Cashier leave prior to completion of the closing process. When we inquired as to why closing procedures were not followed, management stated this was an isolated incident and not the normal practice.</p> <p>We recommend that ASC review document organization and policies and procedures to ensure that current <i>Financial Closing Procedures</i> files are available to staff and used for training activities conducted by ASC.</p> <p>Additionally, we recommend staff comply with all applicable provisions of the <i>Financial Closing Procedures</i> (i.e., not leave the ASC building until collections have been submitted to, and verified by, the applicable supervisor) or the procedures be amended to reflect current practices.</p>
Revenue Collection – Clinic Day	<p>ASC operates a “Clinic Day” once a month. During this event, clients can receive microchipping, rabies vaccinations, vet exams, and other services for their pets at no or very low cost. Clinic Day is the busiest day each month for ASC and its largest revenue-producing day. We reviewed Cash Reports for three separate clinic days, April 3, 2018; May 1, 2018; and June 5, 2018 and noted the following:</p> <ul style="list-style-type: none"> • For each clinic day reviewed, all cash collected was recorded under one receipt as a single transaction with the ASC listed as the client. A separate receipt should have been prepared for each transaction. • For the three Clinic Days analyzed, ASC collected substantially less revenue than it otherwise would due to reduced and

	<p>waived fees. Absent reduced and waived fees, ASC would have collected \$4,530 in revenues. However, primarily due to the waiving of microchipping fees, ASC only collected \$2,910. As discussed in Observation 1, ASC procedures do not address the granting of fee waivers, including who is responsible for approving fee waivers, the reasons and conditions under which fee waivers may be granted, or the documentation required to support fee waiver requests and approvals.</p> <p>We recommend management generate an individual Chameleon system receipt for each customer served on Clinic Days. Additionally, we recommend management establish a fee waiver policy which would include assigning responsibility for approving fee waivers, the reasons and conditions under which fee waivers would be granted, and the documentation required to support fee waivers.</p>
<p>Animal Service Center Missing Documentation</p>	<p>Our audit procedures disclosed that ASC and Parks, Recreation and Neighborhood Affairs (PRNA) record-keeping practices did not ensure that all documentation could be readily located and provided upon request. Specifically, we found:</p> <ol style="list-style-type: none"> Intake Forms. When an animal is surrendered by its owner to ASC, an intake form is prepared. An intake form is used to capture important information about the animal and owner such as identifying information of the animal (e.g., color, breed, distinguishing marks) and the owner's address and date-of-birth. For fiscal year 2018 (October 1, 2017 to September 30, 2018), we estimate there were approximately 2,900 animal intakes for which an intake form should have been completed. We judgmentally selected 17 animal intakes for review and noted for 3 of those 17 animal intakes, the intake form had not been retained in OnBase and could not be provided by ASC when requested.

	<p>2. Spay or Pay Applications. ASC offers a Spay or Pay Program which allows a person who is reclaiming a pet to have reclaim fees waived or reduced upon agreement to neuter or spay the reclaimed animal. Of the 10 Spay or Pay Program applications we reviewed, 9 had been appropriately retained in OnBase and 1 application was not available in OnBase nor was ASC able to provide a copy of the application when requested.</p> <p>3. Refunds. ASC requires certain documentation (e.g., refund request forms, receipt from initial transaction) to be provided when a person is requesting a refund. All such documentation is to be retained in OnBase. For 2 of 15 refunds examined, required supporting documentation was not retained in OnBase or available when requested.</p> <p>4. Financial Reports. As part of our testing of financial transactions, we noted the ASC financial reports for the months of July and September 2018 had not yet been recorded in OnBase as of the end of October 2018. ASC provided paper copies of these records for audit purposes when requested. Our review showed that, subsequent to the completion of audit fieldwork, the financial reports in question were recorded in OnBase.</p> <p>ASC should retain documentation related to activities and services provided to customers. As such, we recommend that management develop departmental procedures to require all documentation and financial records be properly scanned and recorded in OnBase in a timely manner (e.g., within 30 days). Additionally, management should implement a process for reviewing documentation scanning activities to ensure ASC records have been properly scanned and recorded in OnBase in a timely manner.</p>
<p>Incomplete or Inaccurate Documentation</p>	<p>ASC maintains documentation related to all activities performed or services offered.</p>

Transactions relating to adoptions, animal intake, animal reclaim, refunds, voids, and other items, are to be fully documented through the completion of established forms and data entry fields in the Chameleon system. Our audit disclosed ASC documentation was not always complete or accurate. Specifically, we noted:

