



**Hillsborough
County** Florida

County Internal Auditor's 2025 Annual Audit Plan



**Hillsborough
County** Florida

TO: Board of County Commissioners
FROM: Melinda Jenzarli, CPA, CIA, CISA, CFE, MBA, Acting County Internal Auditor
DATE: October 2, 2024
SUBJECT: County Internal Auditor's 2025 Annual Audit Plan

A comprehensive risk assessment and audit planning process was developed to optimize the allocation of resources within the County Internal Auditor's Office (CIAO) across a diverse range of auditable areas within the organizational framework of the Board of County Commissioners (County). This strategic process was conducted in conformance with the International Standards for the Professional Practice of Internal Auditing (Red Book Standards). This report outlines the methodology for selecting assurance, advisory, and other audit services for the County Internal Auditor's 2025 Annual Audit Plan. The Plan serves as a core guide for audit services to be initiated during calendar year 2025.

On September 17, 2024, the County Internal Audit Committee recommended the Board of County Commissioners accept this 2025 Annual Audit Plan. On October 2, 2024, the Board of County Commissioners considered the County Internal Audit Committee's recommendation and accepted the Plan.

Sincerely,

Melinda Jenzarli

Copy: County Internal Audit Committee
Christine Beck, County Attorney
Debora Cromartie-Mincey, Chief Assistant County Attorney
Tom Fesler, Chief Financial Administrator
Carl Harness, Chief Human Services Administrator
Greg Horwedel, Deputy County Administrator
Ramin Kouzehkanani, Chief Information & Innovation Officer
Liana Lopez, Chief Communications Administrator
Brandon Wagner, Chief Government Relations and Strategic Services Administrator
Bonnie Wise, County Administrator

County Internal Auditor's 2025 Annual Audit Plan

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County Internal Auditor's 2025 Annual Audit Plan

Introduction

To ensure the most efficient and effective utilization of the CIAO's resources, areas selected for audit must be carefully considered. Since the audit function, like other government functions, should provide the maximum possible benefit to Hillsborough County's citizens, audit services that will result in the most benefit should be conducted. A comprehensive risk assessment and audit planning process was developed to optimize the allocation of resources within the CIAO across a diverse range of auditable areas within the organizational framework of the County. This strategic process was conducted to determine the 2025 Annual Audit Plan. The methodology of selecting assurance, advisory, and other audit services for the County Internal Auditor's 2025 Annual Audit Plan is presented below.

Audit Services Selected for the 2025 Annual Audit Plan

Audit services selected for the County Internal Auditor's 2025 Annual Audit Plan were derived from a variety of sources. These include risk assessments, commissioner and/or management requests, Resolution R20-011 requirements, Hillsborough County Home Rule Charter Section 4.10 requirements, and the Red Book Standards requirements. Risk was the primary factor in selecting projects for the 2025 Annual Audit Plan. Risks in some areas of the County are higher than others for many reasons, including the number of years since the last audit and/or externally scrutinized / monitored; operational impact; outsourced processes; and awareness or suspicion of fraud, theft, or waste. Those areas of the County that are higher in risk will receive more audit services than those of lower risk. However, the areas of lower risk were not ignored; rather, they will receive audit services less frequently or more narrowly scoped than the higher risk areas.

In addition to risk, occasionally, commissioners and/or management request audit services to assist with a potential concern or to provide advisory services focusing on opportunities to further improve overall operations that are already in place or future opportunities. Because the CIAO functions as a business partner, commissioner and management requests are seriously considered in the selection of audit services. As part of the risk assessment and planning process, the County Internal Auditor solicited input from commissioners, executive staff, senior staff, second-line managers, the Clerk of Circuit Court's Chief Audit Executive, RSM US LLP Partner, the County Internal Audit Committee, and others.

County Internal Auditor's 2025 Annual Audit Plan

County Internal Auditor's Governance Commitment Statements

Definition of Internal Auditing

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Code of Ethics

The CIAO's personnel are expected to apply and uphold the principles outlined in the Code of Ethics (integrity, objectivity, confidentiality, and competency).

Organizational Independence of the Internal Audit Activity

As the Acting County Internal Auditor, I will provide assurance services on behalf of the Board on the various County functions and activities under county administration. The CIAO is an entity directly under the Board. It is not administratively or functionally under the County Administrator.

The County Internal Auditor position is the Board's chief audit executive. As such, I will report functionally to the Board. Functionally reporting to the Board involves the following activities.

