



# **BOCC Audit Recommendations Status Report As of December 31, 2020**

## **Inspector General Department**



**Tim Parks, Chief Internal Audit Officer/Inspector General**



Lee County BOCC  
Audit Recommendations Status Report  
As of December 31, 2020



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

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

Date: January 20, 2021

Re: Lee County Board of County Commissioners (BOCC)  
Audit Recommendations Status Report as of 12/31/2020

Dear Ms. Doggett,

The Inspector General Department has completed its *BOCC Audit Recommendations Status Report as of December 31, 2020*, which reflects the implementation status of outstanding audit report recommendations for the Lee County Board of County Commissioners. The report fulfills the IG Department's accountability for reporting on issues through their resolution.

This audit activity conforms to the Institute of Internal Auditor's (IIA) *International Standards for the Professional Practice of Internal Auditing (Red Book)* and the Association of Inspectors General (AIG) *Principles and Standards for Offices of Inspector General*.

The follow-up on recommendation status was conducted during the fourth quarter of 2020. We reviewed the status of the audit recommendations with the department personnel responsible for implementing the audit recommendations.

The follow-up report contains information regarding each outstanding recommendation, including recommendation status, management action taken, and Internal Audit follow up notes.

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

Sincerely,

A handwritten signature in blue ink that reads "Tim Parks".

Tim Parks, CIA, CIG, CIGI, CGI  
Chief Internal Audit Officer/Inspector General  
Inspector General Department  
TJP/GK



## Lee County BOCC Audit Recommendation Status Report As of December 31, 2020



| BOCC Government Communication Network<br>(Project 2016.12, Issued January 2017)  |   |   |
|--|---|---|
| BOCC GCN Digital Retrofit Project Feasibility  |   |   |
|  | Recommendation  | Original Management Response  |
| <p>The risks associated with the analog portion of the GCN include:</p> <ul style="list-style-type: none"> <li>• The current analog system does not meet the Department of Homeland Security’s interoperability standards. In the event of large-scale emergencies and disasters, communication with external government agencies could potentially be difficult, and require workarounds.</li> <li>• The production of existing analog radio system equipment was discontinued in 2010-2011, with correlated supplier repair and technical support ending as of December 31, 2018. Thus, there is the potential impact of GCN communication services which are difficult to repair. There is no assurance that analog parts will be obtainable from government agency surplus donations or from online used equipment suppliers.</li> <li>• There are currently fewer towers than is necessary to remedy poor outdoor and in-building radio coverage in Central, South, and East Lee County.</li> </ul> | <p>We recommend rapid adoption and completion of the BOCC GCN all-digital conversion to:</p> <ul style="list-style-type: none"> <li>• Comply with Department of Homeland Security interoperability standards.</li> <li>• Get beyond the end-of-life system issues that may cause continued difficult radio maintenance issues.</li> <li>• Prepare for future County-wide growth and expansion.</li> <li>• Allow for effective communications between authorities during large-scale emergencies and disasters.</li> </ul> | <p>The Department of Public Safety (DPS) is currently working with County Administration and Budget Services to move forward in the development of a plan for update and replacement of the GCN to an all-digital radio network. This project will include acquisition of a contracted consultant to design and plan the system, and working with County Administration and Budget Services to thoroughly explore all available funding sources, and develop a Capital Improvement Plan for the project.</p> <p>The Department of Public Safety is committed to a thoughtful and thorough evaluation of the audit’s recommendation, and will assure the information contained herein remains relevant in the Government Communications Network replacement plan moving forward.</p> |
| <b>Estimated Implementation Date</b>   | <b>Revised Implementation Date</b>  | <b>Status</b>   |
| 6/30/17  | 9/30/2021   | In Progress   |
| <b>Last Status Update</b>  | <b>Current Recommendation Action</b>  | <b>IA Follow-up Notes</b>   |



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| N/A       | 7/17/17 - Procurement has issued the RFP for the Radio Communications P25 Migration Consultant. It remains open until August 23, 2017.   | 7/17/17 - Management is taking action on the project. We will continue to monitor the adoption process until completion.  |
| 4/9/2018  | It remains open at this time.  | GCN is currently engaged with the consultant and is expecting to be out to bid within 90 days. We will continue to monitor, with follow up in 90 days.  |
| 6/30/2018 | It remains open at this time.  | "Consultant's initial phase of work is done and we're crafting the RFP for competitive bid."  |
| 9/14/18   | It remains open at this time.  | "The competitive RFP is expected to be issued within 60 Days"   |
| 4/8/2019  | It remains open at this time   | The installation of the microwave radio backhaul equipment & installation will be completed by 6/30/19. The P25 system was opened for bid as of 4/8/19.   |
| 6/25/2019 | It remains open at this time   | "Procurement has posted the notice of decision on the P25 replacement RFP Monday, and the protest period ends Thursday. If there are no protests, this will move toward contract negotiations this summer." |
| 9/30/2019 | It remains open at this time   | Board approved replacement of the system, awarded to Motorola, on Sept. 17. 24 Month implementation   |
| 3/27/2020 | Public Safety Director estimates the design/buildout is about 25 percent complete. We were due to have factory staging at the end of April, but the COVID outbreak will delay staging. | N/A   |



