



# OPERATIONAL ANALYSIS FY26 WORKPLAN



# INTRODUCTION



The Operational Analysis Office (OA) has prepared its annual workplan for fiscal year 2026. This document, once approved, will serve as the guide for assignments and a completion schedule, ensuring efficient and effective use of OA resources and staff.

The OA workplan focuses on a limited number of topics to study, formulating a list considering estimated time, cost, staffing, complexity, and number of years since any previous audit. Topics for consideration are generated from a number of sources, narrowed down to a total that is realistic and most appropriate for analysis. The Audit Committee has reviewed and recommended this workplan for submission and approval by the Mayor and Commission (M&C). As a matter of both professional and ethical practice, assignments conducted by the Internal Auditor are to maintain a high level of objectivity and confidentiality.

## Commitments not included in the Workplan

Staff from the Operational Analysis Office are assigned to and provide significant administrative support to the following Boards, Authorities, Commissions (BACs):

- Mayor & Commission (agenda setting session, voting session, work sessions, and retreats)
- Audit Committee
- Public Safety Civilian Oversight Board (PSCOB)

The Public Safety Civilian Oversight Board (PSCOB) continues to progress as an ACCGov program, significantly increasing OA staff time over the previous year's workload.

## Audit Sources and Selection

The Internal Auditor and Operational Analysis Office maintain an active list of potential issues, points of concern, and areas of interest. Additionally, requests for analysis are received from elected officials, county management, and/or from stakeholders within ACCGov and throughout community. Discussion at public meetings, work sessions, and retreats will also generate topics of interest.

It is beneficial for the M&C and other partners to participate in the annual proposal of workplan topics, knowing that not every subject put forth will make the final list of audits to be undertaken that year. It is also important to keep in mind that the few audit proposals that are selected can ultimately change in scope, possibly altering the original intent behind a certain nomination. This defines the critical divide between the initial workplan, and the progression to a formal, objective audit maintaining compliance with standards and neutrality.



# INTRODUCTION



Upon receipt of audit recommendations, the Operational Analysis Office creates a refined list in which each subject, project, program, or department is reviewed/measured against a variety of metrics. Risk, in both possibility and severity, is a primary factor in the assessment.

Some projects, programs, or departments are naturally prone to a higher level of risk given their size, function, and/or services provided. Lower risk topics are still worthy of attention, though perhaps just not as frequent or vast in scope. Ultimately, consideration includes not only those topics highlighted by the M&C or staff, but also previous items put forth as part of a prior workplan. Once scored in an assessment matrix, a draft list of potential items is presented to the Audit Committee for deliberation.

The topic assessment matrix includes seven scoring factors:

1. Risk Occurrence: *Probability of an unfavorable event occurring.*
2. Risk Result: *Consequence of an unfavorable event occurring.*
3. Duplication: *Acknowledgement of recent, relevant coverage of topic, avoiding redundancy.*
4. Public Perception: *Public interest and knowledge of the topic.*
5. Community Impact: *Positive or negative effects upon the general public (efficiency/effectiveness).*
6. Strategic Plan Connection: *Level of connection between topic and FY23-25 M&C Strategic Plan.*
7. Budget Significance: *Review of the current FY budget size allocated toward topic.*

## FY25 Workplan Completion

### Audits:

- Tax Assessor's Office (Periodic)
  - (3) Findings; 100% "Agreed" response from department/management
- Economic Development Department (Periodic)
  - (3) Findings; 66% "Partially Agreed" & 33% "Disagree" response from department
- Employee Recruitment, Hiring, and Orientation (Comprehensive)
  - Employee Recruitment, Hiring, and Orientation (Comprehensive)
  - (6) Findings with (26) Sub-findings; 38% "Agree," 24% "Partially Agree," & 38% "Disagree" response from the department
- Cybersecurity (Investigative)