The Board approves:

- The internal audit charter.
- The risk-based internal audit plan.
- The County Internal Auditor's Office budget.
- Decisions regarding the County Internal Auditor's appointment and removal.
- The County Internal Auditor's compensation.

The Board will receive communications directly from me on my performance related to the audit plan and other matters.

Review of the Internal Audit Charter and Resolution R20-011

I reviewed and confirmed that the internal audit charter:

- Establishes the internal audit activity's position within the organization, including the nature of the internal audit functional reporting relationship with the Board.
- Authorizes access to records, personnel, and physical properties relevant to the performance of engagements.
- Defines the scope of internal audit activities.

I also reviewed Resolution R20-011 and confirmed that the purpose, authority, and responsibility of the CIAO are formally defined.

On January 9, 2024, the Institute of Internal Auditors released the most significant revisions to the Red Book Standards in 20 years. The Standards guide the worldwide professional practice of internal auditing and serve as a basis for evaluating and elevating the quality of the internal audit function. During the fourth quarter of calendar year 2024, the CIAO will conduct a gap analysis to identify updates to its standard operating procedures, quality assurance and improvement program, strategic plan, and Resolution R20-011 needed to conform with the revised Standards.

County Internal Auditor's 2025 Annual Audit Plan

Risk Assessment Methodology

Independent External Quality Assessment Review

Review

QAR report issued 7/20/22

Conclusion

Generally Conforms
(highest rating)

Conclusion Comment

"No conformance gaps," and, "A comprehensive Quality Assurance and Improvement Program."

The next independent external quality assessment review is planned in 2027.

County Internal Auditor's Risk Assessment Components

The risk assessment process combines information obtained from narratives, internal control questionnaires, management self-assessment surveys, current events, unauthorized purchase reports, performance of audit services, and communications with commissioners, executive staff, senior staff, and second-line management. The CIAO also considered risk information derived from the Clerk of Circuit Court's Chief Audit Executive and an RSM US LLP Partner.

The annual risk assessment is a cumulative process. Utilizing the AutoAudit software's risk library (which contains 42 auditable entities and 131 activities), the CIAO assessed the risks associated with each entity based on the eight risk factors below:

- External Risks
- Financial Risks
- Supply Risks
- Management Risks
- Data Security Risks
- Health and Safety Risks
- Managing Complexity Risks
- Operational Risks

Each year the risk library builds upon the prior year and will continue to compile greater detail of the County's risks.

The risk assessment methodology performed was in conformance with the Red Book Standards.

County Internal Auditor’s 2025 Annual Audit Plan

Risks

Emerging Risks

Throughout the year, the County Internal Auditor identifies and considers emerging risks that may have a material impact on County operations and programs.

Throughout 2024, the County was impacted by:

- Technology shifts.
- Constrained funding for long-term infrastructure needs.
- Elevated inflation, insurance premiums, and claims costs.
- Challenges with labor skills availability.
- Delays in supply chain and projects.
- Cybersecurity threats.
- Increased automobile accidents
- Federal and state regulatory changes.

The highest risks for 2024 fall into eight key categories: external, financial, supply, management, data security, health & safety, and managing complexity, and operational risk. An emerging risks table is located on the next page.

County Internal Auditor's 2025 Annual Audit Plan

High Risk Areas

Emerging Risks

Risk	Risk Sub	Emerging Risk Comments
Categories	Categories	
External	Strategic Risks	Impacts of sea level rise, and intensified storms and flooding.
	Terrorist Acts	
	Market Environment	
	Environmental Incidents	
Financial	Capital Availability	Infrastructure: The existing budget does not match the long-term needs for growth, transportation, roads and bridges, and fire stations.
	Credit	Impact of inflation: cost of supplies and contracted work. Cost of insurance premiums and claims: health, cyber security, and property.
	Financial Market	
	Price Changes	
	Inflation/Deflation	
	Insurance Risks	
Supply	Commodity Risk	Labor supply shortage / labor skills availability.
	Labor Risk	Increased delays in supply chain and projects.
	Third Party Risks	Decrease in bids received / less competition.
	Customer Risks	
Management	Financial Reporting	Managing work expectations, including hours, benefits, location, etc., while continuing to provide high-quality services to citizens.
	Employee Behavior	
Data Security	Human Risks	Adoption of AI: integrity of data ingested, correct interpretation / analysis of output, managing / securing data.
	System Risks	
	Other Data Security	The high demand for technology solutions, cybersecurity, and resilience remain high priorities.
Health & Safety	Employee Health and Safety	Increase in automobile accidents.
		Preparation, response, and recovery from natural disasters.
	Third Party Health and Safety	Animal shelters at or over max capacity, disease transmission. Increase of sidewalk slips and falls.
Managing Complexity	Change/ Project Management	Oracle Cloud Redwood user interface update. Most screens will have a new look and feel. The redesign aims to improve navigation. Fire Rescue ERP Fireworks implementation to manage patient care reporting and fire safety inspections.
Operational	Internal & External Fraud	Compliance with changes to the Fair Labor Standards Act regarding overtime and income thresholds, effective January 01, 2025, which may affect up to 800 current employees.
	Employment Practices	
	Business Practices	
	Damage to Physical Assets	Compliance with HB 1365 public camping / sleeping effective October 01, 2024, which prohibits homeless individuals from camping on city streets, sidewalks, and parks and instead placed in temporary shelters that include substance abuse and mental health treatments.
	Business Disruptions	
	Process Management	
		Increase in demand for digital library content and print materials.

