



Internal Audit Report

Audit Recommendations
Status Report
as of December 31, 2016



Date: January 6, 2017



BOCC Audit Recommendations Status Report As of December 31, 2016



To: The Honorable Linda Doggett, Lee County Clerk of the Circuit Court & Comptroller

From: Tim Parks, Chief Internal Audit Officer/Inspector General
Internal Audit/Inspector General Department

Date: January 6, 2017

Re: Lee County Board of County Commissioners (BOCC)
Audit Recommendations Status Report as of 12/31/16

Our office has completed its *BOCC Audit Recommendations Status Report as of 12/31/16*, which reflects the implementation status of all outstanding audit report recommendations for the Lee County Board of County Commissioners as of December 31, 2016. The report fulfills the IA/IG Department's accountability for reporting on issues through their resolution.

The follow-up on recommendation status was conducted in January 2017. We discussed the status of the audit recommendations with the department personnel responsible for implementing the audit recommendations.

The follow-up procedures covered the audits of the *BOCC DOT Traffic Signs and Markings* for which a report was issued in April 2016, and *BOCC DOT Traffic Signals* for which a report was issued in April 2016. A summary of the recommendation status is presented in the heading of the attached report.

The follow up report contains information regarding each outstanding recommendation, including recommendation status, management actions taken, and Internal Audit Follow Up Notes. We wish to express our appreciation for the cooperation and assistance provided us by the Transportation Department during this review.

Should you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Parks".

Tim Parks, Chief Internal Audit Officer/Inspector General
Internal Audit/Inspector General Department
TJP/GK



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BOCC Human Resources Department (Project 2014.14, Issued January 2016) Six recommendations - all estimated for implementation by 1/25/17		
Legal Posters		
Observation	Recommendation	Original Management Response
<p>Certain labor law posters, such as Family and Medical Leave Act (FMLA), Fair Labor Standards Act (FLSA), workers compensation, and discrimination, are required to be displayed where they can be easily viewed by employees.</p> <p>HR has a list of the sixteen required posters on the County intranet for all departments to review. HR also notifies the department HR representatives of changes to the poster requirements. HR personnel do not physically examine the posters in the various departments. The departments are responsible for maintaining the proper posters on display.</p> <p>A sample of ten county department bulletin boards was selected for review. Two of the bulletin boards were in HR. The posters on display at each location were examined. Only one of the ten bulletin boards, one from HR, had all of the required posters. Eight of ten bulletin boards were missing multiple posters. One bulletin board had only half of the required posters, and six included outdated posters.</p> <p>Failure to post required state and federal employment law notices can result in fines being imposed. For example, the penalty for violating the Occupational Safety and Health Administration (OSHA) posting requirement can be up to \$7,000.</p>	<p>It is recommended that HR annually distribute a list of all the required posters to the HR representatives in the departments. Consideration should be given to having HR personnel periodically review a sample of County bulletin boards for compliance.</p>	<p>Human Resources agrees with the suggestion of performing site audits for legal postings to ensure compliance. Please note that Lee County is exempt from the OSHA posting requirement and would not be subject to a penalty in that particular instance.</p>



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Estimated Implementation Date	Revised Implementation Date	Status
1/25/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		
Record Retention		
Observation	Recommendation	Original Management Response
<p>HR records are to meet the retention requirements outlined in the General Records Schedule GS1-SL for State and Local Government Agencies.</p> <p>The HR retention procedures were reviewed and compared to the time frames outlined in the general records schedule.</p> <p>The HR Record Retention Schedule does not reflect all of the proper retention periods.</p> <p>"Employers need to know what they have to keep and for how long and be aware of the possible legal problems should they fail to retain records properly"; (SHRM).</p>	<p>It is recommended that the Record Retention Schedule be updated to reflect the required retention periods.</p>	<p>*No direct response to this recommendation. A general response was added:</p> <p>"HR is committed to a thoughtful evaluation of the audit's recommendations and ongoing reviews of our policies and processes for building organizational compliance and efficiencies."</p>
Estimated Implementation Date	Revised Implementation Date	Status
1/25/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		
Performance Evaluations		
Observation	Recommendation	Original Management Response
<p>Lee County Policy #502, <i>Performance Evaluations</i> states that, "<i>Supervisors should complete performance evaluations upon the following occasions:</i></p>	<p>It is recommended that the word "should" in Lee County Policy #502 be changed to clarify whether the evaluation procedures are required or optional.</p> <p>It is recommended that HR implement follow-up</p>	<p>Human Resources currently sends a monthly reminder to departments of upcoming performance evaluations to be completed. This monthly list includes a reminder of any evaluations that are past due. Human Resources is reviewing this process to</p>



