

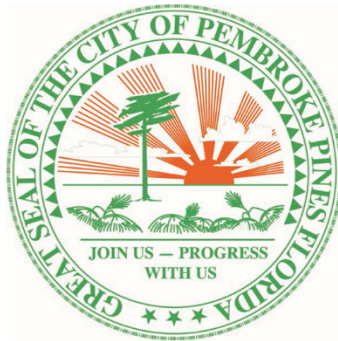


CPAs & ADVISORS

# RISK ASSESSMENT AND AUDIT PLAN

CITY OF PEMBROKE PINES

FY 2021



Presented By  
Daniel J. O'Keefe, CPA, MBA, CFE  
MSL, P.A.  
Commission Auditor



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To the Mayor and City Commissioners  
Pembroke Pines, Florida

We hereby submit the risk assessment and audit plan for the City of Pembroke Pines (“City”) for the fiscal year ending September 30, 2021. We conducted a Risk Assessment for the City by applying a broad-based, business view of risk linked to the annual budget and operations of the City. We evaluated department and/or functional areas utilizing our understanding of the City and its activities to evaluate risk from the perspective of the individuals responsible for controlling such functions. We considered the audit projects previously performed and the observations made. Our consideration of risk was focused on: Financial, Compliance, and Public Perception. Based on procedures performed, we developed this audit plan for the fiscal year ended September 30, 2020.

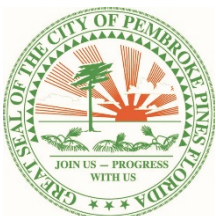
The components of the audit plan and the annual budget for projects designated by the Commission were approved at the Commission meeting held on January 5, 2021. The audit plan is a working document, in that, as Commission Auditor, we may need to perform work not specified in the audit plan, when deemed necessary in our professional judgment, or as directed by the City Commission. In addition to the audit plan, we have included a schedule showing the audit plan timeline and one that shows the audit plan budgeted dollars. However, the actual dollars might be higher or lower than the estimates in certain audit areas, but in no case will the total budgeted dollars be exceeded without express approval from the City Commission.

The audit plan will include efficiency audits, financial audits, and revenue enhancement projects. Efficiency audits are focused on evaluating a particular program to determine if it is achieving its goals and objectives, including protecting and using City resources in the most productive manner possible. Financial audits focus on the City’s financial information to evaluate if that information is presented fairly and in accordance with recognized criteria to provide the users of this information with timely and reliable data upon which to make the most informed decisions to best support the City’s mission. In addition, we will evaluate revenue-enhancement opportunities to maximize current revenues or consider alternative revenue sources.

The risk assessment process was conducted using an industry-accepted methodology, which focuses on the following risk factors:

#### **Control Environment:**

Describes the overall tone and control consciousness of the sub-entity/function. It involves the integrity, ethical values and competence of personnel, as well as management philosophy and operating style.



**Change:**

Addresses the extent to which change has impacted or is expected (in the near term) to impact the sub-entity/function, including changes in key personnel, the organization, its products, services, systems, or processes.

**Process Risk:**

Addresses the inherent risk of the activities performed by the sub-entity/function, including the assets managed or in the custody of the sub-entity/function. Process risk addresses the extent of support the sub-entity/function provides to vital business functions, including the threat to continuity of the business caused by failures or errors; the probability of failure due to the amount of judgment, academic or technical skill required to manage the unit or perform key activities.

**External Factors:**

Describes the environment in which the sub-entity/function operates, and the type and amount of external interaction in which the sub-entity/function engages. Factors to consider include overall City and regulatory environment, the level of interaction with users and success in satisfying user requirements, the financial reporting environment, and results of regulatory compliance audits.

**Revenue Source:**

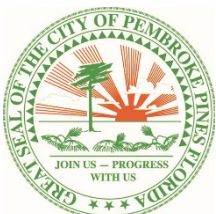
Describes resources available to the sub-entity/function. Factors to consider include maximizing revenues, obtaining additional revenue sources, and producing revenues outside the standardized tax base.

The objective of this assessment is to ensure that the City has sufficient and continuous internal audit coverage of those areas judged as having a relatively high-risk profile or that otherwise require the Commission Auditor's attention for various reasons.

