Audit Recommendations Follow-Up Report

**For the Period April 1, 2011
Through June 30, 2011**

Project #11-18

**Prepared by
Office of Inspector General**

**Daniel J. Sooker, CPA, Interim Inspector General
J. Timothy Beirnes, CPA, Director of Auditing
Ann E. Haga, Executive Assistant**

sfwmd.gov

SOUTH FLORIDA WATER MANAGEMENT DISTRICT

Memorandum

To: Governing Board Members

From: Daniel J. Sooker, CPA, Interim Inspector General
             Office of Inspector General

Date: August 3, 2011

Subject: Audit Recommendations Follow-Up Report -
             For the Period April 1, 2011 Through June 30, 2011
             Project No. 11-18

This audit was performed pursuant to the Inspector General's authority set forth in Section 20.055, F.S. Enclosed is the subject report that was conducted to assess the progress made in implementing audit recommendations.

In our efforts to continue to improve the audit process we utilize an audit recommendations tracking database as an integral part of monitoring the implementation status of audit recommendations. This database contains the basic audit information and recommendations. This system provides us with a vehicle to communicate and gather feedback on the status of the audit recommendations with the Governing Board, District management and the audited department/office.

Tim Beirnes, Director of Auditing, and Ann Haga, Executive Assistant, prepared this report. Should you have any questions concerning the enclosed report, please feel free to call me at (561) 682-6219.

C: Melissa Meeker
   Tommy Strowd

TABLE OF CONTENTS

EXECUTIVE SUMMARY

Audit recommendations target the economy and efficiency of District operations and compliance with our policies and statutory responsibilities. Our recommendations also focus on providing District management with suggestions that facilitate their achievement of program goals and objectives. To be effective, audit recommendations must be implemented. Additionally, *Government Auditing Standards* require following up on audit recommendations in previously issued audit reports. Accordingly, the Office of Inspector General has performed follow-up audit work since the office was established in 1996. Every quarter our office surveys departments to determine the implementation status of recommendations and to encourage their completion. This information is maintained in the Inspector General's audit recommendation tracking database. The system allows each audit staff member to update the recommendation's "status" after reviewing information provided by the departments and offices.

This report on the implementation status of audit recommendations is for the period April 1, 2011 through June 30, 2011 (the "Reporting Period"). As shown in Exhibit 1, as of March 31, 2011 there were 6 recommendations that were not yet Fully Implemented, consisting of four (4) that were In-Process and two (2) that were Partially Implemented. The status of these recommendations remains the same as the previous period although progress has been made towards implementation as shown in Exhibit 3 under "Current Period Comments Regarding Status" column.

During the Reporting Period, 13 recommendations were added from two (2) newly issued reports. As of June 30, 2010, two (2) of these recommendations have been Partially Implemented and ten (10) have been Fully Implemented. In total from all reports, there are currently nine (9) recommendations that are In-Process of being implemented or have been Partially Implemented as of June 30, 2010.

There were no recommendations changed to the "No Longer Applicable" status during the current Reporting Period. The "No Longer Applicable" category includes items where conditions have changed subsequent to issuance of the audit report that rendered the recommendation no longer relevant, such as:

- Alternative compensating controls have been put in place.
- A decision was made to implement a new system that will address the issue making it impractical to retrofit the existing system.
- The policy, statute, or rule has changed.
- Change in strategic direction.

No recommendations fell into the "Not Implemented" category for the current and the previous report.

Following is a brief description of the attached exhibits:

- **Exhibit 1:** This Exhibit displays a summary of recommendation statuses for all audit reports with recommendations in process of implementation. Exhibit 1 also shows the changes in the status of recommendations from the beginning of the period to the end of the period.
- **Exhibit 2:** This Exhibit shows a summary of the changes in the status of recommendations by each audit report. Exhibit 2 shows only those audit reports that contained one or more recommendations that had not been fully implemented at the beginning of the reporting period.
- **Exhibit 3**: This exhibit displays detail information regarding the status of each audit recommendation. This includes the status of the recommendation for the prior reporting period and the status at the end of the current period. The comment column provides narrative information regarding implementation progress.
- **Exhibit 4**: This exhibit is a report printed directly from our Access database that contains additional information.

