



Office of the Auditor

Strategic Business Plan

Effective Date: July 1, 2015

Oklahoma City Vision

Oklahoma City is a safe, clean, affordable City. We are a family-friendly community of strong moral character, solid values, and a caring spirit. We strive to provide the right balance of cosmopolitan and rural areas by offering a well-planned and growing community that focuses on a wide variety of business, educational, cultural, entertainment and recreational opportunities. We are a diverse, friendly City that encourages individuality and excellence.

Oklahoma City Mission

The City of Oklahoma City's mission is to provide the leadership, commitment and resources to achieve our vision by:

- Offering a clean, safe, and affordable City.
- Providing well managed and maintained infrastructure through proactive and reactive services, excellent stewardship of public assets, and a variety of cultural, recreational and entertainment opportunities that enhance the quality of life.
- Creating and maintaining effective partnerships to promote employment opportunities and individual and business success.
- Advancing a model of professionalism that ensures the delivery of high quality products and services continuously improves efficiency and removes barriers for future development.

Department Mission

The mission of the Office of the City Auditor is to provide independent audit, investigative and advisory services to City Council, appointed officials and executive managers so they can make better-informed policy and operational decisions

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Issues, Strategies, and Results

Issue 1: Accountability

The increasing expectations for government accountability as evidenced by more extensive accounting and auditing regulations, City Council Strategic Priorities and the Leading for Results program, if not addressed, will result in:

- Loss of public trust and confidence
- Diminished ability to provide new revenue sources for infrastructure and public services
- Decreased employee confidence in City leaders and managers
- The lack of an ethical culture throughout the City leading to an increased risk of fraud, waste, abuse, and significant policy violations

Strategies

- Identify important programs and operations for inclusion in the Audit Plan through a triennial citywide risk assessment.
- Plan and deliver audit services using a risk-based approach to ensure audit scope and objectives are defined clearly and focused on important issues or concerns.
- Respond to requests for advisory services and investigate potentially unethical or fraudulent acts in a professional, sensitive manner.
- Undergo a triennial peer review to ensure audit services are provided in accordance with generally accepted government auditing standards.
- Communicate with audit clients throughout service delivery to ensure a complete and accurate understanding of conditions, facts, and circumstances.
- Present Hotline materials to new employees during orientation training.
- Remind employees about the Hotline through posters, brochures, newsletters and surveys.

Strategic Results

Through 2020, City Council and other City decision makers will continue to benefit from objective, timely and useful audit information as evidenced each year by:

- At least 90% of City Council and other City decision makers will rate audit services as “good” or “excellent”
- At least 80% of audit services completed within deadlines
- At least 95% of audit recommendations will be accepted by management

Issue 2: Complex Information Systems

The increasing reliance on complex information systems combined with rapid technology advancement creates a growing need for knowledge and expertise to assess controls over information systems that support critical operational and financial activities, which, if not addressed will lead to:

- Decision makers relying on inaccurate data
- Programs failing to meet objectives
- Undetected violations of laws, regulations, policies and procedures

Strategies

The department will continue to contract for information technology expertise, as needed, in providing audit services.

Accomplishments

Audit Quality

The percentage of audit recommendations accepted by management indicates whether audit services provided are objective, timely and useful. In FY14, 97% of audit recommendations were accepted by management. This exceeds the industry benchmark of 88% published by the Association of Local Government Auditors. When management accepts and implements audit recommendations, the result is an improvement in services provided to citizens and/or other City departments. For example, a February 2013 audit report contained a number of recommendations to improve timeliness of Development Center construction inspections. Management used these recommendations to make numerous operational and administrative changes resulting in a remarkable improvement in inspection timeliness. Construction inspections have gone from failing to achieve a targeted completion rate of 70% within two days to maintaining a two-day completion rate of over 90% and an updated target for FY15 of completing 90% of inspections within one day.

Client satisfaction is another indicator of service quality. In FY14, 95% of City Council members and other City decision makers rated audit services provided as “good” or “excellent”.

The October 2014 Peer Review confirmed that the department performs auditing and attestation work in compliance with generally accepted government auditing standards. The department continues to attract and retain talented personnel. The department’s eight professional staff members have a combined nine professional certifications and four advanced degrees. Additionally, several staff members have held leadership positions in local and national audit associations.

Management Assistance

Other services are provided upon request to assist management with policy or operational improvements while protecting independence to perform future audits. For example, in FY12 the department used auditing software to compile 911 system data. The 911 Communications Division Director analyzed this data and developed a number of management initiatives that improved retention, morale and efficiency. These management initiatives resulted in a \$750,000 reduction in overtime costs, a one-third decrease in sick leave usage, a two-thirds reduction in turnover and delivery of 2,300 hours of in-service training.