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| 5/27/2020   | The network replacement is proceeding as scheduled and is at about 40 percent of completion. The system was built at the factory and shipped to Lee County in the first week of May.  | N/A   |
| 9/21/2020   | We're at about 30 percent now. The project has a scheduled pause while we rework tower lease agreements, so we expect to be 30 percent for the next quarter.  | N/A   |
| 12/23/2020  | N/A   | Due to COVID-19, project is still paused at 30%   |
| <b>BOCC Emergency Medical Services<br/>(Project 2016.18, Issued March 2017)</b>   |   |   |
| <b>Policies and Procedures</b>  |   |   |
| <b>Observation</b>  | <b>Recommendation</b>   | <b>Original Management Response</b>   |
| Written policies and procedures were insufficient to document the processes that are followed by EMS to monitor or reconcile service billing and collection activities. | We recommend that documentation be developed and implemented to formalize the policy and maintenance procedures. Written policies and procedures are industry standards that define how organizations deal with everyday operational items to comply with regulations and codes. Failure to have and maintain current policies and procedures can lead to inefficiencies and confusion. | The Department of Public Safety (DPS) is currently working with McKesson to develop a process to allow more specific monitoring of patient accounts. DPS leadership is also inquiring with other similar EMS agencies around the country how they handle account reconciliation in their services. Our goal is to have these processes in place by the end of this fiscal year. |
| <b>Estimated Implementation Date</b>  | <b>Revised Implementation Date</b>  | <b>Status</b>   |
| 9/30/17   | 3/31/2021   | In Progress   |
| <b>Last Status Update</b>   | <b>Current Recommendation Action</b>  | <b>IA Follow-up Notes</b>   |
| N/A   |   | Management change and natural disaster (Hurricane Irma) have put this behind schedule. We will follow up until completion.  |



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| 4/9/2018  | Remains open at this time | We have engaged the support of a billing consultant to help us a broader evaluation of our billing processes; there is no estimated timeline for completion at this point.  |
| 6/30/2018 | Remains open at this time | “We continue to work with the vendor to clarify roles/responsibilities; we’re also going out to bid for these services in the fall, as the contract expires in September 2019.”   |
| 9/14/2018 | Remains open at this time | “We are rebidding this project to explore the options available to us in the market. That timeframe is TBD.”  |
| 3/31/2019 | Remains open at this time | There is no change in the timeframe to rebid the contract.  |
| 6/25/2019 | Remains open at this time | “We expect to take a new contract for billing services to the BoCC by the first meeting in September.”  |
| 9/30/2019 | Remains open at this time | The BOCC is in the process of securing a new vendor. However, the current contract was extended for 6 months pending longer term agreement. That will be completed this quarter. Policies and Procedures will be updated with new contract. |



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| 3/27/2020  | The vendor selection is complete (we're remaining with the same vendor), and we are writing a new billing manual. The COVID outbreak will delay the completion of the manual, though it is mostly complete.  | N/A  |
| 5/27/2020  | We are focused on revenue stream management and changing billing regulations due to COVID-19, when these regulation stabilize, we'll be able to document the billing processes under these new standards. We had a draft of the manual before this struck, but it will have to be rewritten. We've been in the new agreement with our vendor since last quarter. | N/A  |
| 9/22/2020  | The BoCC accepted the new billing contract in February. We are working on changing the billing process and management, with two-way communication back to the County for better tracking of account. We hope to have that done in the next 60 days.  | N/A  |
| 12/28/2020 | N/A  | Due to COVID-19, the time frame for the changes to the billing process and tracking of communications has been extended until 3/31/2021. |