EXHIBIT 1
Summary of Recommendations Status
As of June 30, 2011

	In Process	Partially Implemented	Total
Prior Period Reports			
Status Prior Period (December 31, 2010)	4	2	6
Implemented or Partially Implemented During Period	-	-	-
Remaining Recommendations to be Fully Implemented	4	2	6
Reports Issued During Current Period			
New Recommendations*	13	-	13
Implemented or Partially Implemented	(12)	2	(10)
Remaining Recommendations to be Fully Implemented	1	2	3
Current Status			
Remaining Recommendations to be Fully Implemented	**5**	**4**	**9**

* Initial Status is set as "In-Process"

EXHIBIT 2
Audit Reports With Implementation of Recommendations in Progress
As of June 30, 2011

Audit No.	Audit Title	No. of Recs		In Process	Partially Implemented	No Longer Applicable	Implemented	
	Recommedations - Prior Period Reports							
08-09	Review of Internal Controls Over Fuel Inventory	5	Initial Status	0	1	0	4	Open
			Change in Status	0	0	0	0	
			Current Period Status	0	1	0	4	
09-04	Audit of the Vegetation Management Program	2	Initial Status	1	0	0	1	Open
			Change in Status	0	0	0	0	
			Current Period Status	1	0	0	1	
09-23	Audit of the SAP Solutions Center	15	Initial Status	3	1	0	11	Open
			Change in Status	0	0	0	0	
			Current Period Status	3	1	0	11	
	Recommendation - Report Issued During Current Period							
10-07	Audit of the RECOVER Program	4	Prior Period Status	4	0	0	0	Open
			Change in Status	-3	2	0	1	
			Current Period Status	1	2	0	1	
10-17	Audit of Worker Separation Process	9	Initial Status	9	0	0	0	Complete
			Change in Status	-9	0	0	9	
			Current Period Status	0	0	0	9	
	Recommendations - All Reports							
	TOTAL	35	Prior/Initial Status	17	2	0	16	
			Change in Status	-12	2	0	10	
			Status Current Period	5	4	0	26	
	Number of Recommendations Remaining to Be Fully Implemented	**9**		**5**	**4**			

Prior Period = As of March 31, 2011

EXHIBIT 3
Detail of In-Process and Partially Implemented Audit Recommendations
As of June 30, 2011

Audit No.	Rec No.	Audit Title	Status Prior Report	Status Current Report	Due Date Original	Due Date Revised	Recommendation	Management Response	Current Period Comments Regarding Status
08-09	2	Review of Internal Controls Over Fuel Inventory	Partially Implemented	Partially Implemented	9/30/2009	9/30/2013	Implement physical security measures that were identified by Emergency/Security Management.	Fencing repairs will be done in FY2010. New fences will be deferred to future years due to FY2010 budget constraints. For security systems, we will coordinate with Security Management to have them budget for these systems in future years.	The fencing for the north shore pump station (i.e. 127, 129, 131, 133, and 193) has been added to the trash rake projects at each of the site and all construction will be completed by the end of FY13. If the schedule for the North Shore pump station projects extends beyond FY13, the Okeechobee FS will separately install fencing to provide the physical security for the fuel tanks at these stations.
09-04	2	Audit of the Vegetation Management Program	In Process	In Process	1/31/2011	3/31/2012	Establish performance measurements that better communicate the department's success in meeting programmatic goals and objectives.	Agree. The Vegetation Management and STA Division has been working on revising the Division's performance measures to better align with our current annual work plan and processes. Improved performance measures will better communicate if we are meeting the programmatic goals and objectives of the Department.	The District identified two opportunities to improve the reporting process, 1) standardizing reporting protocols across all divisions involved in invasive exotic vegetation control and 2) implementing systematic, region-wide assessments to quantify success. To date, several milestones have been reached toward refining and implementing the proposed changes to reporting protocols, including an in-depth analysis of the District's exotic plant control process that has allowed District staff to clearly define and identify improvements for the exotic plant control process. Also, the reporting process for exotic plant control has been consolidated and standardized. Also, to directly measure the proportion of District lands that are at maintenance control for exotic invasive plants, staff has developed a region-wide invasive plant assessment protocol for District-managed lands. This protocol utilizes digital sketch mapping technology to quantify the extent of invasive plant populations in a cost-effective manner. The District currently utilizes this protocol to direct land managers to exotic plant infestations in the Greater Everglades region. This information is also used to confirm that the District has achieved maintenance control of priority invasive plants in Water Conservation Areas 2 & 3. Staff is working to identify funding within current budget levels to expand the use of this tool in order to gather this performance information for all District lands. Vegetation Management has requested $60,000 in the FY 2012 budget for surveying exotic vegetation on District Land. The program will commence upon approval of the FY 20112 budget.