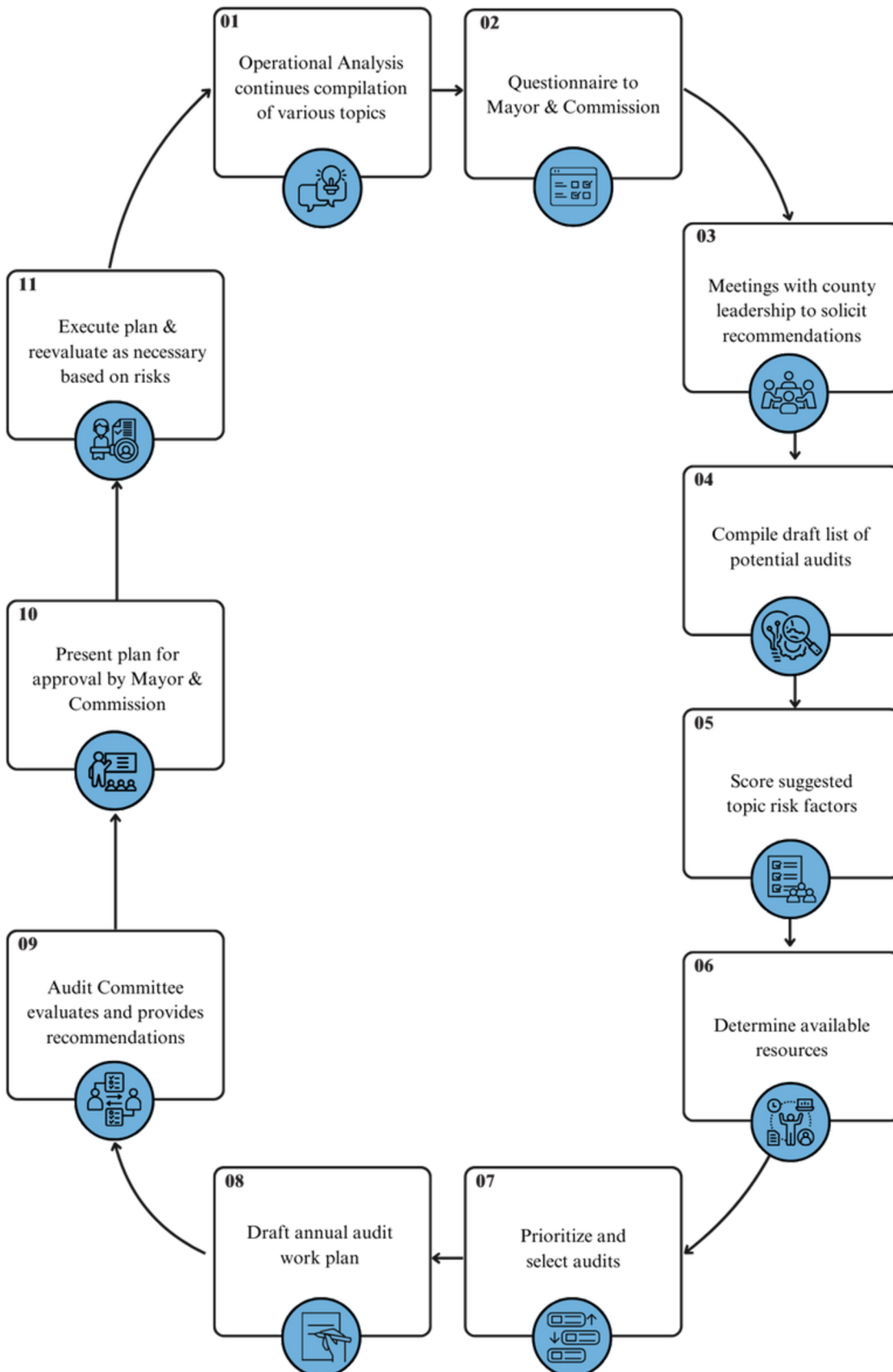
### Follow-Ups:

- Tax Assessor's Office
  - (1) Recommendation Completed; (2) Recommendations In Progress

# PLAN DEVELOPMENT

## Annual Plan Development

The process used to create our 2026 Audit Workplan is depicted in the following flowchart.







# PLAN DEVELOPMENT



There are many types of audits, the most common of which fall within the categories of performance or financial, with compliance as yet another option ACCGov has previously incorporated. Each of these directly corresponds to an assessment of associated internal controls. Short-term (periodic; investigative) audits are specific in their focus, with both a limited scope and vastness to the topic in question. A long-term (comprehensive) audit is broader, and meant to provide information in addition to just testing a key initiative. These also tend to be more programmatic or organizational, versus a short-term audit that is solely project or departmentally based. Although both periodic and comprehensive audits are worthy of attention, an emphasis on practicality must be observed when balancing potential Public Safety Civilian Oversight Board (PSCOB) implications during the fiscal year.

