Clackamas County
Internal Audit Oversight Committee
Meeting Materials
Wednesday, June 12, 2024

Item #1
Draft March 20, 2024, Meeting Minutes



### **MEETING MINUTES**

### **Internal Audit Oversight Committee**

Wednesday, March 20, 2024 1:00 p.m. to 2:00 p.m.

Virtual meeting

	Minh Dan Vuong, IAOC Chair, Community Member	Jeff Gibbs, Community Member	Wilda Parks, Community Member	Tootie Smith, Chair of Board of County Commissioners	Ben West, Vice- chair of Board of County Commissioners	Gary Schmidt, County Administrator	Stephen Madkour, County Counsel
$\boxtimes$	Brian Nava, County Treasurer (non-voting)	Jodi Cochran, County Internal Auditor	Kathy Yeung, Senior Internal Auditor	Dylan Blaylock, Video Production Coordinator, PGA			

Issue	Presenter/ Staff Contact	Issue Description	Decision/Action/Assignments
Welcome and	Chair Minh Dan	Chair Minh Dan Vuong opened the meeting and welcomed the	None
Introductions	Vuong	Internal Audit Oversight Committee members. Jodi Cochran, County	
		Internal Auditor, performed the roll call.	
		It was announced that the meeting is a public meeting and is	
		accessible via ZOOM to any member of the community who would	
		like to observe. Public comment will not be taken during the meeting but can be emailed to <a href="https://ocean.org/local-new-new-new-new-new-new-new-new-new-new&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;/tr&gt;&lt;tr&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;like to observe. Public comment will not be taken during the meeting but can be emailed to &lt;a href=" mailto:ocia@clackamas.us"="">OCIA@Clackamas.us</a> .	

Issue Presenter/ Staff Contact		Issue Description	Decision/Action/Assignments  October 11, 2023, minutes approved as written.		
October 11, 2023, Chair Minh Dan Vuong		The draft October 11, 2023, Internal Audit Oversight Committee meeting minutes were presented.  The October 11, 2023, draft minutes were approved unanimously and adopted.			
Committee and Staff Recognitions	Chair Minh Dan Vuong	Committee member Wilda Parks was recognized during the meeting for her dedication in public service and volunteerism, and Senior Internal Auditor Kathy Yeung was recognized for earning her designation as a licensed Certified Internal Auditor.	Informational		
County Internal Audit Recommendations Monitoring – Status presentation	Jodi Cochran, County Internal Auditor	Jodi gave the Recommendations Monitoring – Status presentation. The presentation highlighted the total audit reports, management letters, recommendations to date, resolution rates, and other statistics. The Committee discussed the resolution rates, progress, and recognition for the County Administrator's support and leadership in audit recommendations.	Informational		
Internal Audit Oversight Committee Charter and Bylaws	Jodi Cochran, County Internal Auditor	Jodi discussed the Internal Audit Oversight Committee Charter and Bylaws and noted the updated document reflects the new technical terminologies and other updates in the IIA Global Internal Audits Standards. The Committee briefly discussed the updates in the document.  Gary Schmidt moved to adopt the Internal Audit Oversight Committee Charter and Bylaws as written. Wilda Parks seconded the motion. The motion was approved unanimously.	The Internal Audit Oversight Committee Charter and Bylaws adopted as written.		
Office of County Internal Audit Charter	Jodi Cochran, County Internal Auditor	Jodi discussed the Internal Audit Oversight Committee Charter and Bylaws and noted the updated document reflects the new technical terminologies and other updates in the IIA Global Internal Audits Standards.  Wilda Parks moved to adopt the Internal Audit Oversight Committee Charter and Bylaws as written. Gary Schmidt seconded the motion. The motion was approved unanimously.	The Office of County Internal Audit Charter adopted as written.		