- 1. Adoptions.** When a customer adopts an animal there are multiple forms/documents that should be completed. One key document that must be completed as part of the adoption process is the adoption questionnaire (form). During our audit procedures, we noted several instances where the adoption questionnaire was not completed in its entirety. While not all parts of the questionnaire are applicable to every adoption, there was no indication on the form as to whether the information should have been collected or not. Specifically, we noted that for 19 of the 20 adoptions we tested, there were questionnaires that had not been completed. Examples of information not provided on adoption questionnaires included, adoptee address, phone number, pet experience, and signature.
- 2. Chameleon Data Input.** As previously noted, when surrendering an animal an intake form must be completed. While reviewing intake forms and comparing the data with that in the Chameleon system, we noted data related to the person surrendering the animal was not always input correctly. Our review showed the date-of-birth of the individual surrendering the animal had been input into the Chameleon system incorrectly in 15 of 20 instances.
- 3. Voids.** *ASC Cash Management Procedures* requires the reason for voiding a transaction be documented on the printed receipt that corresponds to the error. Additionally, such documentation must be included with

	<p>the daily financial reports, which are scanned and stored in OnBase. We tested 20 voided transactions and noted 12 instances where the reason for the voiding of the transaction was not documented as required.</p> <p>We recommend that ASC take action to ensure all documentation is complete and accurate to reduce the risk that records do not accurately reflect transactions and events. We also recommend that ASC provide additional training to staff to help ensure staff perform their duties as expected and in accordance with applicable policies and procedures. For those portions of adoption forms that are not necessary to be completed, we recommend not applicable (N/A) be entered in the form(s) as appropriate.</p>
Chameleon Animal Database System	<p>ASC uses the Chameleon system to record and maintain information related to the animals in ASC care as well as detailed data related to financial transactions and events. While the Chameleon system is being utilized effectively, there were areas in which the usage should be improved. Specifically:</p> <ol style="list-style-type: none"> 1. Staff was not required to periodically change their Chameleon system passwords. 2. The Chameleon system does not have a time-out function, nor does ASC require staff to log-out of the system when away from their computer. This increases the risk a person other than the logged in user could improperly enter or delete data in the Chameleon system. 3. ASC management does not periodically review the Chameleon system permissions granted to staff to ensure such permissions are warranted and appropriately limited based on the duties and responsibilities of staff. <p>We recommend ASC consider requiring regular periodic password changes (e.g.,</p>

	<p>every 45 days) as provided for in APP No. 809.</p> <p>As previously noted, the Chameleon system does not automatically log users out of the system after a period of inactivity. Accordingly, we recommend ASC implement a departmental policy requiring staff to log out of the Chameleon system when they are away from the computer.</p> <p>We recommend ASC consider implementing periodic reviews of Chameleon system permissions to ensure staff is limited to only that which is necessary to perform their duties.</p>
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Final Audit Follow-Up of Growth Management Revenues (#2003)

The original audit (#1710) was conducted to determine the adequacy of processes and controls relating to the assessment and collection of various permit and other fees by the Growth Management Department. The audit also included a determination as to the extent revenues generated through Growth Management fees recovered the costs of the Growth Management function.

The audit determined adequate controls were in place to provide reasonable assurance that Growth Management permit and other fees were properly assessed, collected, safeguarded, recorded, and deposited into the City’s bank account. The audit tests confirmed that, for the most part, those controls were operating properly and effectively. Regarding the fee revenues and related controls, several opportunities for improvement were identified for which recommendations were made. As part of the audit, we also determined Growth Management should establish a formal policy that provides the portion of costs that is intended to be recovered by permit and other fees. In establishing that policy, fairness to and affordability by customers (developers, contractors, and property owners), as well as the need for appropriate operation reserves, should be considered. Upon development of such a policy, rate studies should be conducted (as needed) to ensure fees are adequate to meet the policy targets and goals.

Audit recommendations resulted in management establishing 12 corrective action plan steps. Previous follow-up audits were conducted to determine the status of the 12 action plan steps. Those previous audits found nine of the action plan steps were previously completed or otherwise resolved. This follow-up was the fourth and final follow-up and included a review of the remaining three steps which were due for completion.