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<ul style="list-style-type: none"> • <i>By the end of the first three months of employment</i> • <i>By the end of the first six months of employment</i> • <i>Annually</i> • <i>At any other time deemed appropriate to recognize improved or deteriorated performance.”</i> <p>HR procedures are to send reminders to County departments as to when performance evaluations are due.</p> <p>A sample of 50 County employee files was selected for review. Their personnel records were reviewed to determine whether all of the appropriate performance evaluations within the last five years had been finalized in a timely manner. The findings are as follows:</p> <ul style="list-style-type: none"> • 16 out of 47 (34%) of the employees that should have had an annual performance evaluation completed, had at least one that was not completed on an annual basis. • 8 out of 21 (38%) of the employees that should have had a completed three month or six month evaluation on file were missing at least one review. <p>Risk Avoidance: <i>“Generating and managing fair, accurate, and non-biased documentation of employee behavior and performance is one of the most important skills all supervisors need to develop. When supervisors and managers create even as much as handwritten notes, they’re creating</i></p>	<p>procedures to include a reminder to supervisors when evaluations are not performed in a timely manner.</p> <p>It is recommended that classes on performance evaluations be continued.</p>	<p>address the "past due evaluations" category, identify efficiencies for completed evaluations to be entered into the personnel data base (PDS) and scanning the completed evaluations into the general personnel file (Kwik Tag).</p>
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<p><i>potential litigation exhibits that could have significant consequences down the road. Good documentation by supervisors and managers can mean the difference between a company winning and losing an employment-related lawsuit”.</i></p> <p>The benefits of performance appraisals include: Employees find out how they’re doing, receive recognition for accomplishments, help to determine their goals, and learn of opportunities for career development and improvement. Supervisors can develop and improve rapport with employees, improve employee productivity, demonstrate fairness to employees, and improve group morale. The County can communicate goals, build stronger working relationships, and improve overall organizational productivity.</p> <p>The word “should” in the policy doesn’t lead to a clear understanding as to whether that specific procedure is required or optional.</p> <p>It was noted that the HR Department offered nine classes on performance evaluations during 2014.</p>		
Estimated Implementation Date	Revised Implementation Date	Status
1/25/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		



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Personnel Files		
Observation	Recommendation	Original Management Response
<p>Lee County Policy #005, <i>Personnel Records</i>, states that the Human Resources Department shall serve as the official custodian of personnel records.</p> <p>A sample of 30 employee files was selected for review. The documents in their personnel files were reviewed for completeness, including documents related to the initial creation of the employee's file.</p> <p>The findings are included on the following table:</p> <p>Type of Form # Docs Missing Intent to Hire Cover Sheet 1 Job Application 1 Info Disclosure Form 3 Signed Job Description 3 Reference Checks Form 1 Education Papers 3 FRS Form 6 Good Moral Character Form 1 New Emp. Acknowledgement Form 4</p> <p><i>“A strong defense in an employment-related lawsuit typically depends on the documentation kept by the managers involved in the situation”; (SHRM).</i></p>	<p>It is recommended that steps be taken to ensure that all of the required documentation is included in the personnel files.</p>	<p>The sample of 30 employee files reviewed may have included employees hired before 2012. The FRS form was implemented in 2012. New hires before the 2012 implementation date will not have this form in their personnel files.</p>
Estimated Implementation Date	Revised Implementation Date	Status
1/25/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		