The FY26 Audit Workplan consists of the following audits, previously completed status updates (follow-ups), special projects, and subsequent workplan coordination in preparation for the next fiscal year that is to be conducted by the Operational Analysis Office, as recommended by the Audit Committee.

Each audit type (comprehensive, periodic, investigative) is subject to administrative changes in objective and scope as dictated by the Internal Auditor and overseen by the Audit Committee, provided the overall intent and contextual goals are maintained. The type of audit, topic, and primary department will remain as approved by the M&C. Adjustments in workload, among other factors, may cause a delay or elimination of specific audits during the year, while other initiatives not originally included may necessitate immediate attention. The result of this effort is the eventual issuance of a final audit report that may contain findings of significance with associated recommendations that could ultimately improve the subject department, program, or project for the betterment of the citizenry.

*Comprehensive (Performance/Financial/Compliance) Audit:* Constitutes an in-depth, comprehensive review of the stated objective and scope for each topic, usually occurring over a >6-month period of time. This type of audit can often include various elements of a periodic audit, such as departmental mission, operations, and internal controls, in addition to subject specific topics. These factors can in turn formulate sub-topics of focus based on initial information obtained early in the process.

*Periodic Departmental Mission, Operations, & Internal Controls Audit:* Constitutes a brief, focused review of predetermined factors surrounding the three main categories of auditing: financial, performance, and compliance; using a standard objective and prioritized scope that provide a basic update on a department's or division's present position, usually occurring over a 3-5 month timeframe.

*Investigative Audit:* Constitutes a fact-finding engagement, often via attestation of the associated department, by which information accuracy is relied upon in the absence of typical testing or other means of verification. Formal findings and recommendations are not usually stated in the final report since it is primarily developed to clarify objective data, usually over a 1-2 month timeframe.

*Follow Ups:* Reexamination of findings and recommendations for a completed audit, including the status of any implementation, usually occurring within a year's time from when the original audit was completed.

*Special Projects:* Activities associated with the general auditing program of the Operational Analysis Office that enhance strategic function or administrative capability. This may include unplanned engagements, consultations, educational outreach, and/or office operational aspects.

# PLAN DEVELOPMENT

1 Audit Topic	Type	Departments	Timeframe (Est.)
Emergency Management Program	Comprehensive Performance Audit	Fire & Emergency Services	4-5 months*

## Objective

- The purpose of this audit will be to conduct a comprehensive review and analysis of the Emergency Management Office and program as-a-whole. Although presently located under Fire & Emergency Services, the audit will be focused on this particular service aspect. The threat of disasters (natural/human) continues to increase across society and focus on such activities has elevated the status of similar programs/offices with regard to staffing, budget, and resources.

## Scope

- Budget and staffing
- Review of existing or proposed emergency plans
- Technology and equipment
- Internal and external community partners
- Evaluation of policies/procedures/practices as compared to industry best practices

2 Audit Topic	Type	Departments	Timeframe (Est.)
ACCGov Organizational (Depts.) Structuring	Investigative Audit	Multiple	2-3 months*

## Objective

- The purpose of this audit will be to evaluate the current organizational structure of those departments/divisions under the Manager's Office with respect to broad government efficiency and effectiveness at the foundational level. Analysis of ACCGov's growth since unification will assist in comparison of similar local government structural models to determine viability and appropriateness of the current format.

## Scope

- Comparison of similar jurisdictions' organizational charts
- Track historical growth in government structure
- Analyze potential service delivery impacts
- List the number of departments/divisions, including key positions
- Calculate percentage of department staff encompassing administration/supervisors/front-line
- Identify pros/cons to current model with focus on budget, staff, equipment, facilities

\*Although it is the goal of the Operational Analysis Office to complete each audit listed within the estimated schedule (fiscal year), such deadlines may be amended based on mitigating factors, as guided by the Audit Committee and determined by the Internal Auditor.

