

# Audit Committee Meeting

## Meeting Date & Time:

March 22, 2018

4:30 pm – 6:30 pm

## Meeting Location:

Courthouse Plaza

2100 Clarendon Blvd., Room 311

Arlington VA, 22201

## AGENDA

1. Approval of the November 30, 2017 Meeting Minutes
2. County Auditor report
  - a. Audit Status Report
  - b. Contracting
  - c. Recognition
3. Emergency Communications Center overtime audit report
  - a. Report overview
  - b. Committee discussion
4. Draft FY 2019 Annual Audit Work Plan review
  - a. Draft Audit Plan overview
  - b. Feedback from the public solicitation
  - c. Committee Discussion, including discussion of other potential topics
5. Next Audit Committee Meeting
  - a. **Date and Time:**
    - i. July 5, 2018, 5:00-7:00 PM, CHP 311
  - b. **Potential Topics:**
    - i. Internal Audit update; Financial Fraud, Waste and Abuse Hotline update
6. Adjourn



# Arlington County Board

## Audit Committee

### *Meeting Minutes*

November 30, 2017

#### **I. Call to order**

Co-chair Fisette called to order the regular meeting of the Audit Committee at 6:00 PM on November 30, 2017 in Room 311 of the Arlington County Courthouse Plaza building.

#### **II. Roll call**

All Audit Committee members were present for the meeting:

- **Jay Fisette** – Co-chair
- **John Vihstadt** – Co-chair (arrived at 6:02, left at 6:49)
- **Mark Schwartz** – County Manager
- **Stephen Agostini** – Director, Department of Management and Finance (DMF)
- **Tenley Peterson** – Public Member
- **Hal Steinberg** – Public Member
- **Nancy Tate** – Public Member

Also in attendance were

- **Libby Garvey**, County Board member (arrived at 6:01, left at 6:49)
- **Chris Horton**, County Auditor
- **Maria Meredith**, Deputy Director, DMF
- **Bhavana Nichani**, Comptroller, DMF
- **Greg Bussink**, Principal, Clifton Larsen Allen (CLA)

#### **III. Approval of minutes from last meeting**

Co-Chair Fisette presented the draft minutes from the October 18, 2017 Audit Committee meeting. The minutes were approved 6-0.

#### **IV. Business**



- 1) *County Auditor report:* Chris Horton provided a status report for two ongoing audits. Both the Fleet Management audit and the Emergency Communications Center-Overtime audit are in the fieldwork phase. Horton reported that the carryover of unused FY 2017 County Auditor funds to FY 2018 was approved by the Board on November 28. These funds are to be used for audit contracting services. Horton reported that the process of identifying a vendor is underway.
- 2) *FY 2017 External audit report:* Greg Bussink from CLA made a presentation to the Audit Committee regarding the FY 2017 external audit. Bussink reported that the County received an unmodified, or *clean*, opinion regarding the County's financial statements, which are presented in the Comprehensive Annual Financial Report (CAFR). Bussink noted areas for which the auditor expresses an opinion, and some areas of the CAFR for which the auditor does not express an opinion (e.g., Management's Discussion and Analysis). Bussink noted that the County qualifies as a low-risk auditee, based on past findings, and that no adjustments to the financial statements were needed. Further, Bussink reviewed the "Other Matters" letter, also known as the management letter. This contained four minor observations, two of which were related to Arlington County and two to Arlington Public Schools.
  - a) Vihstadt asked about the observation in the Other Matters letter regarding some Statements of Economic Interest being turned in late.
    - i) Bussink noted that the auditors reviewed a sample of Statements for timeliness, and reviewed a sample of required submitters to see if they had turned in their Statement.
    - ii) There was general discussion regarding the Statements, as well as the penalty for turning them in late.
  - b) Vihstadt also asked how long CLA had been the County's external auditor, and how frequent the typical firm rotation is.
    - i) Bussink reported that CLA has done the external audit for the County for about 13 years. Agostini noted that during this time the County has gone back to the market for a re-bidding process at least once, and CLA has changed partners on the audit during its period of service to the County. Meredith reported that another re-bidding process will open to the public shortly. Bussink stated that at one point CLA lost the external audit contract with County during a re-bidding process, but later was asked to come back.
    - ii) Agostini discussed his experience at federal, state, and local jurisdictions. His observation was that contract lengths in local jurisdictions were typically for up to five years. In these cases, a re-bidding process would occur after five years.



- iii) In response to a discussion point about industry best practices and the Public Company Accounting Oversight Board (PCAOB), Steinberg noted that the PCAOB (which oversees the audits of publicly-traded companies) does not have an auditing firm rotation requirement. Steinberg observed that it is usually good to have a mandatory rotation of partners if the same auditing firm is retained over time.
- c) Peterson asked whether the external auditor reviews the actuarial projections related to schools. Bussink clarified that the auditors do not assess actuarial models for schools, or for the pension plan. Auditors sampled information used in the actuarial models for the pension plan to test the accuracy of some demographic information.
- d) Steinberg stated that he was impressed by the breadth and complexity of the County government after looking at the CAFR, and that there was more supplementary information in the County's CAFR than he had seen in other CAFRs.
- 3) *Next meeting date:* The 2018 Audit Committee meeting dates will be set once the composition of the 2018 Audit Committee is confirmed.

## V. Adjournment

Co-chair Fisette adjourned the meeting at 6:56 PM.