Audit No.	Rec No.	Audit Title	Status Prior Report	Status Current Report	Due Date Original	Due Date Revised	Recommendation	Management Response	Current Period Comments Regarding Status
09-23	3	Audit of the SAP Solutions Center	Partially Implemented	Partially Implemented	12/31/2010	12/31/2011	Develop a three year SAP Strategic Plan for maintenance that flows logically into the District Business Strategic Plan.	Management agrees.	Prior three year SAP Strategic Plan will be revisited to take into account the affects of the District's reorganization plan on business process, organizational structure, & budget. Solutions Center will work with management to determine SAP Functionality & Resource requirements for the next 3 years based on new business processes, District priorities, budget, & organizational structure.
09-23	4	Audit of the SAP Solutions Center	In Process	In Process	9/30/2013	9/30/2013	Use benchmarking and industry standards to determine appropriate staffing levels and expenditures. This should include partnering with Information Technology for knowledge transfer and additional FTE's.	Management agrees.	Due to budget challenges, the affects of the re-organization on business needs, and Executive office direction to reduce overall budget; the SAP Solutions Center is aggressively evaluating resource needs within the SAP Solutions Center to determine what programs/support activities can be maintained by the SSC under different sourcing scenarios which take into account varying support amounts. Given the criticality of the application (e.g. payroll, Accounts Payable, HR, etc.), the SSC will communicate to management the minimal amount of resources needed to support the system at a basic level. It is anticipated that overall support to the business may decrease as a result of budget cuts. Where possible & considering such factors as Separation of Duty (SOD) & SDLC process controls, SSC will utilize District resources with adequate SAP knowledge to assist with SAP support within the Solutions Center.

Audit No.	Rec No.	Audit Title	Status Prior Report	Status Current Report	Due Date		Recommendation	Management Response	Current Period Comments Regarding Status
					Original	Revised			
09-23	11	Audit of the SAP Solutions Center	In Process	In Process	9/30/2013	9/30/2013	Plan for all contractors within the SAP Solutions Center to shadow a full time employee and to roll off after a maximum of two years of service.	Management concurs with the spirit of this recommendation. Converting contract support to FTEs where appropriate and cost effective will be pursued. For certain specialized functions, or short term needs contractual support will likely continue to be needed into the future.	Taking into account the District's reorganization activities & budget reduction efforts, the Solutions Center is taking steps to assure that SSC support levels are in line with the District's to-be organizational structure. As part of this plan, the SSC has developed an initial recruitment plan to convert 6 contractor positions to FTE positions with the goal of reducing overall support costs (initial phase of contractor to FTE conversions). Recruiting efforts are expected to commence in the 2nd half of August/2011 with eventual per position annual savings of $70 - 100K projected. If initial recruiting phase successful, SSC will explore further reducing contractors with future approved recruiting phases. If recruiting efforts not successful due to market conditions, SSC will explore other sourcing models/scenarios in an attempt to reduce overall costs. In addition to Contractor to FTE conversion, the SSC is also evaluating the reduction of contractor resources for the next fiscal year based on reduced District needs, available budget, & more streamlined organizational structure.

