




# Strategic Plan for the City Auditor's Office



FY 2007 – 2012

# Requirement for the Plan

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- Council resolution 904027, Section 4, requires the City Auditor to develop and submit to the City Council for approval a long-range general strategy plan.
- Plan must cover at least 3 years and have a maximum of 5 years.
- Must be updated annually

# Mission Statement

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Preserve the public trust by independently and objectively reviewing and reporting on the efficient and effective use of City resources.

# Vision Statement

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We see our office as a catalyst for change and a respected leading edge audit organization.

# Goals & Objectives

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- Enhance risk assessment in City government
- Educate City of Dallas employees and managers on internal controls and fraud prevention
- Expand audit and non-audit services provided to City Council and management
- Develop effective relationships with the City Council, Boards, Commissions, City Manager and the Community
- Improve efficiency through the use of automated tools

# Goals & Objectives

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- Enhance risk assessment in City government
  - Develop audit staff's understanding of City operations
  - Develop areas of expertise, and core competencies within the audit staff
  - Work with management and jointly assess program risks
  - Cross-train with City management personnel
  - Identify needed State legislative changes to enhance City operations
  - Obtain focused training on issues facing local governments

# Goals & Objectives

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- Educate City of Dallas employees and managers on internal controls and fraud prevention
  - Provide overview of the City Auditor's office in new employee orientation
  - Provide presentations and training seminars to City employees
  - Develop internal control checklists for departmental use
  - Cross-train with City management personnel

# Goals & Objectives

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- Expand audit and non-audit services provided to City Council & management
  - Improve accountability within City government
  - Partner with City management to improve operational assessments
  - Provide expert assistance to internal groups
  - Take action to allow the office to review the Police & Fire Pension and Employee Retirement Funds
  - Expand grant monitoring to include all federal and state grants



# Goals & Objectives

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- Develop effective relationships with the City Council, Boards and Commissions, City Manager and the Community
  - City Council
    - Establish high visibility with their assigned committees
    - Respond to Council Members' information request
  - Boards and Commissions
    - Provide orientation on City Auditor's Office
    - Seek input for Annual Audit Plan
    - Coordinate efforts on items of city-wide impact

# Goals & Objectives

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- Develop effective relationships with the City Council, Boards and Commissions, City Manager and the Community (Cont.)
  - City Manager
    - Partner with management in non-audit services
    - Expand our participation in city-wide procurements
  - Community
    - Become active members in professional organizations or committees
    - Partner with other governmental audit organizations
    - Earn professional recognition of our work

# Goals & Objectives

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- Improve efficiency through the use of automated tools
  - Develop more effective project management techniques
  - Initiate continuous auditing techniques
  - Evaluate the efficiency of internal current assignments

# Projected Staffing Requirements

**Fully fund all authorized positions at current salary rate**

	<b>Funded Staffing</b>	<b>Authorized Staffing</b>
Executive/Management	9	9
Technical Staff		
Program Audit	18	20
Grant Compliance	10	10
Non-audit services	1	1
Administrative	3	3
<b>TOTAL STAFFING</b>	<b>41</b>	<b>43</b>
Ratio of Audit Staff to City Employees (12,600)	.003	.003

# Projected Staffing Requirements

**If Grant Compliance is expanded to include all federal & state grants**

	<b>Projected Staffing</b>
Executive/Management	10
Technical Staff	
Program Audit	20
Grant Compliance	19
Non-audit services	1
Administrative	4
<b>TOTAL STAFFING</b>	<b>54</b>
Ratio of Audit Staff to City Employees (12,600)	.004

# Projected Staffing Requirements

**If audit and non-audit services are expanded (includes expanded Grant Compliance)**

	<b>Projected Staffing</b>
Executive/Management	11
Technical Staff	
Program Audit	23
Grant Compliance	19
Non-audit services	6
Administrative	5
<b>TOTAL STAFFING</b>	<b>64</b>
Ratio of Audit Staff to City Employees (12,600)	.005

# Professional Skills to be Developed

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- Supervisory & leadership abilities
- Statistical sampling techniques
- Data mining techniques
- Detailed knowledge of City operations and federal/state regulations of those operations
- Presentation of audit results
- Risk management
- Analysis and problem solving
- Cooperative working techniques

# Projected Changes in Internal Organizational Structure

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- Formally adopt audit salary schedule and position titles
- Create new non-audit service group and expand grant monitoring
- Increase in staffing based on additional responsibilities
- Acquire new office space for centralization and expansion
- Remove City Auditor from Employee Retirement Fund Board
- Submit annual budget directly to the Finance, Audit and Accountability Committee



# Identification of Areas to be Audited

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The areas to be audited will be the City Council priorities:

- Economic Development
- Neighborhood Quality of Life
- Public Safety
- Staff Accountability
- Trinity River

# Procedures for Developing & Implementing Annual Audit Plan

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- Identify audit candidates
- Use a risk-analysis approach to identify and rank audit priorities and issues using established criteria
- Prepare draft audit plan
- Present draft audit plan to F&A for review and acceptance and forwarding to the Council
- Obtain Council approval via Council Resolution
- Distribute approved audit plan
- Audit plan is implemented

# Use of Outside Consultants

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- Provide staff training in specialty areas
  - Franchise fee audits
- Perform audits in specialized areas
  - Employee Retirement Fund
  - Police & Fire Pension Fund
- Conduct periodic peer review

# Alternative Strategies

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- Partner with outside audit organizations
  - School districts
  - City, County, or State entities
- Hire staff on a contract basis
  - Specific, one-time, short-term projects
- Initiate college internship or coop program