Recommendation	Status
The Growth Management Fee Schedule should be reviewed and revised to make the calculation of permit fees more transparent and understandable to customers.	Needs Attention. Management reported the fee schedule will be revised to make the calculation of permit fees more transparent after completion of the rate study. Management estimates the fee schedule revision will be completed by September 2020.
After the formal policy is established, rate studies should be conducted periodically to ensure current fees are adequate to meet the policy goals/targets. In the event the rate studies show the current fees are not adequate or efficient, appropriate adjustments should be made to those fees.	Needs Attention. Management reported staff is working with the Office of Resource Management to complete a rate study. Additionally, the City Commission approved a fee resolution which allowed advertising costs to be passed through to customers rather than recovered through fees, thereby increasing the efficiency and transparency of permit fees. Management anticipates the rate study and any fee adjustments will be completed by September 2020.
Future analyses to determine the extent costs are recovered by fees should ensure that all appropriate costs are identified and analyzed for each function, including applicable administrative and indirect costs.	Needs Attention. Management reported staff was working with the Office of Resource Management to complete a rate study that will address cost recovery. Management plans to have a process in place to ensure future fee analyses (rate studies) will include the identification and analysis of all appropriate costs by September 2020.

Final Audit Follow-Up of StarMetro Paratransit Services (#2004)

The original audit (#1717) was conducted to identify ways in which Dial-A-Ride program costs might be reduced and revenues increased. The audit also included an evaluation of the effectiveness of StarMetro’s monitoring of the contracted transportation service operators used for each of the two paratransit programs and tests of the accuracy and completeness of StarMetro’s paratransit cost center accounts.

The audit revealed StarMetro had implemented several strategies to reduce Dial-A-Ride program costs and improve services; however, opportunities for improvements were identified. The audit also found while StarMetro had contractor monitoring processes in place, improvements could be made. Additionally, opportunities for improving the accuracy and completeness of the cost center accounts established for each of the paratransit programs were identified.

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Audit recommendations resulted in management establishing 15 corrective action plan steps. Previous follow-up audits were conducted to determine the status of the 15 action plan steps. Those previous audits found seven of the 15 action plan steps were completed or otherwise resolved. This follow-up was the third and final follow-up and included a review of the remaining eight steps which were due for completion.

Recommendation	Status
The City should consider negotiating with clients with respect to trip times.	Needs Attention. Management reported it will conduct a six-month pilot program and as part of the program will begin negotiating with customers regarding travel times. Management also stated those negotiations will be limited to 20-minutes before or after the requested time. The pilot program will be phased in as trip volumes increase later this year and revised the completion date of this action plan step to March 31, 2021.
The City should consider the multi-loading of vehicles.	Needs Attention. Management reported the current para-transit program segregates vehicles and ridership by funding sources which limits its ability to multi-load vehicles. To reduce those limitations, management reported it is restructuring the para-transit program which will allow vehicles to be funded through multiple sources. The restructuring will allow for greater opportunities to multi-load customers even when trips are funded by different sources. Management revised the completion date of this action plan step to March 31, 2021.
In future procurements of the services of transportation service operators, StarMetro should ensure: <ul style="list-style-type: none"> • Any intent to award multiple contracts should be made clear in the RFP and with sufficient public notice. • Consideration be given to providing no less than 60 days between the RFP issuance date and the response due date. • Consideration be given to allowing vendors to address only those services they wish to provide. 	Needs Attention. Management reported the current provider contracts for transportation service operators expires 9/30/2020 and the new RFP would address the awarding of multiple contracts, sufficient public notice and no less than 60 days between the RFP issue date and the response due date. Management further reported allowing vendors to address only those services they wish to provide, potentially conflicts with the integration of funding sources onto common vehicles and the desire to increase multi-loading opportunities. Management reported the integration will provide a more efficient system and cost-effective service.

	Management revised the completion date of this action plan step to September 30, 2020.
<p>With respect to the transportation operator contracts:</p> <ul style="list-style-type: none"> • StarMetro should ensure the completion of the vendor performance evaluations before entering any optional contract period and at the end of the contract period. • The City should consider renegotiating the Dial-A-Ride program overflow compensation rate. 	<p>Needs Attention. Management reported an RFP for contracted transportation providers will be released in the near future and current providers will be evaluated in the vendor performance evaluation process prior to the RFP response deadline date. As such, the vendor performance evaluations have not been completed as provided for in this action plan step. Management indicated it plans to revise the completion date of this action plan step to September 30, 2020, and the step remains in process.</p>
<p>StarMetro’s contract monitoring procedures should be amended to include an appropriate level of guidance relative to the procedures to be performed, the documentation to be obtained, and the reporting processes to be followed.</p>	<p>Needs Attention. Management reported staff is in the process of documenting processes and procedures to facilitate conducting contractor monitoring, including contract, local, state, and federal regulations. As such, the contract monitoring procedures have not yet been amended as provided for in this action plan step. Management indicated it plans to complete this action plan step by September 30, 2020.</p>

Final Audit Follow-Up of StarMetro Transit Fare Box Collections and Petty Cash Fund (#2005)

During a routine inquiry of StarMetro management and staff in early May 2017, we became aware of a potential internal control matter regarding general transit fare box collections. Further inquiry disclosed an additional matter of concern regarding an unauthorized imprest (petty cash) fund maintained at StarMetro. As a result, we conducted the original audit of internal controls (#1715), with a scope limited to the procedures used to process and account for general transit fare box collections and the maintenance of the noted petty cash fund.