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Corrective Action		
Observation	Recommendation	Original Management Response
<p>Lee County Policy 601, Corrective Action/Disciplinary Procedures, outlines the steps that are to be taken in the disciplinary process. The steps include verbal warnings, written warnings, Employee Relations involvement, etc.</p> <p>The Employee Relations section of HR is responsible for monitoring corrective actions.</p> <p>A sample of 25 cases where County employees had been recently discharged or had filed a law suit against the County was selected for review. The case documents were reviewed to determine whether the steps taken were in compliance with the corrective action policy and procedures. The results are as follows:</p> <ul style="list-style-type: none"> • HR personnel were asked to identify which terminations were considered as corrective action cases. • HR identified 10 of the 25 terminations as corrective action cases. The termination in 15 cases was for other reasons, such as “At Will” or for personnel still in their probationary period. Florida is an “At Will” state. <i>“Employees are free to terminate their employment with an employer for any or no reason at all. Likewise, employers have the same rights and are free to hire and discharge employees at any time providing the reason for the discharge or hire is not</i> 	<p>Recommendation</p> <ul style="list-style-type: none"> • Policy 601, Corrective Action/Disciplinary Procedures, should be expanded to include guidelines as to when the County Attorney’s office is to be consulted and how their recommendations are to be documented. • It is recommended that Policy 003, Employment At Will, be expanded to include a reference to Policy 601, Corrective Action/Disciplinary Procedures, which would include the steps to be taken and a guideline as to when the County Attorney is to be consulted. 	<p>Current business practices regarding terminations includes review by the County Attorney. Attached please find correspondence from the County Attorney that confirms that their office was consulted on all of the terminations noted in the audit.</p>



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<p><i>discriminatory based on race, sex, religious belief, color, national origin, disability/handicap, gender, or other legally protected group/class.”</i></p> <ul style="list-style-type: none">• Each corrective action case is different and may be handled in a slightly different manner. For example, if an employee’s actions are particularly serious, they might not receive all of the warnings outlined in the corrective action policy.• The ten corrective action cases were handled within the policy guidelines.• In eight of the cases there was evidence that the County Attorney’s office had been consulted. In the other seventeen cases there was no evidence that the County attorney’s office was consulted. Written policies and procedures do not contain guidelines as to when the County Attorney’s office is to be consulted. Therefore, it could not be determined whether the County Attorney’s office had been consulted when appropriate.• Two sets of documents were posted under an incorrect name. HR personnel were notified so that the necessary corrections could be made. <p>Cases where the employee is involuntary discharged, if not properly handled and documented, can increase the risk of employment-related litigation. The County Attorney’s office estimates litigation costs. The estimates for cases in the audit sample have a potential cost of as much as \$300,000 for back pay, damages, and attorney’s fees for a single case.</p>		
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Estimated Implementation Date	Revised Implementation Date	Status
1/25/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		
Education Reimbursement Appeals Process		
Observation	Recommendation	Original Management Response
<p>The reimbursement of education costs is offered to County employees if the course work will enhance the employee's ability to perform their official duties.</p> <p>During Fiscal Year 2014, educational reimbursements totaled \$46,124. All of the reimbursements except one were for Public Safety/EMS personnel. During Fiscal Year 2013 the total reimbursed was \$24,261.</p> <p>A sample of 10 approved applications and 5 disapproved applications from 2013 and 2014 were reviewed to determine whether the proper procedures and forms were utilized. No exceptions were found</p> <p>Some of the courses approved for reimbursement to EMS personnel were not work related, such as a course on Art and Society. However, according to the contract between Lee County and the Southwest Florida Professional Firefighters and Paramedics Local 1826 International Association of Firefighters, Inc. employees may be reimbursed for courses of study towards their degree.</p> <p>Some of the disapproved applications from non-</p>	<p>It is recommended that details of the appeals process for education reimbursement be added to the written procedures.</p>	<p>Attached please find correspondence from the County Attorney's office regarding educational reimbursement for EMS and the collective bargaining agreements.</p>