County Internal Auditor's 2025 Annual Audit Plan

2025 Annual Audit Plan Development

Conducting Engagements

The CIAO:

- Conducts engagements in conformance with the Red Book Standards.
- Performs independent and objective reviews and evaluations of all departments, offices, boards, activities, functions, and agencies under the control of the Board of County Commissioners.

County Internal Audit Committee's Review and the Board's Acceptance of the 2025 Annual Audit Plan

The County Internal Auditor's 2025 Annual Audit Plan is comprised of individual engagements. The Plan was reviewed by the County Internal Audit Committee for input. The Committee determined that the County Internal Auditor performed an annual risk assessment, based on her own judgment of risks after consideration of input from executive staff and the Commissioners, and after sharing information and coordinating with other internal and external providers of assurance and advisory services. The Committee also determined that the County Internal Auditor's 2025 Annual Audit Plan's hours (resource requirements) align with the available resource budget. Therefore, pursuant to Resolution R20-011, on September 17, 2024, the County Internal Audit Committee recommended the Board of County Commissioners to accept the 2025 Annual Audit Plan. On October 2, 2024, the Board of County Commissioners considered the Committee's recommendation and accepted the 2025 Annual Audit Plan.

Sharing Information and Coordinating Efforts

In planning the 2025 Annual Audit Plan, the CIAO coordinated with other internal and external assurance and consulting providers, such as second-line management, the Clerk of the Circuit Court's Chief Audit Executive, and an RSM US LLP partner. This collaborative approach ensures adequate coverage of the auditable environment and avoids duplication of efforts.

County Internal Auditor's 2025 Annual Audit Plan Components

Providing audit services for all identified risks from the 2025 risk assessment, commissioner and management suggestions, and the carryover from the 2024 Annual Audit Plan are greater than available CIAO resources. Therefore, the 2025 Annual Audit Plan was developed after a careful review of the risk assessment results, audit resource allocation, and management requests for audits.

The County Internal Auditor's 2025 Annual Audit Plan is a planning tool to utilize the CIAO resources. As such, it is subject to change throughout the year as the auditable environment changes.

Final communication of engagement results will be issued during the year for audits and advisory projects, and other services.

County Internal Auditor's 2025 Annual Audit Plan

Audits and Advisory Projects (Plan A)

Artificial Intelligence Adoption and Implementation Strategy
Economic Development Grant Programs Management Activities
Fire Inspections Private Sector Facilities
Library Materials Management
Mobility Fee Program
Sunshine Line Resident Transportation Services