Audit procedures identified several issues that increase the risk general transit fare box collections could be diverted without timely detection and the risk those collections will not be properly accounted for in City records. We also identified an unauthorized petty cash fund timely eliminated in response to our recommendations.

Audit recommendations resulted in management establishing 14 action plan steps. Previous follow-up audits were conducted to determine the status of the 14 action plan steps. Those previous audits found 12 of the 14 action plan steps were completed

or otherwise resolved. This follow-up report is our fourth and final follow-up and included a review of the remaining two steps which were due for completion.

Recommendation	Status
<p>A determination should be made as to whether the Tsunami and CalmSoft applications are accurately and properly capturing and reading rider and fare collection data on general transit bus fare boxes. In the event those applications are not, appropriate actions should be taken to capture complete and accurate data and to generate reliable reports.</p>	<p>Needs Attention. As part of a prior follow-up report (#1806), we noted StarMetro management determined the Tsunami and CalmSoft fare box applications did not accurately capture and report rider and fare collection data. This follow-up period management has reported the vendor for a new fare box system has been selected and is in the process of finalizing a contract for the acquisition of such a system. Management anticipates a new fare box system to be in place and operating in June 2020.</p>
<p>Monthly comparisons and reconciliations of amounts reported as collected by the fare box applications to amounts deposited should commence. Such comparisons and reconciliations should be documented and performed timely and be performed by staff that do not have access to or process collected fares. Reports of those comparisons and reconciliations should be provided to management on an ongoing basis.</p>	<p>Needs Attention. As noted in the preceding action plan step and audit follow-up report (#1806), accurate ridership and fare collection information is not available from the current fare box system. Accordingly, comparisons and reconciliations of ridership to fare collections would not be meaningful using the information provided by the current fare box system.</p> <p>Management has reported the new fare box system will provide the accurate and reliable information needed to perform the comparisons and reconciliations provided for in this action plan step. StarMetro management has asserted the comparisons and reconciliations will be conducted once the new fare box system is in place and sufficient ridership and fare collection information is available.</p>

Final Audit Follow-Up of Billings by Day Laborers (#2006)

The original audit inquiry (#1906) was not included in our annual audit plan but was completed at the discretion of the City Auditor, based on the information brought to our attention by Community Beautification & Waste Management (CBWM). The purpose and scope of the audit inquiry was to determine the extent to which improper time slips had been submitted during the 2017 and 2018 calendar years by two day laborers working on the City’s tree maintenance crew and provide recommendations

on internal controls which could help prevent and detect errors in the time slips submitted by day laborers.

In response to concerns expressed to us by the CBWM General Manager, we determined the extent to which the time slips were improper, provided guidance on how to better ensure the accuracy of time slips, and gathered information for law enforcement, as appropriate.

Audit recommendations resulted in management establishing four action plan steps. This follow-up was the first and final follow-up and included a review of the four action plan steps which were due for completion.

Recommendation	Status
CBWM should continue requiring the Foreman (or higher position) to approve time slips and use the retained pink copies to validate applicable invoice charges. CBWM should continue submitting those copies, along with the invoices, for scanning into the City's centralized document storage system once the invoices are paid.	Complete. We reviewed all CBWM tree maintenance day labor invoices and time slips for the months of September and October of 2019. The time slips we reviewed contained signatures of City employees who were authorized to acknowledge and approve of the hours worked by day laborers for that time period.
CBWM should require each individual day labor employee to initial by their name at the conclusion of the workday. The applicable supervisor should review the labor sheet and approve the form if the hours worked are correct and the day labor employee has initialed the form.	Complete. The time slips noted as having been reviewed above, contained initials representing the day laborer's acknowledgement the hours documented on the time slip were actually worked for that time period.
Relevant duties associated with the enhanced policies and procedures should be communicated in writing to all applicable City staff and each day laborer.	Complete. CBWM developed a new policy to stipulate how time slips for day laborers should be reviewed and approved for payment by the CBWM staff. Management reported the policy was communicated to CBWM staff responsible for managing day laborers.
CBWM management should document the monitoring of staff compliance with invoice verification procedures.	Complete. Our review of documentation supporting payments for day labor services showed CBWM management is documenting their review of staff compliance with invoice verification procedures.