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unionized employees were appealed; however, the appeals process is not outlined in either the standard operating procedures or the HR manual.		
Estimated Implementation Date	Revised Implementation Date	Status
1/25/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		
BOCC Pollution Prevention (Project 2014.12, Issued April 2016) Four recommendations - all estimated for implementation by 2/28/17		
Enforcement Activities		
Observation	Recommendation	Original Management Response
<p>Lee County Ordinance 07-03 authorizes County officials to address the compliance and enforcement of the federal and state regulations for generators and transporters of hazardous waste, owners and operators of hazardous waste facilities, generators of universal waste and used oil.</p> <p>A random statistical sample of 43 ECS enforcement cases was reviewed in order to identify the activities being performed by the ECS employees. Some of the Environmental Crimes report cases included:</p> <ul style="list-style-type: none"> ● Sending letters to property owners addressing non-hazardous waste related issues ● Removal and transporting hazardous waste for disposal ● Patrolling for dumpsites ● Conducting surveillance ● Investigating sites involving narcotics or non-hazardous waste <p>Prior correspondence from the Lee County</p>	<p>We recommend ECS' current operating procedures be reviewed and approved by management to ensure the activities being conducted are in compliance with the governing statutes and ordinances. Risk, employee safety, and whether the organizational needs are being met should be considered.</p> <p>We recommend that the Environmental Crimes Tip Line voice message notes that the program enforces hazardous waste, universal waste, and used oil related issues only; and mention some common examples in order to avoid conducting non-related activities.</p>	<p>The review identifies a concern that staff is conducting activities that are outside the scope of responsibility. Clarification is necessary. On many occasions staff involvement is limited to assessing situations and alerting proper authorities and/or agencies. Some occasions require staff to conduct fact-finding pursuant to their authority as Code Enforcement Officers and write a citation to an alleged violator of Ordinance 03-07. Current policies and procedures provide staff with a framework in which to handle such situations, depending on the facts and conditions encountered.</p> <p>The Environmental Crimes Tip line exists to both solicit information on potential violations as well as provide customer service from this department for potential environmental harm that may be otherwise un-noticed or un-abated.</p>



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<p>Attorney's Office (LCAO) pertaining to the removal and clean-up of hazardous waste states that "...undertaking an effort to clean up the site or remove the material can legally lock the County into liability."</p> <p>Risk Reduction: <i>"Reviewing data for process effectiveness is one form of internal control and should be an integral part of any business process. Are your objectives being achieved? Are the objectives meaningful and reflect the processes' importance and risk? Using internal controls, the necessary corrections can be identified and implemented as a result of the review. Your procedures describe your process and its internal controls"</i></p>		
Estimated Implementation Date	Revised Implementation Date	Status
2/28/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		
Policies and Procedures		
Observation	Recommendation	Original Management Response
<p>The Natural Resources Department has not produced written policies and procedures to provide direction, guidance, sustainability, and oversight of the P2 Program. Formal policies and procedures would help to ensure that the program is in agreement and aligned with its organizational goals, and it is in compliance with the governing Florida Statutes as well as Lee County's hazardous waste and code enforcement ordinances.</p> <p>The lack of these controls has resulted in:</p> <ul style="list-style-type: none"> • P2 creating and performing a self-styled potential generator program that does not 	<p>We recommend that the department formalize the P2 Program operational policies and procedures to ensure compliance with FDEP statutes and abate the adverse consequences of following procedures that have not been vetted and approved by Natural Resources management.</p>	<p>Staff follows established local, state and federal guidelines in carrying out the functions of the Pollution Prevention Program. However, in order to provide more clarity to future and current hires as well as to better respond to public inquiries, Natural Resources has adopted formal written policies and procedures.</p> <p>Natural Resources staff has operated the Small Quantity Generator Assessment (SQG) program within the guidelines established by the Florida Department of Environmental Protection (FDEP) to</p>