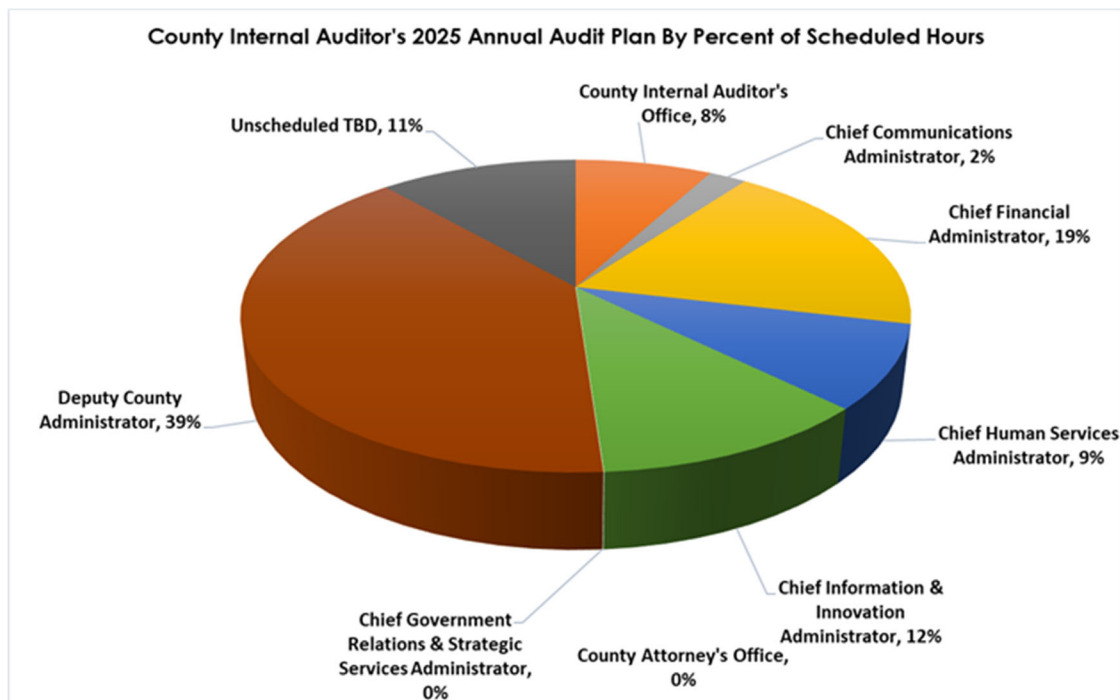
Audits and Advisory Projects (Plan B)

Emergency Response Record Keeping

Other Services

Annual Risk Assessment and Planning for 2026
Communications & Digital Media - Website Content Management Monitoring
Employee Compensation and Accruals Monitoring*
Internal Assessment Quality Assurance and Improvement Program (QAIP)
Pet Resource Center Continuous Data Analytics
Property Insurance and Claims Monitoring*
Solid Waste Residential Assessments Process Monitoring*
Water Meter Reading to Billing Process Monitoring
Other Services To Be Determined

**Projects included in the 2024 Annual Audit Plan that still need to be completed. As of September 2024, it is to be determined whether a monitoring project will be performed in 2025.*



Other Services Defined

- Monitoring management corrective action plans (Resolution R20-011)
- Advisory services (Home Rule Charter & Resolution R20-011)
- Special reviews (Resolution R20-011)
- Cone of silence investigations (Ordinance 13-24)
- Annual risk assessment and planning (Resolution R20-011)

County Internal Auditor's 2025 Annual Audit Plan

County Internal Audit Committee Recommendation Letter



Hillsborough
County Florida

County Internal Audit Committee

Gina d'Angelo
Louise Lopez
Richard Russell
James Shepard
Patricia Simmons

Acting County Internal Auditor

Melinda Jenzarli, MBA, CPA, CIA, CISA, CFE

Board of County Commissioners

Donna Cameron Cepeda
Harry Cohen
Ken Hagan
Pat Kemp
Christine Miller
Gwendolyn "Gwen" W. Myers
Joshua Wostal

County Administrator

Bonnie M. Wise

County Attorney

Christine Beck

MEMORANDUM

DATE: September 17, 2024
TO: Board of County Commissioners
FROM: Richard Russell, County Internal Audit Committee Chair
SUBJECT: County Internal Auditor's Office 2025 Annual Audit Plan

Dear Board Members,

Pursuant to Board of County Commission Resolution R20-011, the County Internal Audit Committee is responsible for commenting to the Board of County Commission whether the County Internal Auditor performed an annual risk assessment based on her own judgment of risks after consideration of input from senior management and the Commissioners, and after sharing information and coordinating with other internal and external providers of assurance and consulting services, as applicable. The Audit Committee is also responsible for considering if the County Internal Auditor's resources (management of resource requirements available to effectively deploy the plan) align with the annual audit plan budget and then forwarding the annual plan to the Board of County Commission with the Audit Committee's comments for approval.

After gaining an understanding of the process utilized by the Acting County Internal Auditor to perform the 2025 annual risk assessment, the Audit Committee concluded that the Acting County Internal Auditor met the above referenced requirements in Resolution R20-011. Therefore, the Audit Committee recommends the Board of County Commission accept the 2025 Annual Audit Plan.

Should the Board of County Commission need additional information, please feel free to contact me directly at 813-362-6488 or via email at rickrussell33@yahoo.com.

Copy: County Internal Audit Committee, file
DeBora Cromartie-Mincey, Chief Assistant County Attorney