June 1, 2012

The Honorable Ken Burke
Clerk of the Circuit Court

The Honorable Chairman and Members
of the Board of County Commissioners

On behalf of the Division of Inspector General (IG), I am pleased to present the Division’s 2011 Annual Report. The International Standards for the Professional Practice of Internal Auditing of The Institute of Internal Auditors (IIA), Standard Number 2060 – Reporting to Senior Management and the Board, mandates the issuance of a report periodically on the internal audit activity’s purpose, authority, responsibility, and performance relative to its plan.

This report summarizes the objectives and accomplishments of the Division of Inspector General for the year ended 2011.

We would also like to thank you for contributing your suggestions and concerns for the development of the 2012 Annual Audit Plan. We strive to ensure that you are satisfied with any audit or investigative services requested to be reviewed. It is the goal of the Division to ensure County resolutions, directives, policies, procedures, and internal controls are adhered to. Additionally, this Annual Report is designed to serve as a helpful guide for County management in developing recommendations for the annual audit plan that is completed every September by the IG Division. Please feel free to contact us anytime to request a review of an area or function that in your perspective could be improved.

The Division of Inspector General staff takes pride in their contribution in making the County operate as efficiently and effectively as possible for our citizens and stakeholders. The staff of the entire Division is to be applauded for their accomplishments, dedication, and the production of this report.

Respectfully Submitted,

Hector Collazo, Jr., Director
Inspector General/Chief Audit Executive
Division of Inspector General
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INTRODUCTION

Summary of Performance

The year ending December 31, 2011 forwarded a continuing period of progress and accomplishments for the Division of Inspector General (IG) amid organizational changes and budget cuts. We appreciate and value the support of the Clerk of the Circuit Court, Board of County Commissioners (BCC), County Administration, County staff, and the citizens of Pinellas County for the County’s Inspector General function.

The Division of Inspector General’s office is comprised of two operational units that work together to fulfill mission objectives; the Audit Division and the Public Integrity Unit.

The Audit Division issued 28 County Government related reports during 2011, which included Audits, Follow-Up Audits, and Investigations with:

- 26 Opportunities For Improvement
  - Containing 64 Recommendations

Those recommendations contained approximately $3.5 million of potential recoveries, savings, cost avoidance, or other economic impact to the County. Departmental Management (Auditees) concurred with and committed to the implementation of 91% of our audit recommendations. Three of the issued audit reports did not contain Opportunities for Improvement as findings were not identified during these audits.

Our Public Integrity Unit’s (PIU) Investigative Section opened 11 investigations and handled 336 anonymous Hotline tips with 149 referrals to Federal, State, County, and City departments/agencies.

Our PIU’s Guardianship Section issued 54 Court related Guardianship Audit reports which resulted in:

- Removal of three Guardians
- Identifying approximately $1,564,025 in questionable expenditures
- Court ordered judgments in the amount of $85,235
- Claims against bonds of guardians in the amount of $26,516

An Inspector General function strengthens Pinellas County Government by promoting strong internal controls, deterring fraud, and finding cost savings.
The Division also participated in three ongoing cooperative partnership projects including:

- Pinellas County Property Appraiser Homestead Exemption Project
- Pinellas County Housing Authority Section Eight Review Project
- Sixth Judicial Circuit Court Guardianship Review Project

The Pinellas County Property Appraiser Homestead Exemption Project, to date, has resulted in over $2 million returned to the tax roll and approximately $150,000 in tax receivables. The Pinellas County Housing Authority Section Eight Review Project, to date, has resulted in $12,000 refunded to the Pinellas County Housing Authority.

During 2011, the Division has identified over $7 million in potential economic impact to the County and its citizens.

We appreciate the Clerk of the Circuit Court, Board of County Commissioners, and County Administration for their support of the Division of Inspector General function.

Historical Background

Pinellas County is a Charter County established under the Constitution and Laws of the State of Florida in 1912. The County approved the Home Rule Charter in 1980 establishing a Board of County Commissioners/Administrator form of government. The elected Constitutional Officers include the:

- Clerk of the Circuit Court
- Board of County Commissioners
- Property Appraiser
- Sheriff
- Supervisor of Elections
- Tax Collector

The Clerk of the Circuit Court is a Constitutional Officer who derives his authority and responsibilities from constitutional and statutory provisions.

Section 1.(d), Article VIII, State Constitution, provides for the election of certain County Officers including a Clerk of the Circuit Court (Clerk). The latter part of
According to the legal authority and responsibility cited above, the Clerk established the Internal Audit Division in 1983 to fulfill the responsibilities of the Office as they relate to the auditing functions. One of the most significant roles of an Internal Audit Division is to serve as public watchdog over taxpayer dollars.

Our Division complies with national best practices and the Institute of Internal Auditor’s International Standards for the Professional Practice of Internal Auditing. The Division’s first external Quality Assurance Review was conducted in 1991; a strategic assessment of an internal audit function, including its infrastructure, staff experience, and performance relative to organizational goals, best practices, and standards.

The Clerk established the Fraud, Waste and Abuse Policy in 2003 to facilitate the development of internal controls that will provide for the detection, prevention and reporting of fraud, waste and abuse directed against County government. It is the intent of this policy to promote awareness of the potential for fraud, waste and abuse throughout the County, and to provide guidelines and assign responsibility for the development of adequate internal controls and systems.

The Division’s Public Integrity Unit (PIU) was established in November 2003 through authorization advanced under the Fraud, Waste and Abuse Policy of the Clerk of the Circuit Court. The PIU conducts investigations into County affairs for suspected inappropriate activities and for that purpose makes such inquires as necessary, administers oaths, compels the production of books and papers, and implements appropriate investigative techniques.

In June 2009, the Clerk of the Circuit Court’s Audit Charter was amended to the Inspector General Charter thereby resulting in a title change from the Internal Audit Division to the Division of Inspector General (IG). The Division then adopted and embraced the Association of Inspectors General’s (AIG) Principles and Standards for Offices of Inspector General. These standards foster and promote public accountability and integrity in the general areas of the prevention, examination, investigation, audit, detection, elimination, and prosecution of fraud, waste and abuse through policy research and analysis; and standardization of practices, policies, and ethics. The AIG Quality Assurance Review in November 2011 determined that the IG met or exceeded the intent of the Association of Inspectors General’s Principles and Standards for Offices of Inspector General, which is the highest affirmation.

To provide for the independence of the Inspector General activity, staff report to the Director (Inspector General/Chief Audit Executive), who reports functionally and administratively to the Clerk of the Circuit Court. The Clerk is an elected Constitutional Officer and Public Trustee and...
thus responsible to the citizens and taxpayers of Pinellas County. The Clerk is considered to be independent of the Board of County Commissioners. The Division has no direct responsibility to or authority over any area subject to its audit, review, and investigation. Therefore, the Division is organizationally independent from those areas that it will be auditing, reviewing, and investigating. The Director, as Inspector General and Chief Audit Executive, has the authority and responsibility to conduct audits/investigations of all agencies funded by the Clerk and the Board of County Commissioners departments under the County Administrator and to issue reports based on its findings and investigations.

**Mission**

*Our mission is to improve government and preserve the public trust by performing comprehensive audits of County operations and contracts. We strive to educate citizens and policymakers regarding the operation of their government.*

The Institute of Internal Auditor's *International Standards for the Professional Practice of Internal Auditing* (Red Book) defines internal auditing as an independent, objective assurance (audits) 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. *Assurance Services* (audits) is an objective examination of evidence for the purpose of providing an independent assessment on governance, risk management, and control processes for the organization. *Consulting Services* is advisory and related client services activities, the nature and scope of which are agreed with the client, are intended to add value and improve an organization’s governance, risk management, and control processes without the internal auditor assuming management responsibility.
Operations

The Division of Inspector General is comprised of 12 staff positions. (Please see Appendix A for staff biographies.)