**We have identified, through the risk assessment process and past experience, the following activities to be performed or reviewed for the upcoming year:**

**Follow-up of Prior-Year Reports:**

Fundamental to any sound internal audit process is the follow-up of findings and recommendations issued in prior reports. Beginning with the first report issued, we will follow-up with management to determine the progress they have made on our recommendations and whether changes made resulted in effective improvements.



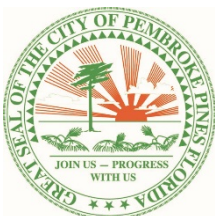
### **Information Technology (“IT”) – Annual Review:**

IT is a significant area of concern to the City. IT affects the operations and financial reporting of every City department and is an integral part of ensuring efficient operations City-wide. The City’s Technology Services Department (the “TSD”) supports the City’s network infrastructure, Helpdesk, network access, e-mail, and Disaster Recovery. Additionally, the TSD supports the following applications and the software and database infrastructure that supports these applications:

- Cashiering
- Payroll
- Utility Billing
- Local Business Tax Receipts
- Bank Reconciliation
- Police Department History
- Old Building and Zoning

In previous years, we performed the following: preliminary assessment and security review, participated in the evaluation process of hiring the previous Director of the TSD, reviewed our preliminary findings with the TSD, followed up with the TSD on our preliminary findings, performed further risk assessment analysis, tested security procedures, evaluated the City’s disaster recovery plan, evaluated the progress made on the implementation of a centralized Enterprise Resource Planning (“ERP”) software solution for the City, evaluated the ERP solution deployment, reviewed business process functions and continued assessment of opportunities for improvement within the TSD, and performed additional reviews and evaluations of certain other critical areas. Our ongoing annual review will provide continued follow-up on previous recommendations, continued evaluation of the implementation and effectiveness of the centralized ERP software solution for the City, continued evaluation of network security and financial systems, and additional review and evaluation of certain other critical areas that arise from our assessment during the review.

We anticipate increase scrutiny in this area as the City has undergone new financial software implementation throughout the year.



### **Investment Committee – Internal Controls Monitoring:**

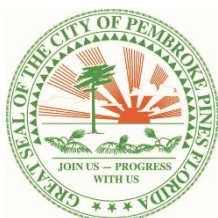
The City's investment policy requires the establishment and monitoring of written internal controls and operational procedures designed to protect the City's assets. During the performance of a prior Risk Assessment and Audit Plan, we recommended that parties outside of the Finance Department be responsible for the risk assessment and monitoring components of internal controls related to investments. The City's Administration agreed and suggested that this annual review should be performed by the Commission Auditor. We will perform an annual review of the risk assessment and monitoring of internal controls related to investments.

### **Asset Management – Physical Observations:**

The City has made significant outlays for capital assets and inventories. The scope of this audit will include a review of departmental activities surrounding inventory and capital assets, identification of and compliance with policies and procedures, and physical and information system security regarding capital assets and inventories. On a rotating basis each fiscal year, the Commission Auditor will perform procedures to observe capital assets and inventories within the various departments of the City to assure that these assets are being properly tracked, maintained and safeguarded.

### **Grant Compliance Analysis, Phase II:**

The City is subject to compliance requirements when receiving and expending federal and/or state revenues for specific projects. This review of compliance will focus on the City's compliance with these requirements, review of internal controls over compliance requirements, and analysis of the City's policies and procedures regarding grants. The Commission Auditor conducted an initial analysis as part of the 2020 Audit Plan. We will continue to assess and analyze this area and incorporate testing of grant compliance under the Federal and State Single Audit Acts. We will also assess any Coronavirus Aid, Relief, and Economic Security ("CARES") Act funding to ensure compliance with Federal regulations.



To the Mayor and City Commissioners  
Pembroke Pines, Florida

**Building Division Review:**

It is the objective of the Building Division to protect resident consumers in the City from unlicensed contractors. This is accomplished by verifying licenses, insurance, and registration requirements for contractors as required by state, county, and municipal codes. The Commission Auditor will conduct a review of the Building Division to assess the policies and procedures in place and the overall operating effectiveness of the Division.

**Code Compliance Analysis:**

The Commission Auditor will analyze the process used by the Code Compliance Unit to account for, track, and settle code enforcement liens. This analysis will consist of inquiries of personnel and analytical procedures applied to financial data.

**Commission Agenda Review:**

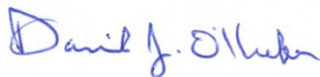
This is an ongoing Commission-designated project to provide additional control in the Agenda process. We will review all the financial-related agenda items and perform procedures and inquiries to determine the reasonableness of the items presented.