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<p>meet its stated goal to operate under Florida Statute 403 and its mandated requirement to establish and perform a Lee County SQG program.</p> <ul style="list-style-type: none"> The P2 Environmental Crimes Section (ECS) developing and operating under its own ad hoc procedures without considering the wider and longer-term legal and regulatory compliance issues of these actions 		<p>ensure compliance with FS 403. The SQG program was established by the County in 1988. By BoCC action the program was changed in 2005. One change made was a directive to include all businesses for inspection. This action added a larger universe of businesses including any SQG business.</p> <p>Natural Resources will evaluate subscribing to the NSIC database to create a second database of SQG businesses. Natural Resources will also begin discussions with the Tax Collector's Office regarding any discrepancies in database management.</p>
Estimated Implementation Date	Revised Implementation Date	Status
2/28/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		
Compliance		
Observation	Recommendation	Original Management Response
<p>Florida Statute 403 - Environmental Control mandates the county to conduct a Small Quantity Generator Assessment, Notification and Verification (SQG ANV) Program. It consists of three parts, which are to be repeated every five years:</p> <ul style="list-style-type: none"> Identify all known and potential Small Quantity Generators of Hazardous Waste within the county, and compile this information into a list called the SQG Assessment Roll. Notify all SQGs on the Assessment Roll and inform them of their legal responsibilities 	<p>We recommend that the P2 Program:</p> <ul style="list-style-type: none"> Update procedures to meet the Florida Statute 403 mandated SQG program requirements, and migrate away from using the P2 potential generator information for reporting purposes. In the interim, collaborate with the Tax Collector to improve the consistency between lists to mitigate errors in reports and potential negative effects on P2 operations. 	<p>Staff follows established local, state and federal guidelines in carrying out the functions of the Pollution Prevention Program. However, in order to provide more clarity to future and current hires as well as to better respond to public inquiries, Natural Resources has adopted formal written policies and procedures.</p> <p>Natural Resources staff has operated the Small Quantity Generator Assessment (SQG) program within the guidelines established by the Florida Department of Environmental Protection (FDEP) to ensure compliance with FS 403. The SQG program</p>



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<p>regarding proper waste management practices including pollution prevention options and opportunities.</p> <ul style="list-style-type: none"> • Verify the waste management practices for each SQG identified on the assessment roll by conducting on-site inspections at a rate of 20% of the SQGs per year <p>The results of the program must be provided to the Florida Department of Environmental Protection (FDEP) on an annual basis.</p> <p>The Natural Resource's Pollution Prevention Program does not operate in compliance with its governing Statute 403 - Environmental Control.</p> <p>The current program and its SQG Assessment Roll:</p> <ul style="list-style-type: none"> • Does not require the identification, notification and verification of the county's SQGs • Does not produce specific SQG results • Is dependent on its consistency with Lee County Tax Collector's monthly lists of all businesses obtaining new or renewed Local Business Tax licenses (LBT) • Is not screened to place a priority for on-site inspections of those businesses that are anticipated to generate more hazardous waste as compared to the other businesses • Has a significant disparity between the P2 Program's assessment roll and the Tax Collector's LBT lists. <p>The result is the ineffective and inefficient use of the inspectors' time in selecting and reporting the results of the on-site Educational Assessment. The generated data doesn't provide compliant SQG</p>		<p>was established by the County in 1988. By BoCC action the program was changed in 2005. One change made was a directive to include all businesses for inspection. This action added a larger universe of businesses including any SQG business. Natural Resources will evaluate subscribing to the NSIC database to create a second database of SQG businesses. Natural Resources will also begin discussions with the Tax Collector's Office regarding any discrepancies in database management.</p>
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results to the Florida Department of Environmental Protection (FDEP).		
Estimated Implementation Date	Revised Implementation Date	Status
2/28/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		
Cash Management		
Observation	Recommendation	Original Management Response
<p>The Lee County External Fees & Charges Manual allows a charge of \$10 for each Hazardous Material Generating Report. This report consists of an educational hazardous waste assessment conducted by a P2 Program employee.</p> <p>Payments collected for the request of educational hazardous waste assessments are received and reconciled by the same person. The cash is then sent in an envelope through interoffice mail to the fiscal manager.</p> <p>There's a risk that the cash receipts can be lost or stolen in the process.</p>	<p>We recommend that two people be involved in receiving and doing the daily/periodic reconciling of cash payments.</p> <p>We recommend that a more secured delivery method be used in order to prevent the cash/check payments from being lost or stolen.</p>	<p>The department receives no more than \$100 per year on average for report requests. Given the minimal staff effort involved, the service will be offered free of charge in the future.</p>
Estimated Implementation Date	Revised Implementation Date	Status
2/28/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		
BOCC DOT Traffic Signs and Markings (Project 2015.03, Issued May 2016) Two recommendations - estimated for implementation by 5/31/16		