The Division is subdivided into:

- Audit Services
- Public Integrity Unit, which includes the:
  - Investigative Section
  - Guardianship Section

The Division conducts audits, fraud, waste and abuse investigations, guardianship audits/reviews, and provides consultative services. In fulfilling our responsibilities, the Division of Inspector General meets or exceeds the following auditing and investigating standards:
A. *International Standards for the Professional Practice of Internal Auditing* of The Institute of Internal Auditors (IIA).

B. *Principles and Standards for Offices of Inspector General* and *Quality Standards for Investigations* from the Association of Inspectors General.

C. *Florida Inspectors General Standards* of the Commission for Florida Law Enforcement Accreditation (CFA).

These standards collectively prescribe how the Division’s audits and investigations are performed. Quality Assurance Reviews of our audits, investigations, and processes are conducted by independent agencies.

**Professional Development**

The Division of Inspector General recognizes that the quality and effectiveness of its services are dependent upon a professionally trained staff. To this end, the Division allocates a portion of its resources to ensure continuing professional education as a key requirement of the aforementioned Standards. Staff attended training in 2011 sponsored by:

- The Association of Local Government Auditors
- Institute of Internal Auditors
- Florida Audit Forum
- Association of Inspectors General
- Association of Certified Fraud Examiners
- Information Systems Audit and Control Association
- Florida Government Finance Officers Association
- Guardian Association of Pinellas County

Training is vital to our function as it keeps us abreast professionally and current on auditing techniques, risk assessments, information technology, investigative techniques, and best practices.

In conjunction with our dedication to professional development, the Division registered with the National Association of State Boards of Accountancy (NASBA), as a sponsor of continuing professional education on the National Registry of CPE Sponsors. We provide and sponsor continuing professional education (CPE) to our peers and our own organization.
Training hours by subject area in 2011 are depicted in the following chart:

The subject areas in the chart above include:

**Accounting & Auditing** – includes subjects such as:
- Authoritative accounting literature
- Audit applications to computers and information systems
- Financial accounting and reporting
- General auditing theory and practice
- Internal controls
- Risk Assessments

**Behavioral** – includes subjects such as:
- Behavioral sciences
- Oral and written communications
- Managerial effectiveness
- Social environment of business

**Technical Business** – includes subjects such as:
- Budgeting
- Business law
- Computers and information systems
- Economics
- Financial planning
- Legislative changes
- Management advisory services
- Taxation

**Public Integrity** – includes subjects such as:
- Ethics
- Fraud, waste and abuse
- Guardianship related areas
- Investigative related areas
Budget

The Division is funded by the Clerk of the Circuit Court General Fund budget appropriated from the Board of County Commissioners. The following represents the Fiscal Year 2011 Division of Inspector General budget versus actual.

<table>
<thead>
<tr>
<th></th>
<th>Budget*</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$1,135,640</td>
<td>$1,133,299</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>92,940</td>
<td>90,656</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,228,580</td>
<td>$1,223,955</td>
</tr>
</tbody>
</table>

*Since FY 2006, the IG has reduced its annual budget 26% and reduced staffing by 25%.

Annual Audit Plan Selection Process

The Division of Inspector General recognizes that an overall strategy and plan is critical in order to meet the goals, objectives, and mission of the Division. Annually, audits are selected and prioritized using a dynamic risk based approach. Risk factors include:

- Perception of risks from County-wide administration and officials, solicited recommendations from citizens, other Constitutional Officers, a survey of County employees, and tips from the Fraud, Waste and Abuse Hotline.
- Economic factors such as financial impact, volume of transactions, number of personnel, revenue generated, and the alignment of responsibility.
- Changes in organization, management, key personnel, and information systems.
- Environmental factors such as control, regulations, and public perception.

The number of audits selected for the plan is based on audit impact (the problem or risks it would address and the likely types of findings and recommendations), the sensitivity and complexity of the audit compared to its likely impact, staff resources, and the breadth and depth of audit coverage across County government.

Based on the estimated available hours for the IG staff in Fiscal Year 2011, the Fiscal Year 2011 Annual Audit Plan is broken down by project type in the following chart. Please see the status of all audits on the Annual Audit Plan for the past three years (2009 – 2011) on the IG website at www.mypinellasclerk.org.
The sources for the project types shown in the above chart are identified in the following chart:

FY 2011 Audit Plan Projects By Source

- Guardianships: 14%
- Fraud, Waste & Abuse Hotline: 11%
- Internal Requirements: 23%
- Risk Analysis: 5%
- New Functions: 1%
- Previous Risk Analysis: 33%
- County Management Requests: 13%
Communication

The Division is committed to disseminating information by using various methods, such as:

- Division’s website at [www.mypinellasclerk.org](http://www.mypinellasclerk.org); click on “Division of Inspector General” on the left-side menu
  - Audit and Investigation Reports
  - Annual Reports
  - Annual Audit Plans
  - Peer Review
- Brochures distributed throughout the County with availability in many County facilities
- Fraud posters displayed throughout County Departments
- Fraud Hotline
- IG Connection Newsletter
- Pinellas County Connection TV (PCC TV)
  - Bright House 622
  - Knology 18
  - Verizon 44
- IG Fraud Alerts
- Follow the IG on [www.facebook.com/igpinellas](http://www.facebook.com/igpinellas)
- Follow the IG on [http://twitter.com/pinellasig](http://twitter.com/pinellasig)
- Internal Controls/Fraud Hotline class offered through Human Resources Training & Development
- Presentations made at various professional organizations
- Fraud, Waste and Abuse Video (Produced In 2011)

Division’s Continuous Improvement

“Who audits the auditors?” is the most common question asked of auditors.

The Division’s activities are audited by an independent external Quality Assurance Review team based on the following recognized organizations. After you read the Division’s Continuous Improvement section, you will have a better understanding of “Who audits the auditors?”

The Division became the first local government agency in the nation to be awarded status as an Accredited Office of Inspector General by the Commission for Florida Law Enforcement Accreditation (CFA) in 2009 after a rigorous evaluation process. This initiative updated the Division’s investigative manual to reflect CFA processes and professional standards, and streamlined the overall investigation process and management system. It also included a thorough review and assessment by CFA of all aspects of the Division’s policies and procedures, management, operations, and support.
services to determine compliance with the recognized Inspector General Standards of excellence.

In accordance with the Institute of Internal Auditors (IIA) standards, an external quality assurance review was performed in November 2011 on the Division’s Audit Services functions. The principal objectives of the quality assurance review were to assess the Division’s conformity to the IIA’s *International Standards for the Professional Practice of Internal Auditing (Standards)*, evaluate the Division’s effectiveness in carrying out its mission, and identify opportunities to enhance its management and work processes. Our operation was issued a “*met or exceeded the intent of the Standards and Code of Ethics,*” which is the highest affirmation, having met all of the International Standards for the Professional Practice of Internal Auditing of The Institute of Internal Auditors Standards and the Code of Ethics.

In accordance with the *Principles and Standards for Offices of Inspector General*, an external quality assurance review was performed on the investigative functions of the Division’s Public Integrity Unit in conjunction with the external review on the Division’s Audit Services functions. Our operation was issued a “*met or exceeded the intent of the Standards*” which is the highest affirmation, having met all the *Principles and Standards for Offices of Inspector General*. The standards do not require such a review. However, the Association of Inspectors General recommends, and we concur, that Offices of Inspector General periodically invite external reviewers to review the Division’s adherence to the professional standards adopted.