Final Audit Follow-Up of Cybersecurity Controls (#2007)

The original audit (#1718) was conducted to evaluate the adequacy of cybersecurity controls established by the City to reduce the risk of data loss and corruption resulting from certain types of cyberattacks. Specific audit objectives were to determine if: (1) reasonable controls had been implemented to address the City’s exposure to threats launched by malicious parties through the City’s email system; (2) the City was adequately managing and monitoring third party access to the City’s network to help preclude those parties from unauthorized uses or manipulation of City data; and (3) reasonable controls were implemented to address the City’s exposure to threats launched by malicious parties through the City’s primary website.

The audit showed overall, the City has reasonable and adequate cybersecurity measures in place to reduce the City’s exposure to the selected cyber security threats; however, we noted areas where enhancements should be made to strengthen the existing cyber security controls of the City’s information technology resources.

Audit recommendations resulted in management establishing 14 action plan steps. Previous follow-up audits were conducted to determine the status of the 14 action plan steps. Those previous audits found 13 of the 14 steps were completed or otherwise resolved. This follow-up was the second and final follow-up and included a review of the remaining action plan step which was due for completion.

Recommendation	Status
T&I should research current password control best practices as it relates to the infrastructural security needs of the City and implement additional password controls as appropriate.	Complete. T&I management, based on their research of password control best practices, modified the password settings to include complexity as a requirement in City employee’s passwords.

Final Audit Follow-Up of City Printers and Copiers (#2008)

Printing and copying documents are a cost of doing business that, while not significant on an individual page basis, is often significant in the aggregate. Several approaches can be used to control those costs; including using efficient printing/copying equipment (devices), limiting the number of devices by strategic location and required sharing of equipment, and standardization to reduce maintenance and support efforts. The original audit (#1702) was conducted to identify opportunities for the City to realize efficiencies in printing and copying documents and records through (1) the use of alternative procurement methods that will reduce the acquisition costs of multifunction devices (MFDs); (2) a reduction in the number of printers and MFDs necessary for City staff to effectively perform their duties and assignments; and (3) a reduction in number and variety of makes and models of

printers and MFDs to allow for more efficient maintenance and support by Technology and Innovations Department (T&I) staff.

We identified three areas where savings and increased efficiencies could be realized regarding printing and copying of City documents and records. Those areas related to the manner in which MFDs were acquired, the use of desktop printers within certain City departments, and the required maintenance and support of City printers.

Audit recommendations resulted in management establishing 16 action plan steps. Previous follow-up audits were conducted to determine the status of the 16 action plan steps. Those previous audits found 14 of the 16 steps were completed or otherwise resolved. This follow-up report was the fourth and final follow-up and included a review of the remaining two steps which were due for completion.

Recommendation	Status
<p>Direct each departmental manager to review the usage of desktop printers in their respective areas for the purpose of identifying desktop printers that can be eliminated without undue negative impacts to productivity.</p> <p>Appropriate policy should be developed (based on the unique circumstances of each department's usage of desktop printers) to eliminate desktop printers that are not efficient.</p>	<p>Needs Attention. Management reported that due to the changes in the work environment necessitated by COVID-19, Procurement Services and T&I have determined the plan for identifying desktop printers which can be eliminated must be revised. This revision would also delay a policy being developed. Management anticipates this could be accomplished by September 2020.</p>

Final Audit Follow-Up of StarMetro P-Card Purchases (#2009)

The original audit (#1907) of StarMetro Purchasing Card (P-Card) Purchases was to determine whether the internal controls provided for in the departmental P-Card procedures were adequate to reasonably ensure P-Card purchases served an authorized public purpose and were made in compliance with relevant Commission, City, and departmental policies and procedures.

The audit found StarMetro's Departmental P-Card Procedures were, for the most part, consistent with the requirements of the City's overall P-Card policy; however, procedures were not always timely executed. In particular, the documentation, review, and approval of P-Card transactions were not always performed in a timely manner. Audit tests also identified a few P-Card purchases in which the public purpose served was not readily discernable from the associated documentation and many instances in which the associated documentation did not demonstrate StarMetro compliance with one or more procedural requirements.

Audit recommendations resulted in management establishing three action plan steps. This follow-up was the first and final follow-up and included a review of the three action plan steps which were due for completion.