Audit No.	Rec No.	Audit Title	Status Prior Report	Status Current Report	Due Date Original	Due Date Revised	Recommendation	Management Response	Current Period Comments Regarding Status
09-23	12	Audit of the SAP Solutions Center	In Process	In Process	9/30/2013	9/30/2013	Roll the existing contractors off based on the current five year SAP contract and use the IT Department's Project Management Office (PMO) for project management instead of contractors. Bring the total resources down to between 5 to 9 consultants within a 9 month window.	Management again concurs with the spirit of this recommendation. Converting contract support to FTEs where appropriate and cost effective will be pursued. For certain specialized functions, or short term needs contractual support will likely continue to be needed into the future.	SSC currently utilizes IT project management resources on current live project. Since IT PMO is being streamlined/eliminated as part of budget cuts, SSC will examine best approach to provide Project Management on its projects in the future. SSC cannot guarantee to bring total contractor resources down to 5-9 contractors within a 9 month window without severely jeopardizing SAP support for the District. Contractors can only be reduced if a like skilled District FTE is in place to provide similar support. Contractor reduction window is directly related to approved FTE positions in SSC. Due to the District's reorganization & mandatory budget reductions, the SSC has committed to reducing overall contractor resources/spend for the 2012 Fiscal year while still providing basic support. In addition, the SSC has developed an initial recruitment plan to convert 6 contractor positions to FTE positions with the goal of reducing overall support costs (initial phase of contractor to FTE conversions). Recruiting efforts are expected to commence in the 2nd half of August/2011 with eventual per position annual savings of $70 - 100K projected. If initial recruiting phase successful, SSC will explore further reducing contractors with future approved recruiting phases. If recruiting efforts not successful due to market conditions, SSC will explore other sourcing models/scenarios in an attempt to reduce overall costs.
10-07	1	Audit of the RECOVER Program	In Process	In Process	10/31/2011	10/31/2011	Develop jointly with the USACE an updated RECOVER Program Management Plan as required by the CERP Master Program	Agree. A draft PMP update has been submitted and circulated with the expectation that the Design Coordination Team (a partnership with the Corps) will review in May. Following comments, it is expected that the PMP will be finalized by October 2011.	On track for having signed PMPs by October, but without specific budget information.

Audit No.	Rec No.	Audit Title	Status Prior Report	Status Current Report	Due Date Original	Due Date Revised	Recommendation	Management Response	Current Period Comments Regarding Status
10-07	2	Audit of the RECOVER Program	In Process	Partially Implemented	6/30/2011	8/31/2011	Submit RECOVER Work-In-Kind costs to the USACE at least quarterly, in accordance with the Design Agreement cost sharing	The Finance and Administration Department agrees that RECOVER Work-in-Kind (WIK) cost reports have not been submitted timely for fiscal years 2008, 2009 and 2010. Both the Design Agreement and the CERP Guidance Memorandum #37 mention filing a quarterly informational report but CERP Guidance Memorandum #37 also specifically defines filing timelines for an official Project Manager signed semi-annual report. The reason the reports have not been filed timely since fiscal year 2007 is due to the fact the District implemented the SAP Project Systems module which rendered existing WIK reports obsolete. As a result, new WIK reports had to be designed, tested and verified to ensure that the District captured the WIK data now contained in SAP Project Systems. This required the use of a dedicated SAP Solution Center Business Warehouse resource to work with the Accounting Division to design and test new WIK reports before they could be submitted to the Corps. For various reasons, BW resources for this effort were not readily available to Accounting and within the SAP Solution Center. As such, the WIK report redesign and testing took longer than anticipated. As of March 28, 2011, official PM signed semi-annual WIK reports have been submitted to the Corps for all periods except for fiscal year 2010. The District anticipates that fiscal year 2010 WIK reports will be officially submitted by April 30, 2011. Additionally, an informational first quarter report for fiscal year 2011 was filed timely and the District expects to be caught up with its reporting obligations by April 30, 2011.	Official PM signed semi-annual WIK reports have been submitted to the Corps for all periods through fiscal year 2010. An official PM signed report for the first six months of fiscal year 2011 will be submitted in August, 2011. Additionally, all informational quarterly reports for the first, second and third quarters of 2011 have been filed timely and the District expects to be caught up with its reporting obligation by August 31, 2011.