The external quality assurance review program is voluntary; however, the benefit of an organization undergoing an external quality assessment is that it allows the IG to stipulate that our activities "*conform with Auditing and Investigative Standards.*" It also builds stakeholder confidence by documenting our commitment to quality and successful best practices, and the mindset for professionalism. Obtaining an external quality assessment review provides evidence to the Pinellas County Clerk of the Circuit Court, the Board of County Commissioners, management, staff, and citizens that we are concerned about the organization’s internal controls, ethics, governance, and risk management processes.
PERFORMANCE RESULTS

Productivity

The reports issued by the Division fall into four key categories – audits, follow-ups, guardianships, and investigations. Below is a listing of these categories along with their respective number of reports for the years 2011, 2010, and 2009.

<table>
<thead>
<tr>
<th></th>
<th>Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011</td>
</tr>
<tr>
<td>Audits</td>
<td>9</td>
</tr>
<tr>
<td>Follow-Ups</td>
<td>15</td>
</tr>
<tr>
<td>Guardianships*</td>
<td>54</td>
</tr>
<tr>
<td>Investigations</td>
<td>4</td>
</tr>
<tr>
<td>Total Reports</td>
<td>82</td>
</tr>
</tbody>
</table>

*Guardianship audit reports are not available to the public per Florida Statute §744.3701, Inspection of report.

During Fiscal Year 2011, the Division issued 28 reports, which include Audits, Follow-Up Audits, and Investigations. Our Public Integrity Unit’s Guardianship Section issued 54 confidential audit reports.

For more detailed information, please refer to the applicable highlights starting on page 29 under the Highlights of Audit Findings heading or view the entire report located on our website at [www.mypinellasclerk.org](http://www.mypinellasclerk.org); click on “Division of Inspector General“ on the left-side menu. Effective January 1, 2012, all non-guardianship reports will be posted on the website.
Audits

The objective of these projects is to provide auditees with an independent appraisal of whether desired results and objectives are achieved economically, efficiently, and in accordance with prescribed laws, regulations, and policies and procedures. The following chart depicts the typical audit cycle.
Our Opportunities for Improvement represent our philosophy to work with management to advance government best practices in order to better serve the citizens and stakeholders of Pinellas County.

During 2011, the Division issued 9 audit reports with:

- 21 Opportunities for Improvement containing
  - 46 recommendations, which identified approximately $80,000 in potential cost savings and revenue enhancements to the County.

The following chart shows Opportunity for Improvement recommendations by type:
Recommendations are an integral part of our audits, as this is where an opportunity for change or improvement takes place. We presented a total of 311 recommendations in 2009, 2010, and 2011, of which 186 (84%) were concurred to by the management of the audited department. The table below presents the report year and recommendation statistics:

<table>
<thead>
<tr>
<th>YEAR</th>
<th>NUMBER OF RECOMMENDATIONS</th>
<th>CONCURRED TO BY MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NUMBER</td>
<td>PERCENTAGE</td>
</tr>
<tr>
<td>2011</td>
<td>46</td>
<td>42</td>
</tr>
<tr>
<td>2010</td>
<td>172</td>
<td>66*</td>
</tr>
<tr>
<td>2009</td>
<td>93</td>
<td>78</td>
</tr>
<tr>
<td>TOTAL</td>
<td>311</td>
<td>186*</td>
</tr>
</tbody>
</table>

*Our department did not receive final, formal management responses for the recommendations made in the Audit of Community Development Administration and Selected Programs. Therefore, the number and percentage of recommendations concurred to by management in 2010 do not include statistics for recommendations made in the Community Development Audit. However, County Management has retained a consultant to review several key aspects of Community Development’s operation and provide input as a result of our audit.

The following chart shows the status of all audits on the Annual Audit Plan for the past three years (2009, 2010, and 2011) and current consulting projects. Each audit and consulting project falls into one of seven status categories:

- **Completed** – audit completed and report issued.
- **In Progress** – audit is in-progress and report will be issued.
- **Risk Reassessed** – As part of our continuous monitoring of the annual audit plan, some scheduled audits may have risk factors re-evaluated causing a change in the current year’s audit plan.
- **Rescheduled** – audit was rescheduled to a future fiscal year.
- **Continuous Audit** – audit is continuously performed with periodic reports issued.
- **Consulting In Progress** – project is in-progress.
- **Continuous Consulting** – project is continuously performed.

<table>
<thead>
<tr>
<th>FISCAL YEAR</th>
<th>AUDIT</th>
<th>STATUS</th>
<th>REPORT NO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>911 Phone System</td>
<td>Completed</td>
<td>2010-02</td>
</tr>
<tr>
<td>2009</td>
<td>Airport Revenue and Operating Enterprise Fund</td>
<td>Risk Reassessed</td>
<td>-</td>
</tr>
<tr>
<td>2009</td>
<td>County Budget Amendment Process</td>
<td>Risk Reassessed</td>
<td>-</td>
</tr>
<tr>
<td>2009</td>
<td>BCC Performance Measures Review</td>
<td>Risk Reassessed</td>
<td>-</td>
</tr>
<tr>
<td>2009</td>
<td>Belle Harbor Marina</td>
<td>Completed</td>
<td>2010-03</td>
</tr>
<tr>
<td>2009</td>
<td>Capital Billings Review</td>
<td>Risk Reassessed</td>
<td>-</td>
</tr>
<tr>
<td>2009</td>
<td>Clerk Transition Pasco County</td>
<td>Completed</td>
<td>2009-4</td>
</tr>
<tr>
<td>2009</td>
<td>Countywide IT Services/Staffing</td>
<td>Risk Reassessed</td>
<td>-</td>
</tr>
<tr>
<td>FISCAL YEAR</td>
<td>AUDIT</td>
<td>STATUS</td>
<td>REPORT NO.</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------</td>
<td>----------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>2009</td>
<td>Countywide Printing Services</td>
<td>Completed</td>
<td>2010-11</td>
</tr>
<tr>
<td>2009</td>
<td>EMS Ambulance Revenue</td>
<td>Completed</td>
<td>2010-06</td>
</tr>
<tr>
<td>2009</td>
<td>Information Systems Production-Ops/IC</td>
<td>Risk Reassessed</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>Juvenile Welfare Board</td>
<td>Risk Reassessed</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>Probate Court Records</td>
<td>Completed</td>
<td>2010-20</td>
</tr>
<tr>
<td>2009</td>
<td>Solid Waste Revenue Administration</td>
<td>Completed</td>
<td>2010-09</td>
</tr>
<tr>
<td>2009</td>
<td>Utilities Engineering Consulting Selection Process</td>
<td>Completed</td>
<td>2010-17</td>
</tr>
<tr>
<td>2009</td>
<td>Utilities Shallow Well Program</td>
<td>Completed</td>
<td>2009-12</td>
</tr>
<tr>
<td>2010</td>
<td>211 Service Contract</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>AMSCOT Traffic Ticket Payments</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Continuity of Operations Plan (COOP)</td>
<td>Rescheduled for 2011</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>HDR Engineering Services Contract</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Convention &amp; Visitors Bureau</td>
<td>Rescheduled for 2011</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Court Evidence Custodian</td>
<td>Completed</td>
<td>2011-06</td>
</tr>
<tr>
<td>2010</td>
<td>Enterprise Data Security</td>
<td>Rescheduled for 2011</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>EPI Center Interlocal Agreement</td>
<td>Completed</td>
<td>2011-07</td>
</tr>
<tr>
<td>2010</td>
<td>Fleet Allocations</td>
<td>In Progress</td>
<td></td>
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<tr>
<td>2010</td>
<td>Imprest Funds</td>
<td>Continuous Audit</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Juvenile Welfare Board</td>
<td>Risk Reassessed</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Library Cooperative</td>
<td>Completed</td>
<td>2010-13</td>
</tr>
<tr>
<td>2010</td>
<td>Utilities General Maintenance Division Internal Controls of Inventory and Supplies</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Materials &amp; Supplies Inventory Controls-Public Works/Highway</td>
<td>Completed</td>
<td>2011-05</td>
</tr>
<tr>
<td>2010</td>
<td>Materials &amp; Supplies Inventory Controls-Solid Waste</td>
<td>Risk Reassessed</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Materials &amp; Supplies Inventory Controls-Water</td>
<td>Risk Reassessed</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Office of Human Rights</td>
<td>Risk Reassessed</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Oracle Financial Application Project</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Penny for Pinellas</td>
<td>Rescheduled for 2011</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>PAO Homestead Exemption Fraud</td>
<td>Continuous Audit</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Housing Authority Section 8 Review</td>
<td>Continuous Audit</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Records Retention-BCC Operations</td>
<td>Risk Reassessed</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Solid Waste Municipal Recycling Reimbursement Grants</td>
<td>Rescheduled for 2011</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Utilities Billing CIS Application</td>
<td>Completed</td>
<td>2011-08</td>
</tr>
<tr>
<td>2011</td>
<td>Automated Copy Request System Integrity</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Consolidated Justice Information System Docket Corrections</td>
<td>Risk Reassessed</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Continuity of Operations Plan (COOP)</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Convention &amp; Visitors Bureau</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Enterprise Data Security</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Family &amp; Emergency Medical Leave Act</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Health Department Financing</td>
<td>Risk Reassessed</td>
<td></td>
</tr>
</tbody>
</table>
### Performance Results
#### 2011 Annual Report