Issue	Presenter/ Staff Contact	Issue Description	Decision/Action/Assignments
Quarterly status updates	Jodi Cochran, County Internal Auditor	The quarterly reports detail progress toward achieving the annual Audit Plan and specific County Internal Audit strategies and goals. Additionally, the Quality Assurance Improvement Program report serves as a method of addressing specific Standards and ensuring accountability.  The 2022-23 Audit Plan and the Quality Assurance and Improvement Program Status reports were provided. Review of the reports at the committee meeting are based on availability of time, and reports are typically provided at a high level.  Jodi provided the quarterly status updates. No questions or comments were made.	Informational
Round Table	All	The Committee discussed rescheduling the April 2024 Oversight Committee meeting to May 15, 2024, and for the May meeting to be rescheduled to June.  Stephen Madkour was also recognized for his distinguished public service.	
Meeting adjournment	Chair Minh Dan Vuong	With no additional comments from the Committee, the meeting adjourned at 1:45pm.	
		Next scheduled meetings:  Wednesday, May 15, 2024 2:00 p.m. to 3:00 p.m. Location: TBD	Submitted by: Kathy Yeung

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Item #2
Risk Assessment 101 & 2023 Results Presentation

## Clackamas County Risk Assessment

Facilitated by the Office of County Internal Audit, February – June 2024

### Why conduct a risk assessment?

Professional **standards** require the Office of County Internal Audit to establish a systematic, risk-based approach to determine the priorities for internal audit activities.

- Identify, analyze and evaluate potential risks to the county's ability to achieve its objectives
- Provide insight to county leadership and inform its decision-making processes
- Enhance the county's risk culture and support a countywide approach to resource allocation
- Support the allocation of the Office of County Internal Audit's limited resources

### How do we conduct a risk assessment?

A risk is the **potential** of an event happening that could impact the county's ability to achieve its objectives.

- Establish a methodology
- Identify auditable units
- Define criteria
- Calculate risk score
- Sort results

### What are the criteria?

Success is dependent on broad engagement with the risk assessment process and strategic consideration of the results – from top leadership and throughout all county employee teams

- Survey Input from key stakeholders via interviews; # risk claims, # Good Government Hotline reports, # personnel complaints, results of litigation
- Complexity Evaluation of the complexity of processes overseen by the unit; 6 evaluation areas scored
- Financial Impact Calculation of the value of expenditure and revenue transactions
- Audit Frequency Recognition of past internal audits and lapse of time between audits
- Strategic Impact Recognition of formal participation in Board of Commissioners' Strategic Initiative implementation processes

### What is the math? Risk Financial Audit Strategic Survey Complexity Impact Impact Results Frequency Score ■ C + D + E + F ■ G

### What does the score mean?

A high-risk score does **not** mean an auditable unit is being managed ineffectively or internal controls are inadequate.

- A general indication that if something were to go wrong it could have a significant impact
- An indication that the services or functions a unit is responsible for are, by nature, high priority activities with high-risk potential because of factors as:
  - having a large amount of revenue or expenditure;
  - having a high level of sensitive assets, such as cash, election ballots, protected or secured data;
  - management's assessment of the control environment; or
  - a high degree of public interest.

### What happens after?

Success is dependent on broad engagement with the risk assessment process and strategic consideration of the results – from top leadership and throughout all county employee teams

- The identified potential risks are presented to county leadership and management teams
- The county's strategic decision-making processes are informed by additional data points
- An enhanced county risk culture continues to support transparent countywide resource allocation
- The Office of County Internal Audit's limited resources are allocated through the committee-approved Audit Plan

# What are the 2023 scored results?

A high-risk score does **NOT** mean a Line of Business is being managed ineffectively or internal controls are inadequate.