Audit No.	Rec No.	Audit Title	Status Prior Report	Status Current Report	Due Date Original	Due Date Revised	Recommendation	Management Response	Current Period Comments Regarding Status
10-07	3	Audit of the RECOVER Program	In Process	Partially Implemented	5/31/2011	8/31/2011	Track climate change monitoring expenditures related to CERP projects and submit District expenditures to the Corps for RECOVER Work-in-Kind credit	Agree. The Corps recently acknowledged that their climate change costs were being captured under CERP RECOVER. The District captured these costs in project systems and through functional codes. These codes have been provided to Accounting and Finance to submit for cost share crediting.	The District did not incur any costs during fiscal year 2010 relating to the Sea Level Rise project (Project #100536). Informational costs through end of the third quarter 2011 have been submitted to the Corps in a timely manner. An official PM signed report for the first six months of 2011 relating to the Sea Level Rise study project will be submitted by August 31, 2011.
10-07	4	Audit of the RECOVER Program	In Process	Implemented	5/31/2011	5/31/2011	Executive management should attempt to obtain the Corps cooperation with providing the District's accountants with the financial information necessary in order to comply with the Single Audit requirements contained in the Design Agreement for the CERP Program. Alternatively, management could request that the Corps waive the Single Audit requirement or amend the Design Agreement to remove the requirement	Finance and Administration agrees that it is a good idea to obtain the details of the Corps contributions to the CERP program but disagrees that this has caused the District to be out of compliance with the Federal Single Audit Act. Each year the District has disclosed on the Schedule of Expenditures of Federal Awards and State Financial Assistance what the Corps has indicated as the value of in-kind services provided by them for that year. The report makes no assertion as to the accuracy of the number provided by the Corps. However, the fact that it is contained on the schedule makes it subject to audit procedures and the District has received an unqualified opinion on our Single Audit every year it's been performed. While auditing the Corps financial contribution may be costly on an annual basis, staff agrees that an audit should be conducted of Corp expenses. Discussions are underway with the Inspector General's Office to ask the Governing Board to add this to the annual audit plan. To address the long-term issue, staff will also request the Corps to waive the single audit function or amend the Design Agreement to remove the requirement.	The District's audit firm noted no instances of noncompliance in connection with their audit of our fiscal year 2010 audit of Schedule of Expenditures of Federal Awards and State Financial Assistance. Additionally, the notes to the Schedule of Expenditures of Federal Awards and State Financial Assistance indicated the non-cash federal financial assistance from the Corps as unaudited.

Audit No.	Rec No.	Audit Title	Status Prior Report	Status Current Report	Due Date Original	Due Date Revised	Recommendation	Management Response	Current Period Comments Regarding Status
10-17	1	Audit of the Worker Separation Process	In Process	Implemented	4/13/2011	4/13/2011	Human Resources Solutions should establish a written procedure to initiate the separation process in SAP HR on the workers last day, or the day after a separation for voluntary employee and intern separation, and for contract worker separations that occur before their contract end dates.	Management agrees with this recommendation. To strengthen the contract worker separation process moving forward, HR Solutions will run a BW report on a biweekly basis to identify any active contract workers with expired contract end dates in SAP to ensure that contract workers are off-boarded shortly after the contract end date has expired.	Recommendation was implemented at the time of final report issuance.
10-17	2	Audit of the Worker Separation Process	In Process	Implemented	4/13/2011	4/13/2011	Require that relevant department staff forward all separation paperwork to Human Resources Solutions on the employee's or intern's last day of work with the District. In addition, remind project managers who supervise contract workers to report service end date changes promptly to Human Resources.	Human Resources Solutions has capitalized on numerous opportunities to discuss the importance/criticality of this paperwork being submitted in a timely manner through various venues, quarterly department Human Resources representatives meeting, monthly Sr. HR representative meetings, MAT/MDT meetings (managers).	Recommendation was implemented at the time of final report issuance.
10-17	3	Audit of the Worker Separation Process	In Process	Implemented	4/13/2011	4/13/2011	Human Resources Solutions should separate contract workers in SAP HR promptly when contract workers leave the District on their contract end date.	Management agrees with this recommendation. As confirmed with Information Technology, the contract worker is disabled in IDM at 12:01 am the day after the last day of the contract. Therefore, even if they are not separated in SAP HR, there is no rick to the District regarding possible access to systems. In addition, to strengthen the contract worker separation process moving forward, Human Resources Solutions will run a BW report on a biweekly basis to identify any active contract workers with expired contract end dates in SAP to ensure that contract workers are off-boarded shortly after the contract end date has expired.	Recommendation was implemented at the time of final report issuance.