**Division of Inspector General**

**Clerk of the Circuit Court**

**Page 20**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Audit</th>
<th>Status</th>
<th>Report No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>Industrial Revenue Bonds</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Penny for Pinellas</td>
<td>Completed</td>
<td>2011-24</td>
</tr>
<tr>
<td>2011</td>
<td>Reconciliation Audit of the “Cash Appearance Bonds”</td>
<td>Continuous Audit</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Self Help Center Revenue Collections</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Sewer Department Enterprise Funds &amp; Sewer Maintenance Plan</td>
<td>Completed</td>
<td>2011-15</td>
</tr>
<tr>
<td>2011</td>
<td>Solid Waste Municipal Recycling Reimbursement Grants</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Tangible Personal Property Inventories</td>
<td>Continuous Audit</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Consulting Projects</th>
<th>Status</th>
<th>Report No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>Justice Consolidated Case Management System</td>
<td>Consulting In Progress</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>Security Panel Representative</td>
<td>Continuous Consulting</td>
<td>-</td>
</tr>
<tr>
<td>2009</td>
<td>Technology Steering Cooperative Representative</td>
<td>Continuous Consulting</td>
<td>-</td>
</tr>
<tr>
<td>2010</td>
<td>OPUS Change Management Representative</td>
<td>Consulting In Progress</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>OPUS/SUNERA, Technology Risk Management Consulting</td>
<td>Consulting In Progress</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Clerk of the Circuit Court BTS Cost Allocations</td>
<td>Consulting In Progress</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Clerk of the Circuit Court Risk Management Cost Allocations</td>
<td>Consulting In Progress</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>Real Estate Management Judicial Consolidation Plan</td>
<td>Consulting In Progress</td>
<td></td>
</tr>
</tbody>
</table>

As shown above, based on the estimated available hours for the IG staff in Fiscal Years 2009 through 2011, the Division established a goal of working on 62 projects. The following is the current status of those 62 projects:

- 19 audits were completed and a report issued.
- 11 audits were in progress at year-end.
- 14 audits were reassessed, and based on risk, were cancelled.
- 5 audits were rescheduled.
- 5 audits are continuously performed.
- 6 consulting projects are in progress at year-end.
- 2 consulting projects are continuously performed.

### Follow-Ups

The objective of these projects is to track the status of management's action on reported findings and recommendations. To meet the standard of due professional care, the Division has established a process that assesses the adequacy, effectiveness, and timeliness of management’s actions. Management of each audited entity is primarily responsible for deciding the appropriate action to be taken on reported audit findings and recommendations.

Based on a risk assessment approximately six months to one year after the issuance of an audit report, a follow-up audit is conducted and a report issued. The report summarizes auditees’ responses to recommendations that are categorized as implemented, acceptable alternative, partially implemented, not implemented, or not applicable.
During 2011, the Division performed 15 follow-ups with 75 opportunities for improvement containing 152 recommendations. Management implemented 89% of our recommendations. The table below summarizes follow-up statistics for the past three years.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Number Of Follow-Up Audits</th>
<th>Number Of Opportunities For Improvement</th>
<th>Number Of Recommendations</th>
<th>Implemented</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>15</td>
<td>75</td>
<td>152</td>
<td>135</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>89%</td>
</tr>
<tr>
<td>2010</td>
<td>10</td>
<td>47</td>
<td>79</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>86%</td>
</tr>
<tr>
<td>2009</td>
<td>4</td>
<td>22</td>
<td>28</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>82%</td>
</tr>
</tbody>
</table>

**Investigations**

The objective of these projects is to conduct investigations into allegations of fraud, waste and abuse directed against County government. Investigations that uncover administrative wrongdoing typically uncover violations of law, policy, or regulations. They also identify the individuals responsible for the violations and make recommendations for administrative action.

Equally important to the investigative process is the identification of:

- Internal control weaknesses
- Contracting irregularities
- Other problems that place County Government at risk for fraud, waste and abuse

Therefore, the reports frequently make specific recommendations to:

- Correct the identified deficiencies
- Provide guidance on the applicable laws and regulations
- Suggest employee training where appropriate

When investigative findings are indicative of criminal conduct, they are presented to the appropriate law enforcement authorities for appropriate action.

During calendar year 2011, the Division handled 336 anonymous Hotline tips. Eleven of these tips were investigated by the Division, while 149 were referred to the appropriate agency, including:

- County Departments
- Pinellas County Sheriff’s Office
- Sixth Judicial Circuit Court
- Local Police Departments
- State Attorney’s Office
- Florida Department of Revenue
No action was taken on the remaining 176 calls because they were informational in nature, or did not require referral, etc.

The following table shows the number of investigations conducted over the past three years and their disposition. The investigation disposition falls into one of four categories:

1. **Substantiated:**
   - The allegations are validated and there is sufficient evidence to justify a reasonable conclusion that the actions occurred and there were violations of law, policy, rule, or contract. A report is prepared.

2. **Unsubstantiated:**
   - The allegations are not validated and there is no sufficient evidence to justify a reasonable conclusion that the actions occurred and there were violations of law, policy, rule, or contract. A report may or may not be prepared.

3. **Unfounded:**
   - The allegations are not supported and there is insufficient evidence to prove or disprove the allegation. A report is not prepared.

4. **In Progress:**
   - The allegations are being investigated and the disposition has not yet been determined.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Number of Investigations</th>
<th>Substantiated</th>
<th>Unsubstantiated</th>
<th>Unfounded</th>
<th>In Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>11</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>2010</td>
<td>11</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>2009</td>
<td>17</td>
<td>1</td>
<td>15</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>9</td>
<td>17</td>
<td>4</td>
<td>9</td>
</tr>
</tbody>
</table>

Effective January 1, 2012, all non-guardianship reports will be posted on the website.
The Fraud, Waste, and Abuse Hotline is a product of our efforts to promote honesty and efficiency in government and promote the public's trust in County government. County management, County employees, and citizens are urged to immediately report any suspected instance of fraud, waste, or abuse.