Recommendation	Status
StarMetro (department specific) P-Card Procedures should be developed and incorporated into StarMetro’s updated Accounting Policies and Procedures. In developing the policies and procedures, ensure they are compliant and fall within the framework of the City’s Administrative Policies and Procedures No. 603 (APP 603) P-Card Procedures. The upcoming training module should address P-Card training.	Complete. During the period covered by this audit follow-up, StarMetro developed P-Card guidelines compliant with the APP 603. Management reported these P-Card guidelines have been incorporated into their departmental Accounting Policies and Procedures.
StarMetro’s Accounting and Administrative Department should schedule training on the proper account coding of expenditure transactions that originated from purchase orders and contracts. This training should be expanded to address expenditures made via P-Cards.	Complete. During the period covered by this audit follow-up, StarMetro enhanced their training on proper account coding of transactions to include expenditures made with P-Cards. Two training sessions were held last fall and an additional training session is planned for this summer.
StarMetro’s P-Card Procedures should include duties and responsibilities of staff members (positions) involving the P-Card process. This process should be flow charted to reflect the sequence of approval and the level of authority of approving officials. Also, the policies and procedures should address common terms, definitions and acronyms.	Complete. During the period covered by this audit follow-up, StarMetro developed P-Card guidelines to describe the duties and responsibilities of staff members involved in the P-Card process. The P-Card process documented the sequence of approval and the level of authority of approving officials through a flow chart. Additionally, these guidelines defined commonly used P-Card terms and acronyms.

Final Audit Follow-Up of Selected Airport Leases (#2010)

The original audit (#1620) was to determine, for the addressed leases, whether: (1) the Aviation Department maintained proper oversight over the related leasing activities, (2) the leasing activities were in the best interest of the City, (3) the City was adequately protected from exposure to risk, and (4) lease revenues due the City were reasonable and properly and timely collected.

We concluded overall, the Aviation Department effectively managed leases of City-owned property at the Airport for which the tenants also subleased some of the property to other entities, or for which the property was leased for nominal

consideration. Several areas for improvement to enhance and strengthen existing leasing practices were identified.

Audit recommendations resulted in management establishing 13 action plan steps. Previous follow-up audits were conducted to determine the status of the 13 action plan steps. Those previous audits found 7 of the 13 steps were completed or otherwise resolved. This follow-up report was the fourth and final follow-up and included a review of the remaining six steps which were due for completion.

Recommendation	Status
All subleases should be pre-approved by the City prior to execution between the parties and prior to execution of the Airport Use Agreement. If and when appropriate, Use Agreements, which authorize all subleases (with the exception of T-Hangars), should be executed between lessees, sublessees, and the City.	Complete. The newly adopted leasing policy includes language requiring subleases to be pre-approved by the City. Aviation management reported there have been no new subleases executed since the previous follow-up audit, nor do they anticipate any new subleases in the foreseeable future.
When applicable, appropriate escalation provisions should be included in each subsequent lease agreement.	Complete. The newly adopted leasing policy includes provisions for the escalation of lease rates. During the period covered by this audit follow-up, the Aviation Department reported no new lease agreements for which lease rate escalation provisions would be appropriate have been executed, nor do they anticipate any new leases in the coming months.
The formal comprehensive leasing policy should include appropriate provisions regarding escalation of lease rates, including the nature and frequency that such escalations should be applied.	Complete. Provisions for the escalation of lease rates were included in the newly adopted leasing policy. Specifically, the policy requires leases with terms of more than five (5) years should contain an escalation provision and those rate escalations are to be based on an economic index, such as the Consumer Price Index.
The formal comprehensive leasing policy should include appropriate actions that should be taken in regard to collecting amounts for delinquent accounts.	Complete. The newly adopted leasing policy included procedures regarding collection of amounts related to delinquent accounts. Specifically, the policy requires accounts with balances more than 90-days past due to be referred to the City Attorney's office for further collection assistance.

Final Audit Follow-Up of the Cloud Migration & Upgrade to PeopleSoft Systems (#2011)

The original audit (#1706) was conducted to evaluate and report on management's efforts to transition the City's PeopleSoft Financials and Human Resources systems to a "cloud" environment and subsequently upgrade those two major systems. The specific audit objectives included the following: (1) determine if the vendors associated with the upgrade project (Project) were selected in accordance with best practices and if contracts executed with those vendors were appropriate, adequate, and in the best interests of the City; (2) determine if payments to Project vendors were reasonable, appropriate, supported, properly approved, and in accordance with controlling contractual provisions; (3) identify best practices relating to cloud computing and determine if the migration of the two PeopleSoft systems to a cloud environment was conducted in accordance with those practices; and (4) determine and report on the overall status of the Project, to include successes and challenges.