**Recreation and Cultural Arts Review:**

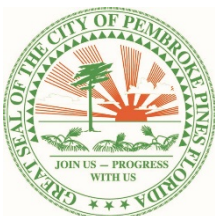
The Commission Auditor will review and analyze the operations of the Recreation and Cultural Arts Departments. The review will focus on internal controls over cash collections, revenues, and adherence to the Department's policies and procedures.

We have included the objectives and an overview of testing for each of the functions in the Proposed Audit Plan section of this report. We would like to thank the various departments and all those involved in assisting with the risk assessment process.

Respectfully submitted,



**DANIEL J. O'KEEFE, CPA, MBA, CFE**  
City Commission Auditor



## AUDIT PLAN

### FOLLOW-UP OF PRIOR-YEAR REPORTS

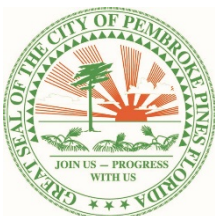
Beginning with the first report we issued in fiscal year 2012, we will perform follow-up procedures to determine the status of Management's response to our findings and recommendations. As we have discussed with Management, if they implement our findings with alternative procedures, we will evaluate their approach and determine if the issue is adequately resolved. If items are still open or have not been addressed, we will report such matters to the City Commission.

### INFORMATION TECHNOLOGY - ANNUAL REVIEW

To ensure the continued success of the TSD, the Commission Auditor will follow up with the TSD on the previous observations and recommendations made during all previous years. In addition, a continued assessment will be performed, which will include various areas of focus, including:

- Evaluation of the implementation and effectiveness of the centralized ERP software solution for the City
- Continued evaluation of the deployment and effectiveness of the virtual desktop infrastructure
- Continued evaluation of the effectiveness of the new data center environment
- Continued review of logical security, data quality, and data loss prevention
- Continued review of physical security, software and hardware management, and business continuity management
- Continued review of IT governance, project management, and business process functions
- Continued assessment of opportunities for improvement within the TSD

The Commission Auditor's IT Risk Assurance Team can be a vital tool to the City's TSD to ensure that plans are properly implemented and supported.





## **INVESTMENT COMMITTEE - INTERNAL CONTROLS MONITORING**

The City's investment operating policy requires monitoring of internal controls related to investments. The internal audit will include the following:

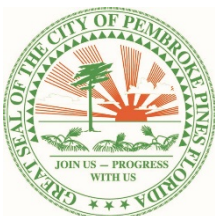
- Obtain and review minutes of the Investment Committee's meetings from the date of our last review and through the end of fiscal year 2019
- Review all documentation provided with the minutes, i.e., Investment Advisor Reports
- Review the City's "Operating Investments Procedures Manual" and the City's current investment policies
- Perform a risk assessment and monitoring of internal controls related to investments

## **ASSET MANAGEMENT - PHYSICAL OBSERVATIONS**

The City has made significant outlays for capital assets and inventories. Capital assets consist of buildings, improvements, machinery and equipment, and infrastructure. Inventories consist of expendable supplies held for consumption, such as supplies, diesel fuel, and gasoline. On a rotating basis each year, the Commission Auditor will perform procedures to observe that capital assets and inventories are being properly tracked, maintained, and safeguarded.

The internal audit will include the following:

- Determine if the procedures surrounding the departmental count of inventories were appropriate and adhered to
- Determine if the procedures surrounding capital asset monitoring were appropriate and adhered to
- Verify that physical access to inventories and capital assets were appropriately restricted to necessary personnel
- Verify that access to inventories and capital assets information systems was appropriately restricted to necessary personnel
- Determine that cut-off procedures for inventories were adequate to ensure that inventory transactions are reported in the correct fiscal year
- Determine that management oversight of the physical count of inventories and reconciliation of any discrepancies was adequate to ensure adjustments were properly reviewed and authorized



## GRANT COMPLIANCE ANALYSIS, PHASE II

This project will assess the City's compliance over its grants.