Reports may be made in several convenient ways:

- Written complaints may be faxed to (727) 464-8386
- Mailed to 510 Bay Avenue, Clearwater, Florida 33756
- Phoned into the dedicated Hotline number, (727) 453-FRAUD (3728)
- Reported online at [www.mypinellasclerk.org](http://www.mypinellasclerk.org); Click on “Division of Inspector General” on the left-side menu

*When reporting fraud, waste or abuse, you may remain anonymous if you wish.*

The fraud reporting program is critical to our efforts to combat fraud, waste and abuse as complaints provide the ability to generate leads from multiple sources. Investigations are initiated upon the receipt of credible information alleging an act of fraud, waste or abuse that falls within the Division’s jurisdiction.
Cooperative Partnership Projects

Guardianships
Sixth Judicial Circuit Court; Clerk’s Probate Division
Probate Guardianship and Mental Health Division

The objective of these projects is to augment the Clerk of the Circuit Court Probate Records Guardianship Section and the Probate Guardianship and Mental Health Division of the Sixth Judicial Circuit Court in supporting the Court’s oversight process applicable to the protection of Wards’ assets according to Chapter 744 of the Florida Statutes and the related Administrative Orders of the Sixth Judicial Circuit. The Division of Inspector General conducts varying levels of audits and financial investigations of Guardianship activities.

These audit reports are not available to the public per Florida Statute §744.3701; they are issued to the Courts for review and possible action. In addition, the Division handled 97 Guardianship Hotline calls of which 34 were referred to the Court. The Guardianship work performed during calendar year 2011 resulted in three guardians being removed and approximately $1,675,776 in questionable expenditures identified and resolved. The table and accompanying chart below display guardianship statistics over the past three years.

- **Level I**
  - An IG Level I audit consists of the review of guardianship reports in conjunction with the supporting documentation, which has been determined to have discrepancies by the Clerk’s Probate Guardianship Section.

- **Level II**
  - A Level II audit consists of the examination of the guardianship report and the attempted verification of selected questionable items. Limited inquiries and/or requests for supporting documentation may be necessary to resolve issues.

- **Level III**
  - A Level III audit consists of a comprehensive examination and attempted verification of all significant items pertinent to the guardianship report.

During calendar year 2011, the IG Division Guardianship Section conducted 623 Level I Reviews and issued 54 Level II and III audit reports with:

- 91 Opportunities for Improvement
  - Containing 119 Recommendations

Cooperative effort between Inspector General, Clerks Probate Guardianship Section, and Sixth Judicial Circuit to Protect the Ward’s and their assets
GUARDIANSHIP TRENDS

The Guardianship Section also includes a Guardianship Training Program. The Division has a cooperative partnership with St. Petersburg College to provide training to family and professional guardians. The Division also has a cooperative partnership with the Guardianship Association of Pinellas County to provide training to Association members and submit articles to the Association newsletter.

Homestead Exemption Fraud
Pinellas County Property Appraiser's Office

The objective of this project is to assist the Pinellas County Property Appraiser to proactively, effectively, and efficiently reduce homestead exemption fraud by use of data mining technology. The impact of detecting homestead violators includes:

- The potential to add millions of dollars in value back onto the tax roll.
- Once back tax is collected, the money is returned to all taxing authorities.
- The tax burden is redistributed to help the law abiding citizens.

During the year, the IG Division submitted 346 potential homestead fraud cases to the Property Appraiser for review as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Level I Reviews</th>
<th>Level II &amp; III Audit Reports</th>
<th>Hotline Calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>480</td>
<td>55</td>
<td>72</td>
</tr>
<tr>
<td>2010</td>
<td>601</td>
<td>62</td>
<td>77</td>
</tr>
<tr>
<td>2011</td>
<td>623</td>
<td>54</td>
<td>97</td>
</tr>
</tbody>
</table>
Voters Registration Change of Address:
IG matched the former address of the voter from the Voters Registration Change of Address to the Property Appraiser database, resulting in 108 properties that still carry homestead. These 108 potential cases have been submitted to the Property Appraiser’s office for further review.

Section 8:
IG matched addresses of the properties available for rent for the Section 8 tenants to the Property Appraiser database, 59 homestead properties were identified. To date, 42 cases were made resulting in $2,135,509 returned to the tax roll and $154,014 in tax receivables.

Evictions:
IG matched the property addresses on eviction notices to the homestead properties in the Property Appraiser database, resulting in 110 potential cases. These cases were forwarded to the Property Appraiser and are currently under investigation.

Jury Summons:
IG matched jury summons returned due to move to the Property Appraiser database, resulting in 69 properties with questionable homestead. These cases were forwarded to the Property Appraiser for further investigation.

Section Eight Review
Pinellas County Housing Authority

The objective of this project is to assist the Pinellas County Property Appraiser in uncovering Section 8 voucher fraud.

The Pinellas County Housing Authority requested IG’s assistance in identifying the Section 8 recipients who also own properties in Pinellas County. IG tests revealed 22 possible cases that were submitted to the Pinellas County Housing Authority for further investigation. To date:

- One case resulted in removing an unqualified tenant from the Section 8 program.
- One tenant is currently under investigation by the U.S. Department of Housing and Urban Development Office of Inspector General.
- One landlord refunded $12,000 of illegally collected rent subsidy.
- The remaining cases are still under investigation.

Support of County Functions

The objective of these projects is to serve as an independent, objective resource for County Management. Examples of support the Division provided in 2011 include:

- Offering consulting services to Management.
- Participation on various Boards such as:
  - The Security Panel
Training County employees on internal controls and fraud through the Human Resources Department.

Assisting with the annual external financial audit.

Dollar Recoveries and Cost Avoidance

The table below shows 2011 project recommendations that resulted in potential recoveries/savings, cost avoidance or other economic impact totaling over $7 million conservatively.

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>REPORT NO.</th>
<th>POTENTIAL COUNTY IMPACT</th>
<th>POTENTIAL CITIZEN IMPACT</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit of the EpiCenter Interlocal Agreement</td>
<td>2011-07</td>
<td>$79,341</td>
<td></td>
<td>See page 29</td>
</tr>
<tr>
<td>Investigation of Community Development’s $3.4 Million State Housing Initiatives Partnership Loan to Crest Capital LLP</td>
<td>I-2011-04</td>
<td>$3,400,000</td>
<td></td>
<td>See page 32</td>
</tr>
<tr>
<td>Guardianships</td>
<td>Reports Not Publicly Issued</td>
<td></td>
<td>$1,675,776</td>
<td>54 reports issued resulting in 3 guardians removed, $1,564,025 in questionable costs, $85,235 of court ordered judgments, and $26,516 in claims against bonds of guardians</td>
</tr>
<tr>
<td>Homestead Exemption Fraud</td>
<td>Investigative Partnership Report Not Issued</td>
<td>$154,014</td>
<td>$2,135,509</td>
<td>See page 25</td>
</tr>
<tr>
<td>Section 8 Voucher Fraud</td>
<td>Investigative Partnership Report Not Issued</td>
<td>$12,000</td>
<td></td>
<td>See page 26</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td><strong>$3,645,355</strong></td>
<td><strong>$3,811,285</strong></td>
<td></td>
</tr>
</tbody>
</table>
**Division of Inspector General – A Good Investment**

Not only is the expense of having an Inspector General Office cost effective, the Division’s importance extends beyond just the financial considerations. The impact of maintaining transparency and trust in local County government is invaluable. The vigilance of the Division’s staff ensures Pinellas County taxpayers and stakeholders receive a fair and honest accounting of their funds.