Based on our audit work, we concluded:

- For the most part, City staff followed industry best practices during the migration of the two PeopleSoft systems to the cloud environment.
- Efforts to upgrade those two City systems to current versions after the transition to a cloud environment were suspended due to challenges resulting from a lack of clarity and specificity in certain contractual terms and conditions regarding roles and responsibilities of City and contractor staff.
- Payments made to the contracted vendors in connection with the transition to the cloud environment and subsequent upgrade efforts were generally appropriate and correct.
- Enhanced project planning and scheduling as well as stronger negotiation and contractual restrictions would likely have reduced those costs. Furthermore, while applicable contracts were executed with legitimate vendors for the needed services through authorized processes, it likely would have been more beneficial to the City if vendors had been selected using a direct solicitation of proposals through a competitive process.
- Lastly, hosting costs associated with the transition and upgrade efforts are expected to exceed initial City projections.

The audit found the City successfully migrated the PeopleSoft Financial and Human Resources systems to a cloud environment; however, efforts to subsequently upgrade the two City systems to current versions were temporarily suspended.

Audit recommendations resulted in management establishing 24 action plan steps. Previous follow-up audits were conducted to determine the status of the 24 action plan steps. Those previous audits found 17 of the 24 steps were completed or otherwise resolved. This follow-up report was the third and final follow-up and included a review of the remaining seven steps which were due for completion.

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Recommendation	Status
The Procurement Policy (Commission Policy 242) should be revised to specify a period of time that must have passed since an employee’s employment with a potential vendor before that employee should be allowed to participate in evaluations and/or selections of proposals for City business from that previous employer.	Complete. At the September 9, 2020, Commission Meeting, an updated Procurement Policy was approved by the City Commission. Included in the Procurement Policy changes is a clause prohibiting a City employee from participating in a competitive selection process which includes a responding vendor for whom that City employee worked within the previous two years.
For future City IT projects of the nature addressed in the audit, vendor/contractor invoices should be (1) stamped as to date of receipt and (2) timely reviewed and paid by appropriate staff.	Complete. As noted in a previous follow up, management established a process to document the date invoices are received. During this follow-up period, Technology and Innovation (T&I) paid the cloud hosting and cloud management invoices timely and in compliance with the City’s prompt payment policy.
For future City IT projects of the nature addressed in the audit, efforts should be made to better plan and schedule onsite work by contracted employees such that contractors do not incur re-scheduling costs that are reimbursed by the City.	Complete. The City recently upgraded the City’s telephone system. To assist with the upgrade, the City retained Presidio, an information technology consulting company. As part of managing the telephone upgrade project, management worked with Presidio to ensure onsite work was planned and scheduled in such a way to minimize incurring additional costs.
For future migrations of City systems to a cloud environment, appropriate load testing should be performed to ensure the applicable environment can efficiently and effectively process the expected volume of transactions and activity.	Complete. As noted above, the City recently upgraded its telephone system. While the telephone system upgrade was a similar project to the one resulting in the migration of the PeopleSoft systems to the cloud, there were key differences that made load testing an inappropriate test to determine if the telephone system could effectively process the expected telephone activity. As such, rather than load testing a performance assessment was conducted to determine if the newly installed telephone system could process the anticipated volume of telephone calls. Management’s conclusion based on that assessment was that the City’s new telephone system was able to efficiently and effectively process the City’s expected call volume.

<p>For the Project addressed in this audit, consideration should be given to developing a formal plan to guide City staff in the event the City leaves the current cloud provider.</p>	<p>Complete. T&I developed a comprehensive plan to guide the City in the event the City leaves the current cloud provider and relocates the PeopleSoft Human Resource and Financial software systems to a new cloud hosting company or returns the systems “in-house” (i.e., on City servers).</p>
<p>A comprehensive City policy on cloud computing should be established and adopted that should include:</p> <ul style="list-style-type: none"> • Review appropriate independent IT audit reports to determine if the applicable cloud environment (includes data centers) is reasonably secure and protected. Those reports should be obtained and used during the vendor selection process and reviewed as appropriate. • Consideration should be given to implementing geoblocking measures for the current and future cloud environment. • Appropriate log management practices should be implemented. 	<p>Complete. A policy on cloud computing, Administrative Policy and Procedure #402, was implemented in August 2020. That policy includes, for example, requirements related to reviewing independent IT audit reports, consideration of implementing geoblocking, and requiring a determination as to who (the City or the cloud hosting vendor) is responsible for log management.</p>
<p>Efforts to identify and implement ways to reduce cloud hosting and management costs associated with the two migrated PeopleSoft systems should continue.</p>	<p>Resolved. During this follow-up period, the City’s cloud hosting costs increased by an average of \$3,000 a month. Management attributed the increase to additional security prevention and monitoring enhancements necessary to ensure the City’s data continues to be properly protected in the cloud environment. The City’s PeopleSoft Systems hosted in the cloud are continually being upgraded and changing thereby requiring more resources. Management reported it is not expecting cloud hosting costs to decrease in the future; accordingly, this step is considered resolved.</p>