				Potential
	Total Risk	Risk		Audit
Department and Line of Business / Program		Category	Trend	FY25
CeSO - Public Safety H3S - Children, Family & Community Connections CCSO - Administration H3D - Poet New York	632 621	High High High High High		Tier 1
CCSO - Administration	614	High		
H3S - Social Services H3S - Administration	610 609	High		Tier 1
CCSO - Law Enforcement	566	Hah		Tier 1
CCSO - Shertff Operating Levy	546	High		
NCPRD - Salary Relmbursement	537	High		Tler 2
Finance - Non Departmental Finance - Debt	520 520	High		Tier 1
DTD - Transportation	509	High		Tier 1 Tier 3
Finance - Debt DTD - Transportation Finance - Financial Executive Support HSS - Public Health	505 500	High		Tier 1 Tier 2
H3S - Health Centers	500			Tler 2
H3S - Behavioral Health Division	500	High		Tier 3
H3S - Housing & Community Development (Incl HACC)	480	High		Tier 2 Tier 3
WES - Salary Relmbursement TS - Communication Services	475 470	High High		IIE 5
HBS - Housing & Community Development	463			Tier 2
DTD - County Parks & Golf	457 443	High		Tier 3
DTD - County Parks & Colf Finance - Facilities Management Clerk's Office	443 439	Hon		
Juvenile - Administration	422	High		Tier 1
CCSO - Training	419	High		
HR - Administration DTD - Fleet Services		Moderate Moderate		Tler 3
DTD - Livable Communities	375	Moderate	- 2	11010
DTD - Land Use & Development		Moderate	-	
DTD - Library TS - Technical Services	371	Moderate Moderate		
TS - Applications	343	Moderate	- 2	
Finance - Courter & Mail Operations Services		Moderate	-	
District Attorney's Office Juvenile - Public Safety		Moderate Moderate	<u></u>	
Finance - Financial Management & Accountability		Moderate	T .	
TS - Administration	317	Moderate	- 4	Tler 2
Juvenile - Accountability & Reformation Finance - Accounting Services		Moderate Moderate	- 5	Tler 2
DTD - Administration		Moderate	ī	1161 2
A&T - Valuation	311	Moderate	Φ.	Tler 3
HR - Benefits, Weliness, Leave Management County Administration - Administration	302	Moderate Moderate	- 7	Tler 2
DTD - Assets		Moderate	*	1161 2
DTD - Economic Development Line of Business		Moderate	-	
MisciPass-Through _County School Fund_ Disaster Management & Medical Examiner	295	Moderate Moderate	1	
DTD - Extension and 4H Service District	290	Moderate		
CCDA - Salary Relmbursement		Moderate	-	
HR - Workforce Design HR - Risk & Safety Management	287	Low	<b>+</b>	Tler 3
DTD - Fair & Event Center	281		*	
Treasurer's Office - Treasury Services	280		-	Tler 3
DTD - Administration HR - Employee & Labor Relations Management	270 264		4	
Clackamas 911 Services	258		-	
DTD - Targeted Improvement Areas	249	Low	-	
DA - Justice & Public Safety	241 233		-	
DA - Family Support DA - Victim & Support Services	233		-	
PGA - Communications, Engagement & Advocacy	229		-	
A&T - Property Tax Revenue & Records	216		- 7	Tier 3
A&T - Administration  Juvenile - Youth, Family, Stakeholder & Community	214 212		*	
PGA - Strategy, Policy & Brand Identity	164	Low	-	
County Administration - Tourism & Cultural Affairs Service			-	
County Counsel - Litigation & Labor County Counsel - Office of the County Counsel Administra	113 112			
County Counsel - Legal Support	112	Low	_	
Justice Court Services	99		-	
Law Library - Administration Resolution Services	66 65		-	
Office of County Internal Audit			_	

# What are the 2023 high-risk areas?

A high-risk score does **NOT** mean a Line of Business is being managed ineffectively or internal controls are inadequate.

- Health, Housing and Human Services
- Sheriff's Office
- Finance
- North Clackamas Parks & Recreation District
- Transportation & Development
- Water Environment Services
- Technology Services
- Clerk's Office
- Juvenile

# What area audits are being considered?

Independent assurance supports transparent, accountable and informed decision-making. We help the county serve the public and enrich our communities.