The Division is productive and cost-effective. Over the past three years, the Division has only expended $3.9 million and identified over $21 million of potential recoveries, savings, cost avoidance, or other economic impact to the County and/or the Taxpayers during the same timeframe. The benefit-to-cost ratio of **5.39 to 1.0** demonstrates that the financial investment in this Division is a significantly wise use of County funds in this continuing period of economic hard times.

A well run audit and investigative function is an investment that benefits County Government, but most importantly, the citizens of Pinellas County.
Highlights of Audit Findings

The following are highlights of audits issued by the Division of Inspector General during 2011. If you would like to read the reports, please visit the Division’s website at www.mypinellasclerk.org; click on “Division of Inspector General” on the left-side menu.

AUDIT OF THE CLERK OF THE CIRCUIT COURT’S EVIDENCE CUSTODIANS’ OPERATIONS AND INTERNAL CONTROLS OVER CRIMINAL, TRAFFIC, CIVIL, AND FAMILY COURTS’ EVIDENCE (REPORT NO. 2011-06)

The Court Assistance Departments for the Criminal and Traffic Courts, and the Civil and Family Courts are responsible for all evidence submitted at trial. The safekeeping of this evidence is tightly controlled with an effective system of internal controls.

Based on the audit procedures performed, we did not identify any internal control policies, procedures, or practices that provided for Opportunities for Improvements. The Departments are providing secure and well-organized oversight over evidence in compliance with judicial processes and statutes and are to be commended.

AUDIT OF THE EPICENTER INTERLOCAL AGREEMENT (REPORT NO. 2011-07)

Pinellas County departments occupying the EpiCenter are in compliance with the EpiCenter Interlocal Agreement between Pinellas County Government and St. Petersburg College. The County adheres to the lease agreement reimbursement provisions to the College. Additionally, WorkNet Pinellas is paying the correct lease amount to the College for their respective leased space. Based on our audit procedures performed, the County is efficiently utilizing the assigned office space provided for under this lease agreement.

However, the 2003 Agreement requires the County to reimburse the College for 50% of the shared space that includes both “meeting/work room” areas and the “standard facility space” (food service, lobby, atrium, passageways, break and rest rooms, and utility areas). Applying the shared space allocation to the “standard facility space” segment as a percent of occupied leased space would be a financially sounder allocation as the County only uses 22% of the space. Cost savings realized to the County would be $79,000.
The Utilities Customer Information System is adequately performing billing, receipt, and maintenance of customer accounts. However, there are several areas where opportunities for improvement could be incorporated.

The lack of an accessible, complete, and up-to-date Utilities policy manual is a contributing factor to several of the issues we noted during the audit. Although Utilities is appropriately billing and collecting charges for services provided to retail and wholesale customers, several of the current wholesale reclaimed water utility rates were not properly established and re-evaluated by Pinellas County Utilities.

Additionally, a formal change management internal control procedure to administer major rate changes in the Utilities Systems Applications Products and Processes (SAP) Customer Information System does not exist. Due to Utilities not having the information necessary to effectively govern SAP Customer Information System security, we were unable to determine if the application security is adequate to provide appropriate access to sensitive data within the system. Furthermore, a written policy addressing Utilities employees performing transactions on their personal accounts within the system has not been formalized.

Based on the audit procedures performed, system exception reports are properly processed by independent staff and reviewed by the appropriate supervisor. New Utilities customer account opening internal control procedures are adequate and required deposits are appropriately assessed. Liens are being secured on customer assets for unpaid Utilities service charges although they are not always filed within department established timelines.

EXAMINATION OF PROPERTY APPRAISER INTERNAL CONTROLS OVER DAVE INFORMATION (REPORT NO. 2011-21)

The Property Appraiser entered into a Memorandum of Understanding (MOU) with the Florida Department of Highway Safety and Motor Vehicles (DHSMV) to access the Drivers License and/or Motor Vehicle Record Data Exchange (DAVE) system. On July 27, 2011, the DHSMV requested the Property Appraiser to submit an attestation ensuring DAVE data is used in an appropriate manner per the MOU. The Pinellas County Property Appraiser requested the Clerk of the Circuit Court’s Division of Inspector General to perform the attestation engagement.
Our Division conducted the examination and determined that internal controls over DAVE information are adequate to protect the personal data from unauthorized access, distribution, use, modification, or discloser.


The County is reasonably in compliance with Florida Statutes for the use of the Penny for Pinellas 2000-2010 revenue. Based on our audit procedures performed, the apportionment of the Penny funds between the County and municipalities was accurate. However, analysis of selected projects from the First Penny for Pinellas Extension found weaknesses in:

- Original project budget documentation to support the commitment of funding.
- Update of the project budget based on the project progress (i.e., contracts and expenditures).
- Documentation for the change in annual project budgets based on the current status of the project.
- Expenditures posted to general ledger cost centers that were not related to the defined project.

Inadequate project budgeting practices impacted the ability of the County to reasonably project the availability of Penny for Pinellas revenue to start and complete capital projects. In addition, the impact of capitalized billing expenses, which represents recovery of costs incurred by Pinellas County Departments/Funds regarding internal planning/oversight of capital projects, was not considered in planning for the First Penny for Pinellas Extension. There were no capitalized billing costs separate line items included in the individual capital projects budgets “CIP Budget Project Summary Reports” produced by the departments. This resulted in a $99.6 million additional cost not available for planned and budgeted projects.
The information presented by the Office of Management and Budget to the public and the Board of County Commissioners was generally accurate; however, there are areas where additional information should be presented.

INVESTIGATION OF COMMUNITY DEVELOPMENT’S $3.4 MILLION STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) FUNDED LOAN TO CREST CAPITAL LLP (REPORT NO. I-2011-04)

Our investigation of allegations related to Community Development’s (CD) loan to Crest Capital LLP determined that the loan transaction was not properly handled by CD and the transaction for the parcel sale was questionable with the seller, Terra Excavating Inc.

Lack of and/or compliance with policies and procedures, reporting, and approval processes bypassed the Board of County Commissioner oversight for actions taken by CD, which included the lack of due diligence by CD in processing of the SHIP loan, which resulted in:

- CD granting a loan for $3.4 million using SHIP funding without addressing or mitigating major risk areas related to the loan, borrower(s), and their corporate structure.
- Use of the County Attorney's resources related to the court case, Pinellas County vs. Crest Capital LLP filed on May 25, 2007, with the final judgment received July 16, 2010 for $3,433,008.65 (disposition of the property not finalized by the County).
APPENDIX A

Professional Staff Biographies

Hector Collazo, Jr., Director (Inspector General/Chief Audit Executive)

Mr. Collazo has the following certifications:
- Certified Inspector General
- Certified Inspector General Auditor
- Certified Information Systems Auditor
- Certified Inspector General Investigator
- Certified Fraud Examiner
- Certified Fraud Specialist
- Certified in Risk And Information Systems Control

He has a Bachelor of Arts in Psychology from the University of Texas at Dallas with over 27 years of professional experience in government and non-profit organizations with 20 years of auditing and investigating experience. Mr. Collazo joined the Pinellas County Clerk of Circuit Court Division of Inspector General in 2005. Mr. Collazo is a member of both National and Tampa Bay Chapters of the Association of Certified Fraud Examiners, the Institute of Internal Auditors, and the Information Systems Audit and Control Association, as well as memberships in the National Association of Certified Fraud Specialist, the National (Member of the Board) and Tallahassee Chapters of the Association of Inspectors General, the Association of Local Government Auditors, the Florida Audit Forum (Member of the Board), Florida Government Finance Officers Association, and National White Collar Crime Center (Voting Member). Mr. Collazo can be reached by phone at (727) 464-8375 or email at hcollazo@pinellascounty.org.