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Department Documentation		
Observation	Recommendation	Original Management Response
<p>The following documentation deficiencies were noted:</p> <ul style="list-style-type: none"> The Division lacked written billing procedures and employee policy and procedure acknowledgement forms. The reviewable policies and procedures were undated. There were discrepancies between employee education and training requirements and the documentation that demonstrates that they acquired the necessary education or training. <p>Formal policies and procedures provide direction, guidance, sustainability, and oversight of the department's operations.</p> <p><i>“Employees need to have a guiding force to provide them direction in executing their job to a sufficient level. To best support this, policies and procedures should have a policy owner. The role of the owner is to review and approve the policy on an at least annual basis to ensure the document is accurate and reflects current business processes.”</i></p>	<p>It is recommended that:</p> <ul style="list-style-type: none"> Billing procedures be written and approved by Division management. Written procedures contain a notation as to when the procedures were written, updated, approved, and acknowledged. The monitoring process for education and training should be enhanced to ensure that required training is received and acknowledged. 	<p>Billing procedures are currently being drafted, and we anticipate review and approval by May 31, 2016.</p> <p>Written procedures are currently being reviewed and updated, completion anticipated May 31, 2016. Upon completion, updated procedures will be discussed and signed by each employee.</p> <p>Current job descriptions and the education and training processes have discrepancies due to expanding job duties associated with technological advances. Human Resources is currently contracting the review of job descriptions. Upon completion, a thorough review of job descriptions, training, education, and necessary monitoring will take place.</p>
Estimated Implementation Date	Revised Implementation Date	Status
5/31/16	N/A	Completed
Last Status Update	Current Recommendation Action	IA Follow-up Notes
12-2-16	N/A	Procedures have been updated. Training enhancements will be ongoing with the aid of County Human Resources.
Inventory Sample		
Observation	Recommendation	Original Management Response



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<p>A sample of 31 parts and signs listed in the Cartegraph System were traced to the actual amounts on hand. Twenty-three items were in agreement, but eight were not reconciled. One was due to the paperwork not yet being processed. The others were for various reasons such as undocumented returns or sub-location discrepancies. There was a lack of control over the number of keys issued for the sign cage.</p> <p>The Division's total inventory is approximately \$2 million.</p>	<p>We recommend that the personnel that have key access to the warehouse and sign cage be identified and access controlled. The inventory should be reconciled to the system.</p>	<p>Access to the sign warehouse will be modified to utilize electric card reader locks, with limited and identified personnel. Currently obtaining estimates for this new reader access system.</p>
Estimated Implementation Date	Revised Implementation Date	Status
4/28/17	N/A	Completed
Last Status Update	Current Recommendation Action	IA Follow-up Notes
1-4-17	N/A	<p>New locks are being installed. Keys will be distributed of authorized personnel. A key sign-out sheet will be completed.</p>
<p>BOCC DOT Traffic Signals (Project 2016.04, Issued May 2016) Four recommendations – multiple estimated dates for implementation</p>		
<p>Training and Certification</p>		
Observation	Recommendation	Original Management Response
<p>DOT Traffic Signals personnel receive training and certification in courses such as the International Municipal Signal Association's (IMSA) Traffic Signals levels I, II, III, and the Intermediate Maintenance of Traffic.</p> <p>Written procedures state that newly hired technicians must have or obtain a Level II certification within 12 months. Amendment #1 to the interlocal agreement with the City of Ft. Myers</p>	<p>The job descriptions and the spreadsheet should be updated so that they are in agreement and reflect the proper education and certification requirements.</p> <p>The spreadsheet should be monitored regularly to verify that it is accurate and that all of the educational requirements have been taken.</p>	<p>Current job descriptions and spreadsheets have discrepancies due to expanding job duties. Human Services is currently contracting the review of job descriptions. Upon completion, a thorough review of job descriptions, training, education, and necessary monitoring will take place.</p>