ANNUAL RISK ASSESSMENT AND WORK PLAN

OIG conducted a risk assessment in order to identify the City's programs and activities, and evaluate the risk associated with those activities. Based on the results of the risk assessment, the OIG developed the FY2021 Annual Plan. The purpose of the plan is to identify, select, and plan the allocation of resources for the upcoming fiscal year. The plan was completed and approved by the City Commission on October 14, 2020, and is available on the [OIG website](#).

HOTLINE

The OIG Fraud Hotline is a confidential hotline to report fraud, waste, abuse, misconduct, or mismanagement involving City appointed officials, City employees, contractors, sub-contractors, or other parties doing business with/or receiving City funds. All complaints received are reviewed by the OIG for further determination of the need for further investigation or referral to an appropriate authority.



OIG Fraud Hotline

Report Fraud, Waste, Abuse

Online at <https://www.talgov.com/transparency/inspectorgeneral-hotline.aspx>

Email at oigcomplaint@talgov.com

Hotline at 850-41-FRAUD (850-413-7283).

COMPLAINTS AND INTERNAL INVESTIGATIONS

Per City Ordinance 20-O-22AA, the OIG shall receive and investigate complaints from any source and investigate those complaints the Inspector General deems credible. In addition, the Inspector General may on its own initiative conduct investigations concerning alleged fraud, waste, abuse, mismanagement, misconduct and service deficiencies including deficiencies in the operation and maintenance of facilities. Credible complaints of this nature regarding the Office of the Inspector General shall be forwarded to the City Attorney's Office who shall retain an investigator and report to the City Commission as appropriate.

Complaints and inquiries regarding the City's activities may be received in-person or via telephone, website, postal mail, or email. Complaints may also be received by referral from the other Appointed Officials. All complaints/inquiries received during the reporting year were reviewed and addressed or forwarded to the appropriate authority.

Since the investigative function was established in July 2020, one complaint was received before the end of the fiscal year. The complaint was determined to be within the jurisdiction of the OIG and was subsequently assigned for a preliminary review.

The preliminary review remained active at the end of the fiscal year and was carried over to FY 20-21. In accordance with 119.0713(b), Florida Statutes, a description of the allegations and results of the preliminary review will be provided when the case becomes closed or is no longer active.

ACCREDITATION

The Commission for Florida Law Enforcement Accreditation (CFA) establishes investigative standards, oversees an accreditation program, and awards accreditation to Offices of Inspectors General within the State of Florida that attain specific standards for investigations.



Being an accredited agency means the work products of the OIG's investigative function meets or exceeds the highest professional standards promulgated for Offices of Inspectors General. The benefits of accreditation include improved agency transparency, enhanced quality and consistency of investigations, and establishment of policies and procedures for investigative activities.

The OIG will be seeking accreditation status from the CFA in the future.

SPECIAL PROJECTS

The Citizens Police Review Board (CPRB) was created for the Tallahassee Police Department by Ordinance No. 20-O-31, adopted on September 9, 2020. The purpose of the board is to foster transparency, enhance communication, and ensure a relationship of trust and respect between the Tallahassee Police Department and the community by creating an unbiased panel of citizens to review completed Department internal affairs reports, cases, and issues relating to law enforcement that are of importance or of interest to the community and the City, and to increase and demonstrate police accountability and credibility with the public.



The CPRB board administrator shall be the City Auditor (Inspector General) or designee. The City Auditor or designee shall (1) ensure that records, unless confidential by law, requested by the CPRB are provided to the CPRB; (2) assist the chair in preparing the agenda for each meeting in accordance with procedures approved by the city commission; and (3) provide appropriate public notice of meetings and prepare minutes.

During the 2020 fiscal year, the OIG assisted in developing the CPRB Ordinance and related policies and procedures. Primary responsibilities as outlined in the ordinance will begin in FY 21.



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