Linda Magnuson, Administrative Secretary

Ms. Magnuson is the Inspector General Administrative Secretary and Evidence Custodian. She is certified as a National Network Professional Estate Planning Team Member with over 30 years of legal experience in various areas. She has 10 years government experience, which includes 8 years in the audit field. Ms. Magnuson joined the Pinellas County Clerk of Circuit Court, Probate Division, in 2004 and the Division of Inspector General in 2005. Ms. Magnuson can be reached by phone at (727) 464-8371 or email at lmagnuson@pinellascounty.org.
Ken Green, Senior Inspector General Auditor

Mr. Green has the following certification:
- Certified Inspector General Auditor

He has a Master of Business Administration in Accounting from DePaul University and a Bachelor of Science of Business Administration in Accounting from Valparaiso University with 15 years of professional auditing experience. Mr. Green joined the Pinellas County Clerk of Circuit Court Division of Inspector General in 2001. Mr. Green is a member of the Association of Inspectors General (both National and Tallahassee Chapter), Institute of Internal Auditors (both National and Tampa Chapter), and Tampa Bay Chapter of the Association of Certified Fraud Examiners, Association of Local Government Auditors, and Florida Audit Forum. Mr. Green can be reached by phone at (727) 464-8376 or email at kgreen@pinellascounty.org.

Ronald Peters, Senior Inspector General Auditor

Mr. Peters has the following certifications:
- Certified Internal Auditor
- Certified Information Systems Auditor
- Certified Inspector General Auditor
- Chartered Bank Auditor
- Certified Commercial Lender
- Certified TeamMate Electronic Workpaper Champion

He has a Bachelor of Arts from Augustana College in Computer Science, a Master of Business Administration from University of South Florida, and a Standard Certificate from American Institute of Banking. Mr. Peters has 32 years of professional auditing experience covering Commercial Bank, IT Service Bureau, Public Accounting, Federal Agency, and County Government. Mr. Peters joined the Pinellas County Clerk of Circuit Court Division of Inspector General in 1998. Mr. Peters is a member of the Association of Inspectors General (both National and Tallahassee Chapter), Institute of Internal Auditors (both National and Tampa Chapter), Tampa Bay Chapter of the Association of Certified Fraud Examiners, Information Systems Auditing and Control Association, Association of Local Government Auditors, and Florida Audit Forum. Mr. Peters can be reached by phone at (727) 464-8381 or email at rpeters@pinellascounty.org.
Scott Stees, Senior Inspector General Auditor

Mr. Stees has the following certifications:
- Certified Internal Auditor
- Certified Information Systems Auditor
- Certified Fraud Examiner
- Certified Inspector General Auditor
- Certified Government Finance Officer
- Certified Inspector General Investigator

He has a Bachelor of Science in Business Administration from Youngstown State University in Accounting with 30 years of professional auditing experience. Mr. Stees joined the Pinellas County Clerk of Circuit Court Division of Inspector General in 1985. Mr. Stees is a member of the Association of Inspectors General (both National and Tallahassee Chapter), Institute of Internal Auditors (both National and Tampa Chapter), Information Systems Auditing and Control Association, Tampa Bay Chapter of Association of Certified Fraud Examiners, Florida Government Finance Officers Association, Association of Local Government Auditors, and Florida Audit Forum. Mr. Stees can be reached by phone at (727) 464-8379 or email at sstees@pinellascounty.org.

Melissa Dondero, Inspector General Auditor II

Ms. Dondero has the following certifications:
- Certified Public Accountant
- Certified Internal Auditor
- Certified Inspector General Auditor
- Certified Information Technology Professional
- Certified TeamMate Electronic Workpaper Champion

She has a Master of Accountancy in Accounting Information Systems and Bachelor of Science in Accounting, both from the University of South Florida with over nine years of professional auditing experience. Ms. Dondero joined the Pinellas County Clerk of Circuit Court Division of Inspector General in 2003. Ms. Dondero is a member of the Association of Inspectors General (both National and Tallahassee Chapter), Institute of Internal Auditors (both National and Tampa Chapter), Florida Institute of CPAs, Association of Certified Fraud Examiners (both National and Tampa Bay Chapter), Florida Government Finance Officers Association, Association of Local Government Auditors, Florida Audit Forum, Beta Gamma Sigma and the Golden Key International Honour Society. Ms. Dondero can be reached by phone at (727) 464-8382 or email at mdondero@pinellascounty.org.
Ava Jurek, *Inspector General Auditor II*

Mrs. Jurek has the following certifications:
- Certified Internal Auditor
- Certified Inspector General Auditor
- Certified Inspector General Investigator

She has a Master of Science in Management and a Bachelor of Arts in Business Administration, both from National-Louis University, with 14 years of professional auditing experience. Mrs. Jurek joined the Pinellas County Clerk of Circuit Court Division of Inspector General in 2008 and is the CFA Accreditation Manager. Mrs. Jurek is a member of the Association of Inspectors General (both National and Tallahassee Chapter), Institute of Internal Auditors (both National and Tampa Chapter), Tampa Bay Chapter of Association of Certified Fraud Examiners, Association of Local Government Auditors, and Florida Audit Forum. Mrs. Jurek can be reached by phone at (727) 464-8380 or email at ajurek@pinellascounty.org.

Greg McCullough, *Inspector General Auditor II*

Mr. McCullough has the following certifications:
- Certified Public Accountant
- Certified Internal Auditor
- Certified Fraud Examiner
- Certified Inspector General Auditor
- Certified Information Technology Professional

He has a Bachelor of Arts in Accounting from the University of West Florida and a Master of Business Administration from the University of Tampa. He has 28 years of professional experience in accounting and auditing, 17 years of which is in auditing. Mr. McCullough joined the Pinellas County Clerk of Circuit Court Division of Inspector General in 2006. Mr. McCullough is a member of the Association of Inspectors General (both National and Tallahassee Chapter), Institute of Internal Auditors (both National and Tampa Chapter), Association of Certified Fraud Examiners (both National and Tampa Bay Chapter), American Institute of Certified Public Accountants, Florida Institute of Certified Public Accountants, Association of Local Government Auditors, and Florida Audit Forum. Mr. McCullough can be reached by phone at (727) 464-8387 or email at gmccullough@pinellascounty.org.
William McGuinness, *Inspector General Auditor II*

Mr. McGuinness has the following certification:
- Certified Inspector General Auditor

He was a Certified Public Accountant for 40 years and is now retired; he was also a Certified Law Enforcement Officer with the St. Petersburg Police Department. He has a Bachelor of Business Administration from St. Francis College in Accounting with 20 years of professional auditing experience; 20 years of adjunct teaching experience at the University of South Florida (15 years) and Long Island University’s C.W. Post School of Professional Accountancy (5 years), mostly at the graduate-level; and 23 years of professional accounting management experience with PricewaterhouseCooper. Mr. McGuinness joined the Pinellas County Clerk of Circuit Court Division of Inspector General in 2003. Mr. McGuinness is the U.S. Director of the Against Malaria Foundation, a UK-based not-for-profit foundation. Mr. McGuinness is a member of the Association of Inspectors General (both National and Tallahassee Chapter), Institute of Internal Auditors (both National and Tampa Chapter), Tampa Bay Chapter of the Association of Certified Fraud Examiners, Florida Government Finance Officers Association, American Institute of Certified Public Accountants (honorary member), Association of Local Government Auditors, Florida Audit Forum, and Pinellas Federal Credit Union Supervisory Committee. Mr. McGuinness can be reached by phone at (727) 464-8372 or email at wmcguinn@pinellascounty.org.