Ethics Awareness

The department strives to increase employee awareness of the Hotline, which was 85% when employees were last surveyed in FY13. Following a physical inspection of several City facilities to gauge compliance with policies governing display of Hotline marketing materials, the Hotline intranet web page was updated and revised Hotline posters and brochures were distributed to all City departments in August 2013.

Lines of Business and Programs

Department Organization

Administrative Line of Business

- Executive Leadership Program

Audit Services Line of Business

- Audit Services Program

Ethics Assurance Line of Business

- Ethics Assurance Program

Administrative Line of Business

The purpose of the Administrative Line of Business is to provide leadership, support and information to the department so it can achieve its strategic and operational results.

Programs and Key Measures

Executive Leadership Program

 % of key measures achieved

Executive Leadership Program

The purpose of the Executive Leadership Program is to provide planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.


Program Manager: Jim Williamson

Program Budget: \$143,367 (FY16)

Program Services:

- Agenda Items
 - Annual Report
 - Audit Committee Advisements and Support
 - Audit Responses
 - Budget Proposals
 - Citizen Responses
 - Continuity of Operations Plan
 - Contract Compliance Reviews
 - Contracts, Leases, Agreements
 - Executive Reports
 - Ad Hoc Reports
 - Performance Reports
 - Special Projects Reports
 - FMLA Authorizations
 - Grievance Resolutions
 - Legislative Recommendations
 - Personnel Transactions
 - Plans (i.e. Master, Strategic Business Plans)
 - Policies & Procedures
 - Presentations
 - Project & Financial Impact Analyses
 - Triennial Audit Plan
 - Triennial Peer Review
-

Family of Measures



Results	 % of key measures achieved
	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year
	% of performance evaluations completed by the review date
	% of terminations submitted to Personnel Department by termination date
Outputs	Dollar amount of operating and capital expenditures managed
	# of full-time employees supported

Audit Services Line of Business

The purpose of the Audit Services Line of Business is to provide independent audit, investigative, and advisory services to the City Council and other City decision makers so they can have timely and useful information to better address policy and operational opportunities and/or deficiencies.

Programs and Key Measures

Audit Services Program

-  % of audit recommendations accepted by management
-  % of City Council and other City decision makers rating audit services as “good” or “excellent”

Audit Services Program



The purpose of the Audit Services Program is to provide scheduled (proactive) and unscheduled (responsive) audit, investigative, and advisory services to City Council and other City decision makers so they can have timely and useful information to address policy and operational opportunities and/or deficiencies.

Program Manager: Jim Williamson

Program Budget: \$990,915 (FY16)

Program Services:

- Advisory Services Memorandums
- Attestation Reports
- Audit Reports
- Committee Advisements
- Council Audit Briefings
- Departmental Advisements
- Investigative Reports
- Law Enforcement Referrals
- Media Responses
- Open Records Requests

Family of Measures	
Results	 % of audit recommendations accepted by management
	 % of City Council and other City decision makers rating audit services as good or excellent
	% of audit services completed within deadlines
	% of direct time on unscheduled services
Outputs	# of scheduled direct service hours provided
	# of unscheduled direct service hours provided
Demands	The demand is reflected in the output target

Ethics Assurance Line of Business

The purpose of the Ethics Assurance Line of Business is to provide ethics reporting and advisory services to City decision makers so they can detect and quickly address all reported cases of fraud, waste, abuse and significant policy violations.

Programs and Key Measures

Ethics Assurance Program

 % of employees aware of the Hotline

 % of total allegations directed appropriately to the Hotline

Ethics Assurance Program

The purpose of the Ethics Assurance Program is to provide ethics reporting and advisory services to City decision makers so they can detect and quickly address all reported cases of fraud, waste, abuse and significant policy violations.



Program Manager: Jim Williamson

Program Budget: \$56,067 (FY16)

Program Services:

- Allegations Dispositions
 - Bid Tabulations
 - Ethics Committee Advisements
 - Hotline Marketing and Presentations
 - Hotline Operations
 - Retirement System Meetings
-

Family of Measures

Results	 % of employees aware of the Hotline
	 % of total allegations directed appropriately to the Hotline
	% of actionable allegations assessed and assigned for investigation within 7 days of reporting
Outputs	# of allegation dispositions provided
Demands	# of allegations directed to the Ethics Assurance Program