# PLAN DEVELOPMENT

3 Audit Topic	Type	Departments	Timeframe (Est.)
<b>Standard Review of Basic Performance, Financial, &amp; Compliance Practices</b>	Periodic Departmental Mission, Operations, & Internal Controls Audit	Capital Projects Department	3-4 months*
<b>Objective</b> <ul style="list-style-type: none"> <li>The purpose of this audit is to conduct a basic review and analysis of the Capital Projects Department for established performance (operations) measures and sound financial management strategies to deliver exceptional service, while also ensuring compliance through internal controls.</li> </ul>			
<b>Scope</b> <ol style="list-style-type: none"> <li>Financial Review &amp; Analysis</li> <li>Performance Review &amp; Analysis</li> <li>Compliance Review &amp; Analysis</li> <li>Apply aspects of the COSA or Green Book model of Internal Controls to the departmental functions being audited, generally, with respect to the tailored nature of this unique approach.</li> <li>Provide other pertinent observations or points of interest made by the Internal Auditor that may warrant future examination (inefficiency, ineffectiveness; customer dissatisfaction; staff vacancies; missing records; misspending; fraud; abuse; negligence; etc.)</li> </ol>			

4 Audit Topic	Type	Departments	Timeframe (Est.)
<b>Follow-Up of Recently Completed Audit(s)</b>	Previous Audit Status Update	HR; HCD; & PUD (Water Business)	< 2 months each*
<b>Objective</b> <ul style="list-style-type: none"> <li>Evaluate the status of any previously recommended actions to be implemented as based on formal findings, and within the strategies outlined by the subject department. To be effective, audit results should be followed up on within an adequately scheduled timeframe, usually one year or less from the date an audit was completed, or as past audit statements may dictate based on circumstance.</li> </ul>			
<b>Scope</b> <ol style="list-style-type: none"> <li>Review accepted audit report, specifically the findings, recommendations, and conclusion for key initiatives to evaluate.</li> <li>Schedule interview(s), site visit, or other means (as appropriate) of analysis in which to inspect implementation progress.</li> <li>Document any resolution or unresolved issues and discuss with departmental leadership.</li> <li>Draft a summarized response for distribution to the Audit Committee and M&amp;C.</li> </ol>			

*\*Although it is the goal of the Operational Analysis Office to complete each audit listed within the estimated schedule (fiscal year), such deadlines maybe amended based on mitigating factors, as guided by the Audit Committee and determined by the Internal Auditor.*

# PLAN DEVELOPMENT

5 Audit Topic	Type	Departments	Timeframe (Est.)
Development of Subsequent Year's Assignments	Annual Audit Workplan	Operational Analysis, Manager's Office, M&C	~5 months**
<b>Objective</b> <ul style="list-style-type: none"> <li>To research, analyze, and ultimately formulate the subsequent fiscal year's audit workplan in a timely manner that allows input on various topics, assessment of risk, and coordination budgetary needs with staffing capacity.</li> </ul>			
<b>Scope</b> <ol style="list-style-type: none"> <li>Initiate outreach with ACCGov stakeholders to create preliminary list of topics with corresponding description, objective, and scope.</li> <li>Conduct risk assessment by means of matrix scoring and eventual ranking.</li> <li>Apply aspects of time, budget, and staff capability.</li> <li>Discuss and debate merits of potential audits that result in agreed upon recommendation.</li> </ol>			

*\*\*Staff will initiate the process during the third quarter of the present fiscal year in order to promptly begin work within the first quarter of the subsequent fiscal year.*

6 Audit Topic	Type	Departments	Timeframe (Est.)
T.B.D.	Special Projects, Limited Scope Audits, & Investigations	T.B.D.	T.B.D.
<b>Objective</b> <ul style="list-style-type: none"> <li>To provide adequate flexibility for the Operational Analysis Office to initiate related projects that improve overall success; respond to unanticipated occurrences; and, allow continuous research into observed practices that may justify future analysis, per the Internal Auditor's discretion, as based on relevance, timeframe, and impact.</li> <li><i>External Audits Repository: Accumulate and assess various external audits across ACCGov departments/offices/courts for centralized accounting and future reference.</i></li> </ul>			
<b>Scope</b> <ol style="list-style-type: none"> <li>Ongoing consideration of potential audit examination(s) in the future.</li> <li>Development and implementation of associated initiatives to enhance the auditing function of the Operational Analysis Office and ACCGov. This may include, but not be limited to, policies, programs, and/or projects that strengthen the efficiency and effectiveness of ACCGov's auditing capacity and capability.</li> <li>Allow for expedited review of unanticipated or minor investigative audits that warrant timely coordination/completion based on significance and/or defined scope. <ul style="list-style-type: none"> <li><i>External Audits Repository</i> <ul style="list-style-type: none"> <li>Confirm external audits of various departments/offices/courts</li> <li>Obtain digital and/or hard copies of completed external audits</li> <li>Develop a database of recorded external audits</li> </ul> </li> </ul> </li> </ol>			