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<p>requires traffic signal technicians to be certified by the IMSA as Level II or higher.</p> <p>Educational requirements are listed on the job descriptions (Position Details Specification and Requirements) for each position.</p> <p>The training for each employee is monitored on a spreadsheet. The spreadsheet lists the certifications, the certification completion date, and certification expiration dates. The job descriptions and spreadsheet were reviewed. The requirements listed on the spreadsheet do not agree with the requirements listed on the job descriptions.</p>		
Estimated Implementation Date	Revised Implementation Date	Status
4/28/17	N/A	Completed
Last Status Update	Current Recommendation Action	IA Follow-up Notes
10/25/16	N/A	Training enhancements will be ongoing with the aid of County Human Resources.
Preventive Maintenance		
Observation	Recommendation	Original Management Response
<p>Lee County DOT has a preventive maintenance program to ensure that traffic signals, lighting and other equipment are maintained and functioning properly. Preventive maintenance for signals includes both the cabinet and the overhead equipment. Equipment is inspected, cleaned, adjusted, and lubricated. Maintenance and upgrades are prioritized.</p> <p>The International Municipal Signal Association recommends that signal and lighting preventive maintenance be performed on an annual basis. DOT</p>	<p>It is recommended that preventive maintenance be performed on each signal at least once annually to meet international standards and contractual obligations.</p>	<p>In 2014, organizational changes were made to improve efficiency and increase the number of preventative maintenance inspections yearly. DOT Signals in currently on schedule to complete 100% preventative maintenance this year, a PM on each signal at least once.</p>



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<p>is responsible for maintaining approximately 421 traffic signals.</p> <p>The maintenance and compensation agreement with the Florida Department of Transportation (FDOT) dated July 2015 states that each signal is to receive at least one minor preventive maintenance inspection within a twelve month period. There are 121 FDOT signals for a contract total of \$325,432. There are monetary penalties if this provision is not met; including 20 percent withholding of retainage per signal, plus 25 percent withholding of retainage if 50 percent of the signals are not maintained within the year.</p> <p>In Fiscal Year 2014 preventive maintenance was performed on 188 signals (44.7%). In Fiscal Year 2015 preventive maintenance was performed on 382 signals (90.8%). Through January 19, 2016, maintenance was performed on 149 signals. At the current rate, preventive maintenance is on schedule for completion of all signals in Fiscal Year 2016.</p>		
Estimated Implementation Date	Revised Implementation Date	Status
12/31/16	N/A	Completed
Last Status Update	Current Recommendation Action	IA Follow-up Notes
1-3-16	N?A	Preventive maintenance was completed on 100% of the signals the current year.
Billing Procedures		
Observation	Recommendation	Original Management Response
The Signals Section maintains traffic signals for other government entities, primarily Lee County municipalities. Most services are billed quarterly. Repairs and construction are billed monthly.	It is recommended that the billings for Fiscal Year 2015/2016 be corrected and refunds issued. The recalculated amounts, based on the 2.06 percentage, should be utilized to calculate the next year's	The CPI for FY 2015/16 has been corrected, and refunds are anticipated in the May 2016 billing cycle. The exact amount is known at this time, but estimated less than \$100.