Audit No.	Rec No.	Audit Title	Status Prior Report	Status Current Report	Due Date Original	Due Date Revised	Recommendation	Management Response	Current Period Comments Regarding Status
10-17	4	Audit of the Worker Separation Process	In Process	Implemented	4/13/2011	4/13/2011	Information Technology Department should ensure that separated employees', contract workers', and interns' District's Oracle database accounts are disabled upon receipt of the Identity Management System e-mail separation notification.	Management agrees with this recommendation. To ensure the Oracle Database accounts are disabled in a more timely fashion, we have added additional staff and the Section Leader to the automated email notification list. Additionally, when the enhancements to Identity Management system are completed, the Oracle Accounts will also be automatically disabled.	Recommendation was implemented at the time of final report issuance.
10-17	5	Audit of the Worker Separation Process	In Process	Implemented	4/13/2011	4/13/2011	Information Technology Department should cancel wireless devices assigned to separated employees and contract workers upon receipt of the e-mail separation notification, unless otherwise instructed. In addition, ensure that wireless records are updated if the devices will be reassigned.	Management agrees with this recommendation. Procedures for cancellation of wireless devices have been reviewed with appropriate staff and the Division Director and the Section Leader will review the status of this process periodically.	Recommendation was implemented at the time of final report issuance.
10-17	6	Audit of Worker Separation Process	In Process	Implemented	6/1/2011	6/1/2011	Consider establishing a timeframe guideline within which to retrieve computer equipment after a separation from the District. In addition, ensure that any retrieval delays are adequately documented.	Management agrees with this recommendation. The written procedure for retrieval of equipment will be revised to establish a timeframe guideline for retrieval	Process to address issues/concerns completed and deployed. New reporting begins in August 2011.
10-17	7	Audit of Worker Separation Process	In Process	Implemented	6/1/2011	6/1/2011	Remind relevant department staff that security badges must be collected and deactivated upon separation from the District	Management agrees with this recommendation; however, it will not be necessary for Security to physically receive the badge due to electronic controls in place to deactivate the badge through our computer system. Recommend the employee's supervisor physically collect the employee badge and destroy upon employee check out procedures.	Complete

Audit No.	Rec No.	Audit Title	Status Prior Report	Status Current Report	Due Date Original	Due Date Revised	Recommendation	Management Response	Current Period Comments Regarding Status
10-17	8	Audit of the Worker Separation Process	In Process	Implemented	4/13/2011	4/13/2011	Instruct Human Resources Solutions staff to carefully review educational reimbursements made to separating employee to ensure that reimbursements within the last year amounts are repaid to the District.	Management agrees with this recommendation. A secondary review has been established for all separation/education reimbursement information going to Payroll.	Recommendation was implemented at the time of final report issuance.
10-17	9	Audit of Worker Separation Process	In Process	Implemented	12/31/2011	12/31/2011	Determine why all separated employees, interns, and contract workers are not reflected on the Identity Management System report of disabled users	Management agrees with this recommendation. Accounts that were manually disabled did not show up in the automated report. However, we are currently enhancing the Identity Management System and we will perform	Complete