The analysis will include the following:

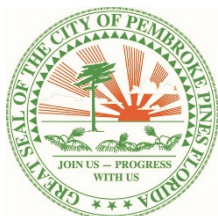
- Reviewing the City's policies and procedures over its grants
- Selecting a sample of grants to test
- Reviewing grant expenditures and revenues for compliance with specific requirements of the grants
- Reviewing internal controls over grant compliance

## BUILDING DIVISION REVIEW

The objective of the Building Division is to protect resident consumers in the City from unlicensed contractors. This is accomplished by verifying licenses, insurance, and registration requirements for contractors as required by state, county, and municipal codes. The Building Division also conducts permit processing and verification procedures. These procedures are designed to authenticate the permits obtained for labor covered under the Building Code and using the mandatory Florida Board of Rules and Appeals guidelines to perform high-quality field inspections.

The objectives of this review will be to determine the following:

- Determine if written policies and procedures, or informal practices exist and are followed when processing permit applications and inspections
- Evaluate the existence and effectiveness of internal controls over collections
- Determine if the Building Division has adequate procedures to assure that outstanding/expired permits are monitored
- Determine if the permit fee structure is reasonable
- Determine if permit revenues are being used for allowable activities in accordance with Florida Statutes



## **CODE COMPLIANCE ANALYSIS**

The Commission Auditor will analyze the process used by the Code Compliance Department to account for, track, and settle code enforcement liens. Our analysis will determine if the City is accounting for the full value of outstanding liens and consistently settling individual lien cases based on standard criteria.

The objectives of the analysis will be to:

- Conduct interviews of key personnel to understand the policies and procedures in place within the Code Compliance Department
- Determine if the Code Compliance Department follows state and local ordinances with regard to code enforcement liens
- Determine if code compliance liens are accounted for and monitored in accordance with the appropriate standards
- Determine if the Code Compliance Department has a standard set of criteria to value code compliance settlements
- Determine if the management information system used is adequate to meet department needs
- Apply analytical procedures to analyze relevant financial data

## **COMMISSION AGENDA REVIEW**

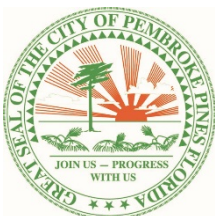
The review of agenda items by the Commission Auditor is an ongoing project designated by the Commission in 2012 and budgeted for in the current audit plan.

## **RECREATION AND CULTURAL ARTS REVIEW**

The Department's mission is providing a comprehensive program that includes all phases of leisure, recreation services, cultural arts programming and special events for youths and adults. Their purpose is to provide a wide variety of activities and facilities to accommodate the leisure pursuits of our residents, while improving the quality of life in Pembroke Pines.

Our review analysis will determine if the Department's:

- Cash collections and revenue controls are in place and operating effectively
- Controls over safeguarding of assets are in place and operating effectively
- In compliance with its policies and procedures, as well as City-wide policies

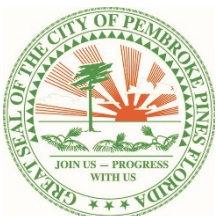


## City of Pembroke Pines Audit Plan Timeline

**Fiscal Year Ending September 30, 2021**

**Period when project is anticipated to occur**

Internal Audit Areas	Oct - Nov	Dec - Jan	Feb - Mar	Apr - May	June - July	Aug - Sept
Follow-up of Prior-Year Reports	√	√	√	√	√	√
Information Technology - Annual Review	√	√	√	√	√	√
Investment Committee - Internal Controls Monitoring	√	√	√	√	√	√
Asset Management - Physical Observations				√	√	√
Grant Compliance Analysis, Phase II				√	√	√
Building Division Review		√	√	√		
Code Compliance Analysis		√	√	√	√	
Commission Agenda Review	√	√	√	√	√	√
Recreation and Cultural Arts Review			√	√	√	√



**City of Pembroke Pines**  
**Audit Plan Budgeted Dollars**

**Fiscal Year Ending September 30, 2021**

<b>Internal Audit Areas</b>	<b>Budgeted Dollars</b>
Audit Plan for the 2021 Fiscal Year	\$ 22,500
Follow-up of Prior-Year Reports	12,500
Information Technology - Annual Review	30,000
Investment Committee - Internal Controls Monitoring	12,500
Asset Management - Physical Observations	19,500
Grant Compliance Analysis, Phase II	30,000
Building Division Review	20,500
Code Compliance Analysis	12,500
Commission Agenda Review	50,000
Recreation and Cultural Arts Review	<u>40,000</u>
<b>Total Budgeted Dollars</b>	<u><u>\$ 250,000</u></u>