- Sheriff's Office with a focus on public safety and the jail program\*
- County Administration with a focus on capital construction\*
- H3S with a focus on Social Services and employee safety
- H3S and DTD with a focus on county authorities and special district governance
- Technology Services with a focus on data inventory, access and retention
- Juvenile department with a focus on regulatory compliance when detaining minors
- Finance with a focus on financial health and trend analysis
- H3S and Sheriff's Office with a focus on medication assisted treatment

### How will you evaluate the Audit Plan?

Based on meeting professionally-defined criteria, the Oversight Committee indicates its support of the County Internal Auditor's proposed audit engagements through approval of the proposed Audit Plan.

Collectively, the engagements:

- are risk-based.
- support County strategic priorities.
- emphasize public services and community impact.
- Consider comprehensive coverage of county services and operations.
- Optimize County Internal Audit resources.

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Item #3 FY23-24 Audit Plan – 06.12.2024 Status



FY23-24 Audit Plan Assurance & Advisory Engagements – Status update June 12, 2024

Status	Notes
Complete	Management Letter issued – August 31, 2023. Management agreed with 3/3 recommendations offered.
Complete	Advisory engagement requested by County Administrator/County Budget Officer.  Management Letter issued – September 31, 2023. Seven recommendations were offered, including pursuing an external performance audit. County contracted with Moss Adams to perform a performance audit. The Moss Adams audit report, dated February 13, 2024, was discussed at a February 20, 2024, Board of County Commissioners policy session. Eight recommendations were offered.
Complete	Monitoring activity and surveys conducted in December 2023. All responses received and analyzed in January 2024. Summary of results discussed in March 2024 Internal Audit Oversight Committee meeting.
Complete	Risk assessment activity initiated in January 2024, interviews and data collection completed in April. Results shared with county leadership and will inform FY 24-25 Audit Plan. Results reviewed by Internal Audit Oversight Committee at June 5, 2024 meeting.
Ongoing	Administration of county's fraud, waste and abuse hotline. Activity and allocated time trending up. Seven reports received and responded to resulting in two management letters with a total of nine recommendations for potential process improvements.
In Progress	Fieldwork completed during May 21, 2024, Primary Election; Scope limited to verification of implemented audit recommendations during May 21, 2024, Primary Election. Engagement timed for maximum efficiency and voter transparency. Target report date June/July 2024.
In Progress	Engagement letter issued January 10, 2024. Fieldwork and testing in progress. Target report date August 2024.
In Progress	Engagement letter issued January 11, 2024. Fieldwork and testing complete. Report development in progress. Target report date July 2024.
In Progress	Planning and survey work in progress. Target engagement letter date July 2024.
Planned	
	Complete Complete Complete Complete Ongoing In Progress In Progress In Progress

Clackamas County
Internal Audit Oversight Committee
Meeting Materials
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Item #4
Active Engagements –
06.12.2024 Status Presentation



Asset Management

Election Ballot Security - Report Update

Clackamas County Circuit Courthouse Construction Project

County Jail Program

Election Ballot Security - Report Update

- Why is this important?
  - Provides assurance that the Clackamas County election process is effective and transparent
  - Supports confidence in the election process and results
  - Encourages civic engagement and strong communities
  - ▶ Build public trust through good government
- What questions are we answering?
  - Have recommended actions been taken?
  - Are the changes working as expected?
- Scope:
  - Four recommendations made in 2021 audit
  - May 21, 2024, Primary Election
- Status: Fieldwork complete; Reporting phase
- Target Report Draft: June 2024

### **Asset Management**

- Why is this important?
  - ▶ Good stewardship and use of public funds
  - Asset monitoring limits fraud, waste and abuse
  - ▶ Build public trust through good government
- What questions are we answering?
  - Do reported county assets exist?
  - Are county assets available for intended purposes?
  - Does the county adequately monitor its assets?
- Scope:
  - County's capital assets as of June 30, 2023
  - ► County's sensitive assets as of April 2024
- Status: Fieldwork complete; Reporting phase
- ► Target Report Draft: July 2024