Exhibit 4
Status of Recommendations
Not Fully Implemented

Audit No. | **Audit Name**

Recommendation	Current Status	Auditor's Comment

08-09 | **Review of Internal Controls Over Fuel Inventory**

 # 2 Implement physical security measures that were identified by Emergency/Security Management.

Partially Implemented

The fencing for the north shore pump station (i.e. 127, 129, 131, 133, and 193) has been added to the trash rake projects at each of the site and all construction will be completed by the end of FY13. If the schedule for the North Shore pump station projects extends beyond FY13, the Okeechobee FS will separately install fencing to provide the physical security for the fuel tanks at these stations.

Original Due Date: 9/30/2009

Auditor Update: 8/1/2011

Revised Due Date: 9/30/2013

09-04 | **Audit of the Vegetation Management Program**

 # 2 Establish performance measurements that better communicate the department's success in meeting programmatic goals and objectives.

In Process

The District identified two opportunities to improve the reporting process, 1) standardizing reporting protocols across all divisions involved in invasive exotic vegetation control and 2) implementing systematic, region-wide assessments to quantify success. To date, several milestones have been reached toward refining and implementing the proposed changes to reporting protocols, including an in-depth analysis of the District's exotic plant control process that has allowed District staff to clearly define and identify improvements for the exotic plant control process. Also, the reporting process for exotic plant control has been consolidated and standardized. Also, to directly measure the proportion of District lands that are at maintenance control for exotic invasive plants, staff has developed a region-wide invasive plant assessment protocol for District-managed lands. This protocol utilizes digital sketch mapping technology to quantify the extent of invasive plant populations in a cost-effective manner. The District currently utilizes this protocol to direct land managers to exotic plant infestations in the Greater Everglades region. This information is also used to confirm that the District has achieved maintenance control of priority invasive plants in Water Conservation Areas 2 & 3. Staff is working to identify funding within current budget levels to expand the use of this tool in order to gather this performance information for all District lands. Vegetation Management has requested $60,000 in the FY 2012 budget for surveying exotic vegetation on District

Recommendation	Current Status	Auditor's Comment

Land. The program will commence upon approval of the FY 20112 budget.

Original Due Date:	1/1/2011		Auditor Update:	8/1/2011
Revised Due Date:	1/1/2012			

09-23   **Audit of the SAP Solutions Center**

 # 3 Develop a three year SAP Strategic Plan for maintenance that flows logically into the District Business Strategic Plan.

Partially Implemented

Prior three year SAP Strategic Plan will be revisited to take into account the affects of the District's reorganization plan on business process, organizational structure, & budget.

Solutions Center will work with management to determine SAP Functionality & Resource requirements for the next 3 years based on new business processes, District priorities, budget, & organizational structure.

Original Due Date:	12/31/2010		Auditor Update:	8/1/2011
Revised Due Date:	12/31/2011			

 # 4 Use benchmarking and industry standards to determine appropriate staffing levels and expenditures. This should include partnering with Information Technology for knowledge transfer and additional FTE's.

In Process

Due to budget challenges, the affects of the re-organization on business needs, and Executive office direction to reduce overall budget; the SAP Solutions Center is aggressively evaluating resource needs within the SAP Solutions Center to determine what programs/support activities can be maintained by the SSC under different sourcing scenarios which take into account varying support amounts. Given the criticality of the application (e.g. payroll, Accounts Payable, HR, etc.), the SSC will communicate to management the minimal amount of resources needed to support the system at a basic level. It is anticipated that overall support to the business may decrease as a result of budget cuts.

Where possible & considering such factors as Separation of Duty (SOD) & SDLC process controls, SSC will utilize District resources with adequate SAP knowledge to assist with SAP support within the Solutions Center.

Original Due Date:	9/30/2013		Auditor Update:	8/1/2011
Revised Due Date:	9/30/2013			

 # 11 Plan for all contractors within the SAP Solutions Center to shadow a full time employee and to roll off after a maximum of two years of service.