## Lee County BOCC Audit Recommendation Status Report As of December 31, 2020



| BOCC Economic Development Office (Project 2019.18, Issued May 2020)  |   |  |
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| Inter-local Agreements   |   |  |
| Observation  | Recommendation  | Original Management Response   |
| The EDO had the responsibility to maintain the records of projects and provide resources through an Inter-Local Agreement with the Lee County Industrial Development Authority (IDA). We reviewed the 2010 and the current 2015 Agreements and found them to be outdated and vague.                  | We recommend that EDO Management bring to BOCC attention the outdated agreement(s), and work with them to develop and redraft a new agreement. This would ensure transparency and add clarification as to function and responsibility.  | Right now, we'd look at September 30th as our target date for getting a new agreement in place.  |
| Estimated Implementation Date  | Revised Implementation Date   | Status   |
| 9/30/2020  | 3/31/2021   | In Progress  |
| Last Status Update   | Current Recommendation Action   | IA Follow-up Notes   |
| 9/29/2020  | The EDO is in the process of electing a new board. The updating of the Inter-local agreements will be presented to the new board. Due to COVID-19, the elections of the new board members has been delayed.   | N/A  |
| 12/23/2020   | N/A   | Due to COVID-19 elections are still delayed as of 12/31/2020.  |
| BOCC Department of Transportation (DOT) Operation Division Roadway Maintenance (Project 2020.06, Issued November 2020)   |   |  |
| Lack of consistency in Contractor Invoice Approving Process  |   |  |
| Observation  | Recommendation  | Original Management Response   |
| The Operation Division's contractor invoice payment approval workflow and supporting document records were inconsistent: <ul style="list-style-type: none"> <li>Some contractors' invoice approvals had the DOT Operation Division stamp and manager signatures or had Operation Division</li> </ul> | We recommend that the DOT Operation Division develop a Standard Operating Procedure for contractor invoice approval to include: <ul style="list-style-type: none"> <li>Consistent invoice approval workflow(s), such as who in the Operation Division receives and approves invoices, how invoices are to be</li> </ul> | <ul style="list-style-type: none"> <li>All pay applications/invoices will have Project Manager's signature and Operations Manager signature before payment is approved and sent to Fiscal department.</li> <li>Operations staff will work with Fiscal</li> </ul> |





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| <p>managers' email approval. However, some did not have Operation Division manager's written approval; they were only copied in DOT fiscal manager's approval email</p> <ul style="list-style-type: none"> <li>• Some Operation Division manager approval emails were not included in OnBase records as supporting documentation</li> <li>• Inspections made by project managers did not have written records such as invoice approval supporting documentation</li> <li>• Invoices were often received by DOT fiscal from the vendors and routed to DOT Operation Division for approval, but sometimes they were directly received and approved by DOT Operation Division. Subsequently, invoices were sent to the wrong division/department or personnel for processing</li> <li>• Operating division staff were not aware of contract invoice approval written procedure on a department or Operation Division level. The Division's fiscal procedure is generic and does not address the Operating Division's specific approval supporting document record requirements</li> </ul> <p>Written management approvals, as part of the invoice approval process, are important support documents. Support documents that are not saved in OnBase along with applicable invoices, are challenging to retrieve for review and future references.</p> <p>Lack of applicable inspection records as a proof of management due diligence in the approval process is a control risk for management oversight.</p> | <p>transmitted, and who in DOT Fiscal should receive the approved invoices</p> <ul style="list-style-type: none"> <li>• Consistent invoice supporting document requirements, including applicable inspection reports or reconciliation of contract terms as proof of management's due diligence</li> <li>• Sending management approval records and supporting documents to Fiscal to be retained in OnBase along with associated invoices</li> </ul> | <p>Manager to include a process in our SOP for supporting documentation to be in OnBase.</p> <ul style="list-style-type: none"> <li>• Please see attached daily report. This is what we do currently for our Master Bridge work. We will follow the same procedure with all contracted services. Supporting documentation for invoices will be filed with the daily reports and we will work with DOT's Fiscal Manager to have back up in OnBase.</li> <li>• During preconstruction meetings, the Project Manager will discuss the procedures for routing invoices. We will continue to educate the contractors and will incorporate the process in our SOP.</li> <li>• We will work with DOT's Fiscal Manager to clearly address the process in our SOP and educate all Project Managers.</li> <li>• We hope to have the SOP complete by the end of November. We will send you a copy when it is complete.</li> </ul> |
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| <p>Inconsistencies in vendor invoice supporting documents and workflows can be confusing and affect the productivity of the invoice approval and payment process.</p> |   |                           |
| <b>Estimated Implementation Date</b>  | <b>Revised Implementation Date</b>  | <b>Status</b>             |
| 11/30/2020  | 1/31/2021   | In Progress               |
| <b>Last Status Update</b>   | <b>Current Recommendation Action</b>  | <b>IA Follow-up Notes</b> |
| 12/23/2020  | <p>Per DOT Operation management "I have been working with my team to get all the information from different departments to make sure the SOP we are creating will cover every procedure from notice to proceed to final payment. With the holidays and a lot of staff off on Vacation we will not have it complete till the first week in January."</p> | N/A                       |