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<p>A random sample of bills was selected for review to determine if the amounts were calculated correctly. The items were traced to general ledger to verify that the items were properly posted and payment received.</p> <p>The amount charged per signal is adjusted annually based on the Consumer Price Index (CPI). The CPI figures utilized for the municipalities for the Fiscal Year 2014/2015 increase was 2.2 percent. This is the correct amount according to the CPI tables. The 2015/2016 CPI increase was not uniformly applied to the municipalities. The increase for one city was 2.06 percent. This appears to be the correct percentage based on the CPI tables. Other municipal bills were increased by either 2.2 percent or 2.12 percent. The overcharge amounts were immaterial (less than \$100), but the incorrect percentage rolls forward to subsequent years.</p>	<p>billings.</p>	
Estimated Implementation Date	Revised Implementation Date	Status
6/30/16	N/A	Completed
Last Status Update	Current Recommendation Action	IA Follow-up Notes
12-2-16	N/A	Billing procedures have been updated.
Written Operating Procedures		
Observation	Recommendation	Original Management Response
Procedures are written for the DOT - Traffic Signals Section operations. However, no procedures are written for the Traffic Operations Center.	It is recommended that operating procedures be written for the Traffic Operations Center.	There are existing basic written procedures for the Traffic Operation Center which will be reviewed and enhanced by June 30, 2016.
Estimated Implementation Date	Revised Implementation Date	Status
6/30/16	N/A	Completed
Last Status Update	Current Recommendation Action	IA Follow-up Notes



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10/25/16	N/A	Written procedures have been updated.
BOCC Solid Waste (Project 2016.07, Issued August 2016) Three recommendations – Estimated for implementation January 29, 2017		
Delinquency Balance		
Observation	Recommendation	Original Management Response
<p>Effective since October 1998, solid waste assessments have been collected by the Lee County Tax Collector's office pursuant to the Uniform Collection Method. Delinquent assessments since that date have been collected by Solid Waste. There were at that time approximately \$8,168,000 in delinquent assessments. As of April 2016, the amount is approximately \$2,167,000 (including lien fees, late fees, and interest).</p> <p>Solid Waste management is considering an incentive program similar to one initiated in the Utilities Department for their delinquent accounts. That incentive program forgave interest and fees in an attempt to maximize collections prior to approaching the BOCC about a write-off of the delinquent account balances.</p> <p>Delinquent commercial charges for current billings are monitored and an aging report is utilized. Few of those billings are past due.</p>	<p>It is recommended that a program to address the delinquent assessments be created, approved, and implemented.</p>	<p>The Division concurs with the proposed recommendation.</p>
Estimated Implementation Date	Revised Implementation Date	Status
1/29/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		



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Accounting Postings		
Observation	Recommendation	Original Management Response
<p>In Fiscal Years 2014 and 2015, some revenue entries were posted to incorrect account strings.</p> <p>Entries were made to accounts in business units OB5340040104 (Recycling) and OB5340040106 (Right of Way Clean-up). They should have been posted to accounts in business units OB5340640104 and OB5340140106 respectively.</p>	<p>It is recommended that steps be taken to ensure that all entries are made to the correct account strings.</p>	<p>The Division concurs with the proposed recommendation.</p>
Estimated Implementation Date	Revised Implementation Date	Status
1/29/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		
Prorated Fees on New Construction		
Observation	Recommendation	Original Management Response
<p>Solid Waste fees charged on new construction projects are prorated based on the month in which a certificate of occupancy is obtained. The fees are processed in the Public Works building and are split between the operations and the right-of-way general ledger accounts. Some of the fees collected from Bonita Springs in Fiscal Year 2015 were collected, but they were not split between the two accounts. The total amounts were posted to the operations account. The fees collected from other locations in our audit sample were correctly split.</p>	<p>It is recommended that Solid Waste personnel monitor the Solid Waste revenues collected by Public Works to ensure that the receipts are correct and are posted to the appropriate accounts.</p>	<p>The Division concurs with the proposed recommendation.</p>
Estimated Implementation Date	Revised Implementation Date	Status
1/29/17	N/A	In Progress
Last Status Update	Current Recommendation Action	IA Follow-up Notes
N/A		