# Clackamas County Circuit Courthouse Construction Project

- Why is this important?
  - Financial stability & Long-term usefulness of courthouse facilities
  - Ensure safe, healthy and secure communities
  - ▶ Build public trust through good government
- What questions are we answering?
  - ▶ How are we ensuring construction is completed on time and on budget?
  - How will we ensure the expectations of the Facilities Management Service Agreement are met during building occupancy?
- Scope:
  - ▶ Project management activities from date of Project Agreement through March 2024.
- Status: Fieldwork in progress
- Target Report Draft: August 2024

### **County Jail Program**

- Why is this important?
  - > Program is inherently a high-risk program
  - ▶ Ensure safe, healthy and secure communities
  - ▶ Build public trust through good government
- What questions are we answering? TBD
- Scope: TBD Potential areas for consideration
  - Medication administration
  - Use of isolation
  - Use of physical restraint
  - Federal PREA compliance
  - Medication Assisted Treatment
- Status: Planning and survey phase
- ▶ Target Engagement Letter: July 2024; Target Report Draft: December 2024



Clackamas County Internal Audit Oversight Committee Meeting Materials Wednesday, June 12, 2024

# Item #5 Quality Assurance and Improvement Program – Presentation



Clackamas County | Office of Internal Audit

# Quality assurance and improvement program (QAIP)

- Required by professional standards
- Internal assessments
  - ▶ Individual Engagements
  - Overall Function The Office
- External assessments (Peer Reviews)
  - Auditors get audited

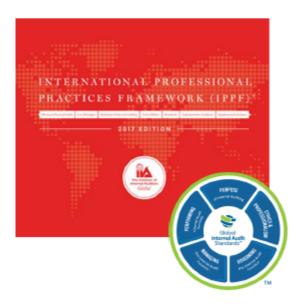


### Recognized professional standards – Red Book & Yellow Book



- Promote high quality audit work
- Founded in defined, ethical principles
- Require independence, professional judgment, competence, and quality
- Mandate peer reviews

### Red Book



- Published by the Institute of Internal Auditing - Global, authoritative guidance for both public and private organizations
- Broad scope, less details focused on internal audit governance structure and service effectiveness
- Addresses risk of not achieving organizational goals
- Encourages trusted advisor role and advisory services

### Yellow Book

- Published by the United States Government Accountability Office -National authoritative guidance for government entities and entities receiving federal government awards
- Narrower scope, more details focused on individual audit assurance processes and tasks
- Addresses risk of not achieving audit goals
- Limited focus on advisory services



### Office of County Internal Audit: A Red Book Shop



- Established and implemented governance structures based on Red Book standards and professional best practices
- Provides assurance and advisory services
- Applies guidance of Yellow Book standards in the conduct of all assurance audits



### **QAIP Quarterly Reports**

- Status of strategic goals and activity
- Review of key standards
- Demonstration of compliance



Questions?



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Item #6

Quality Assurance and Improvement Program – 06.12.2024 Status



### Quality Assurance and Improvement Program

Status update June 12, 2024

QAIP Goals & Activity	Status	Notes
County Code	Complete	County Ordinance #05-2020 - September 23, 2020
IAOC Handbook*	Complete	IAOC onboarding tool; updated May 2025
OCIA Webpage – Public internet	Complete	Maintenance ongoing; Good Government Hotline updates
Post-engagement customer survey*	Complete	Post-engagement survey process fully implemented and incorporated into ongoing activity.
IAOC Composition	Compete	Composition includes community membership – New member assigned January 2024.
OCIA Classification Series and Resources*	Complete	Two FTE; Development of County Internal Audit professional classification series completed December 2022; Preliminary alignment with industry standards and Oregon market. Continued monitoring and review of adequate governance.
OCIA Charter IAOC Charter	Complete Complete	Next annual review – Target January 2025 Next annual review – Target January 2025
Hotline governance	Complete	Annual summary reports published; Governance and control processes being reviewed and revised to reflect new structure adopted in 2021.
OCIA Policy and procedure manual*	In progress	Continued development and refinement; completion planned in preparing for peer review.
External Quality Assessment Review - Peer review*	In planning stage	Coordinating with the State of Oregon Chief Audit Executive Council to participate in state reciprocal activity. Timing impacted by State resources and projects.
OCIA Webpage – Intranet	Not yet started	