Anne DiNatale Olsen, *Inspector General Auditor II*

Ms. Olsen has the following certifications:
- Certified Inspector General Auditor
- Certified Inspector General Investigator
- Certified Fraud Specialist

She has a Bachelor of Business Administration Degree from Pace University in New York with a major in Accounting/Finance with 32 years of professional auditing experience. Ms. Olsen joined the Pinellas County Clerk of Circuit Court Division of Inspector General in 2000. Ms. Olsen is currently conducting audits and reviews of Guardianships within the Sixth Judicial Court. Ms. Olsen is a member of Association of Inspectors General (both National and Tallahassee Chapter), National Association of Certified Fraud Specialist, Institute of Internal Auditors (both National and Tampa Chapter), Tampa Bay Chapter of the Association of Certified Fraud Examiners, Guardianship Association of Pinellas County Inc., Association of Local Government Auditors, and Florida Audit Forum. Ms. Olsen can be reached by phone at (727) 464-8366 or email at aolsen@pinellascounty.org.
Flo Riggie, Inspector General Auditor II

Mrs. Riggie has the following certifications:
- Certified Internal Auditor
- Certified Information Systems Auditor
- Certified Inspector General Auditor
- Foundation Certification in Information Technology Service Management
- Certified in Risk and Information Systems Control

She has a Bachelor of Arts from St. Leo University in Business Management with 27 years of professional information technology and auditing experience. Mrs. Riggie joined the Pinellas County Clerk of Circuit Court Division of Inspector General in 2008 and has been with the County since 1984. Mrs. Riggie is a member of the Association of Inspectors General (both National and Tallahassee Chapter), Institute of Internal Auditors (both National and Tampa Chapter), Information System Audit and Control Association, Tampa Bay Chapter of the Association of Certified Fraud Examiners, Florida Government Finance Officers Association, Association of Local Government Auditors, and Florida Audit Forum. Mrs. Riggie can be reached by phone at (727) 464-8373 or email at friggie@pinellascounty.org.

Deborah Weiss, Inspector General Auditor II

Mrs. Weiss has the following certifications:
- Certified Inspector General Auditor
- Certified Inspector General Investigator

She has a Bachelor of Arts Degree from Bellevue University in Accounting with over five years of professional auditing experience, five years of governmental accounting experience, and 15 years of private industry accounting experience to include eight years of supervisory experience. Mrs. Weiss joined the Pinellas County Clerk of Circuit Court Division of Inspector General in 2006 and has been with the County since 2001. Mrs. Weiss is a member of the Association of Inspectors General (both National and Tallahassee Chapter), Institute of Internal Auditors (both National and Tampa Chapter), Tampa Bay Chapter of the Association of Certified Fraud Examiners, Association of Local Government Auditors, and Florida Audit Forum. Mrs. Weiss can be reached by phone at (727) 464-8388 or email at dweiss@pinellascounty.org.
APPENDIX B

Professional Organizational Affiliations

The Association of Inspectors General seeks to foster and promote public accountability and integrity in the general areas of prevention, examination, investigation, audit, detection, elimination and prosecution of fraud, waste and abuse, through policy research and analysis; standardization of practices, policies, conduct and ethics; encouragement of professional development by providing and sponsoring educational programs; and the establishment of professional qualifications, certifications, and licensing. [www.inspectorsgeneral.org](http://www.inspectorsgeneral.org)

Established in 1941, The Institute of Internal Auditors (IIA) is an international professional association with global headquarters in Altamonte Springs, FL, USA. The IIA is the internal audit profession’s global voice, recognized authority, acknowledged leader, chief advocate, and principal educator. Members work in internal auditing, risk management, governance, internal control, information technology audit, education, and security. [www.theiia.org](http://www.theiia.org)

The Association of Certified Fraud Examiners (ACFE) is the world's largest anti-fraud organization and the premier provider of anti-fraud training and education. Together with nearly 50,000 members, the ACFE is reducing the incidence of fraud and white-collar crime worldwide and inspiring public confidence in the integrity and objectivity within the profession. [www.acfe.com](http://www.acfe.com)

The Association of Local Government Auditors (ALGA) is a professional association of local government auditors with approximately 1,700 members that serves the local government auditing profession. ALGA was formed in 1989 and incorporated under the laws of the state of Montana. ALGA’s purpose is to improve local government auditing by disseminating information and ideas about financial and performance auditing, providing training and offering a national forum to discuss auditing issues. [www.governmentauditors.org](http://www.governmentauditors.org)
The Florida Government Finance Officers Association was founded in 1937 and serves more than 2,700 professionals from state, county, and city governments; special districts, and private firms. The FGFOA is dedicated to being a professional resource by providing opportunities through Education, Networking, Leadership, and Information. [www.fgfoa.org](http://www.fgfoa.org)

With more than 86,000 constituents in more than 160 countries, ISACA® is a leading global provider of knowledge, certifications, community, advocacy, and education on information systems assurance and security, enterprise governance of IT, and IT-related risk and compliance. [www.isaca.org](http://www.isaca.org)

The mission of the National White Collar Crime Center (NW3C) is to provide a nationwide support system for agencies involved in the prevention, investigation, and prosecution of economic and high-tech crimes and to support and partner with other appropriate entities in addressing homeland security initiatives, as they relate to economic and high-tech crimes. [www.nw3c.org](http://www.nw3c.org)

The Commission for Florida Law Enforcement Accreditation offers the opportunity for the Inspectors General of Florida with an Investigations function to evaluate policies and procedures against the standards developed by the Chief Inspector General, the Inspectors General Workgroup, and Commission Staff. Accreditation of the investigation process within Offices of Inspectors General will significantly enhance the consistency and quality of these investigations. [www.flaccreditation.org](http://www.flaccreditation.org)

The Association of Certified Fraud Specialists, Inc. (ACFS) is an educational, non-profit corporation. Members include professionals in law enforcement, internal and external auditors, public accountants, private and other investigators, forensic/investigative accountants and attorneys. ACFS offers certification, networking, training, and standards and ethics. [www.acfsnet.org](http://www.acfsnet.org)

The American Institute of Certified Public Accountants (AICPA) is the national professional organization for Certified Public Accountants (CPAs) in the United States. The AICPA’s mission is to provide members with the resources, information, and leadership that enable them to provide valuable services in the highest professional manner to benefit the public, employers, and clients. [www.aicpa.org](http://www.aicpa.org)
Founded in 1905, the Florida Institute of Certified Public Accountants (FICPA) has been working to advance the accounting profession in Florida for more than 100 years. The FICPA now has more than 19,000 members. Continued membership growth and renewal has made the FICPA one of the largest CPA organizations in the United States. www.ficpa.org

The mission of the Florida Audit Forum is to provide government audit professionals and other interested parties a unique opportunity to identify and address issues of mutual and common concern and to improve the communication links to share experiences, audit approaches, and possible solutions to issues addressed. www.floridaauditforum.org

The Guardian Association of Pinellas County, Inc. is a 501(C)(3) Non-Profit, Charitable Corporation formed in 1977 for the purpose of assisting guardians in their duties to the Wards appointed to them through the Sixth Judicial Circuit Court of Pinellas County, Florida. www.guardianassociation.org
SERVICES PROVIDED:

AUDIT SERVICES
INVESTIGATIONS
GUARDIANSHIP SERVICES
CONSULTING
TRAINING