In Process

Taking into account the District's reorganization activities & budget reduction efforts, the Solutions Center is taking steps to assure that SSC support levels are in line with the District's to-be organizational structure.

As part of this plan, the SSC has developed an initial recruitment plan to convert 6 contractor

Recommendation	Current Status	Auditor's Comment

positions to FTE positions with the goal of reducing overall support costs (initial phase of contractor to FTE conversions). Recruiting efforts are expected to commence in the 2nd half of August/2011 with eventual per position annual savings of $70 - 100K projected. If initial recruiting phase successful, SSC will explore further reducing contractors with future approved recruiting phases. If recruiting efforts not successful due to market conditions, SSC will explore other sourcing models/scenarios in an attempt to reduce overall costs.

In addition to Contractor to FTE conversion, the SSC is also evaluating the reduction of contractor resources for the next fiscal year based on reduced District needs, available budget, & more streamlined organizational structure.

Original Due Date: 9/30/2013		Auditor Update: 8/1/2011
Revised Due Date: 9/30/2013		

#12 Roll the existing contractors off based on the current five year SAP contract and use the IT Department's Project Management Office (PMO) for project management instead of contractors. Bring the total resources down to between 5 to 9 consultants within a 9 month window.

In Process

SSC currently utilizes IT project management resources on current live project. Since IT PMO is being streamlined/eliminated as part of budget cuts, SSC will examine best approach to provide Project Management on its projects in the future. SSC cannot guarantee to bring total contractor resources down to 5-9 contractors within a 9 month window without severely jeopardizing SAP support for the District. Contractors can only be reduced if a like skilled District FTE is in place to provide similar support. Contractor reduction window is directly related to approved FTE positions in SSC. Due to the District's reorganization & mandatory budget reductions, the SSC has committed to reducing overall contractor resources/spend for the 2012 Fiscal year while still providing basic support. In addition, the SSC has developed an initial recruitment plan to convert 6 contractor positions to FTE positions with the goal of reducing overall support costs (initial phase of contractor to FTE conversions). Recruiting efforts are expected to commence in the 2nd half of August/2011 with eventual per position annual savings of $70 - 100K projected. If initial recruiting phase successful, SSC will explore further reducing contractors with future approved recruiting phases. If recruiting efforts not successful due to market conditions, SSC will explore other sourcing models/scenarios in an attempt to reduce overall costs.

Original Due Date: 9/30/2013		Auditor Update: 8/1/2011

Recommendation	Current Status	Auditor's Comment

Revised Due Date: 9/30/2013

10-07 Audit of the RECOVER Program

#1 Develop jointly with the USACE an updated RECOVER Program Management Plan as required by the CERP Master Program Management Plan.

In Process

On track for having signed PMPs by October, but without specific budget information.

Original Due Date: 10/31/2011

Revised Due Date: 10/31/2011

Auditor Update: 7/26/2011

#2 Submit RECOVER Work-in-Kind costs to the USACE at least quarterly, in accordance with the Design Agreement cost sharing requirements.

Partially Implemented

Official PM signed semi-annual WIK reports have been submitted to the Corps for all periods through fiscal year 2010. An official PM signed report for the first six months of fiscal year 2011 will be submitted in August, 2011. Additionally, all informational quarterly reports for the first, second and third quarters of 2011 have been filed timely and the District expects to be caught up with its reporting obligation by August 31, 2011.

Original Due Date: 6/30/2011

Revised Due Date: 8/31/2011

Auditor Update: 7/26/2011

#3 Track climate change monitoring expenditures related to CERP projects and submit District expenditures to the Corps for RECOVER Work- in-Kind credit.

Partially Implemented

The District did not incur any costs during fiscal year 2010 relating to the Sea Level Rise project (Project #100536). Informational costs through end of the third quarter 2011 have been submitted to the Corps in a timely manner. An official PM signed report for the first six months of 2011 relating to the Sea Level Rise study project will be submitted by August 31, 2011.

Original Due Date: 5/31/2011

Revised Due Date: 8/31/2011

Auditor Update: 7/26/2011