<sup>\*</sup>QAIP goal & activity included in Performance Clackamas - Strategic Business Plan

Standard	Summary of Requirement	
IPPF 1000.C1	The Office of County Internal Audit charter is reviewed with the IAOC to ensure its adequacy and compliance with Standards.	FY23-24
IPPF 1010	The CAE discusses with the IAOC the Definition of Internal Auditing, the Code of Ethics, and the Standards – as documented within the Office of County Internal Audit charter.	FY23-24
IPPF 1010	The CAE discusses with senior management the Definition of Internal Auditing, the Code of Ethics, and the Standards – as documented within the Office of County Internal Audit charter.	FY23-24
IPPF 1110	The CAE confirms to the IAOC annually the organizational independence of the Office of County Internal Audit.	FY23-24
IPPF 1111	The CAE communicates and interacts directly with the Board – providing annual activity updates.	FY23-24
IPPF 1130.A1&A2	The CAE confirms to the IAOC annually the objectivity of the Office of County Internal Audit staff.	FY23-24
IPPF1300	The CAE discusses the results of the Quality Assurance and Improvement Program, including ongoing monitoring of individual engagements, self-assessment results and recommendations, and external peer reviews.	FY23-24
IPPF 2200 through IPPF 2450	The CAE discusses with the IAOC the results of individual engagement quality assurance reviews when presenting engagement results.	
IPPF 1312	The CAE discusses with the IAOC the form (full or validation) and frequency of external assessments, including the independence and qualifications of the external reviewer.	
IPPF 1320	The CAE communicates the results of the external assessment to the IAOC and the status of recommendations.	
IPPF 1320	The CAE communicates the results of the external assessment to senior management.	
IPPF 1321 & IPPF	The CAE addresses with the IAOC the Office of County Internal Audit's use of statements of Standard conformity or	
1322	nonconformity in engagement communications.	
IPPF 2040	The CAE confirms to the IAOC the adequacy of the Office of County Internal Audit policies and procedures, including the IAOC Member Handbook.	
IPPF 2050	The CAE reviews coordination of combined assurance functions within the county.	FY23-24
IPPF 2500	The CAE monitors the status of all management recommendations (internal and external) and communicates the results to the IAOC to ensure that management actions have been effectively implemented or that senior management has accepted the risk of not taking action.	FY23-24
IPPF 2600	The CAE communicates to the IAOC all circumstances in which the CAE has determined that senior management has accepted a level of risk that may be unacceptable to the county organization.	FY23-24
IPPF 2010.A1 IPPF 2010. C1	The CAE performs and documents an annual countywide risk assessment, incorporating input from the IAOC, Board, and senior management.	FY23-24
IPPF 1210 & IPPF1230	The CAE demonstrates to the IAOC how the Office of Internal Audit collectively possesses or obtains the knowledge, skills, and other competencies needed to perform its responsibilities. CAE annually confirms compliance with all continuing professional education requirements.	
IPPF 1210.A2	The CAE addresses with the IAOC the sufficiency of fraud detection and investigation resources within the Office of County Internal Audit.	
IPPF 1210.A3	The CAE addresses with the IAOC the sufficiency of information technology auditing resources within the Office of County Internal Audit.	
IPPF 2000 & IPPF 2010	The CAE prepares and presents to the IAOC and senior management an audit plan which adds value to the county organization and represents a risk-based prioritization of Office of County Internal Audit resources.	
IPPF 2020	The IAOC reviews and approves the audit plan, considering resources limitations as communicated by the CAE.	
IPPF 2100 through IPPF 2130.C1	The CAE formally assesses and contributes to the improvement of county governance, risk management, and control processes.	

###