Minutes submitted by: Chris Horton, County Auditor





Chris Horton, Ph.D., CIA, CGAP  
County Auditor

Arlington County Auditor  
DRAFT Annual Audit Work Plan FY  
2019  
March 22, 2018

## Introduction

The Annual Audit Work Plan for Fiscal Year 2019 (FY 2019 Plan) comprises the work to be performed by the Arlington County Auditor for the year. The County Auditor reports to the County Board, independent of management, and is charged with conducting performance audits of departments, offices, boards, commissions, activities, and programs of Arlington County that directly or indirectly report, or are accountable to the County Board. Performance audits encompass a variety of scopes and objectives, including effectiveness and efficiency, economy, transparency, internal controls, and compliance.

## Risk Assessment

The FY 2019 Plan is based on a risk assessment performed by the County Auditor, using a variety of sources. These include County data, such as budget documents and the Consolidated Annual Financial Report; County Board work sessions; analyses performed by the Fiscal Affairs Advisory Commission; and information gathered from a public solicitation of audit ideas in February and March 2018. Other inputs for the FY 2019 Plan's development were reviews of leading practice local government audit organizations' work plans, discussions with County management, and discussions with Audit Committee and County Board members.

For the FY 2019 Plan, key selection criteria for the proposed audits were:

- The need to provide information that is timely and relevant for decision-makers, especially with respect to budget decisions;
- The possibility of improving efficiency and effectiveness in operations;
- The importance of addressing areas of key interest to the County Board, Audit Committee, or County management.

## Flexibility

The FY 2019 Plan is approved by the County Board, and is designed to be flexible to respond to organizational needs as they arise. The FY 2019 Plan may be altered during the year, in consultation with the County Board, Audit Committee, and County management, if a significant reallocation of County Auditor resources is deemed necessary.

## Overview of the Document

The FY 2019 Plan contains three parts. First are performance audits that would be conducted in FY 2019, and audits that are available to be conducted if capacity allows. Second is a brief overview of additional, non-audit efforts that the County Auditor will or may perform. Finally, the FY 2019 Plan presents an Audit Horizon, which lists audits that could be performed in future years.

## Performance Audits

Each audit listed includes one or more *initial objectives*. These objectives are designed to give some insight into areas of interest regarding the audit topic, but do not limit the scope of the audit. Once an audit is formally begun, the County Auditor will gather key information regarding the audit topic during a preliminary survey period. After the period has concluded, the County Auditor will determine the *fieldwork objectives* that will be answered during the fieldwork phase of the audit and addressed in the public report.

Some audits on the FY 2018 have been initiated but not completed as of the end of FY 2019. These audits will be carried over to the FY 2019 Plan and completed prior to initiating new performance audits.

The FY 2019 Work Plan is designed to be a flexible, dynamic document that allows for the addition of audits that address risks that may appear during the year, or whose priority to the organization may change during the year. In such cases, the County Auditor will assess these emerging risks, consulting with the County Board, Audit Committee, and County management, and make a determination regarding whether audit resources should be allocated to meet the emergent need.

<b>Carryover Performance Audit from the FY 2018 Annual Audit Work Plan</b>		
<b>Audit Area</b>	<b>Department</b>	<b>Initial Objective</b>
Public Safety Overtime	Sheriff's Department	The initial objective is to assess the administration and use of overtime in the Sheriff's Department. Elements could include the need for overtime, the use of effective overtime management techniques, the impact of current staffing levels and policies, and opportunities for potential savings.
<b>New Performance Audits Expected to be Completed in FY 2019</b>		
<b>Audit Area</b>	<b>Department</b>	<b>Initial Objective</b>
Procurement	Department of Management and Finance	The initial objective would be to assess the effectiveness of County procurement practices. Elements could include timeliness and process efficiency, monitoring and oversight, contract provisions, communication, and inter-departmental coordination.
Economic Development Incentive Funds	Arlington Economic Development	The initial objective would be to assess the effectiveness of the economic development incentive funds in accomplishing the purpose for which they were dedicated. Elements could include compliance with economic development incentive fund requirements, the quality and frequency of economic development incentive fund reporting, and the quality and accuracy of the information used in the reports.

Business Improvement Districts and Partnerships	Arlington Economic Development	The initial objectives are to assess the effectiveness and efficiency of BIDs and partnerships in using County tax dollars. These objectives will likely focus on how well BIDs and partnerships are helping to meet the County's goals, such as its economic development goals, and the effectiveness of the County's guidance to these entities.
<b>Supplemental Performance Audits if Capacity Allows</b>		
<b>Audit Area</b>	<b>Department</b>	<b>Initial Objective</b>
Neighborhood Conservation Advisory Commission (NCAC)	Community Planning, Housing and Development	The initial objective would be to assess the effectiveness of the NCAC processes and activities. Elements could include the project prioritization process, project scoping, and project execution.
Site Plan Benefits	Community Planning, Housing and Development	The initial objective would be to assess the effectiveness of the community benefits tracking.

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## Additional Non-Audit Efforts

In addition to conducting performance audits the County Auditor anticipates allocating time to other activities not directly attributable to an audit engagement.

Additional Efforts	
Activity	Purpose
Follow-up Activities	In FY 2019, the County Auditor will conduct follow-up work to identify and validate management's implementation of audit recommendations. Based on the implementation dates selected by management for FY 2018 audits, follow-up work is expected to begin in early 2019.
Training and Development	The County Auditor policies and procedures call for the Auditor who to complete 40 hours of continuing professional education every years to maintain compliance with Government Auditing Standards. This level of training also allows the County Auditor to maintain certifications required for the position.
Risk Assessment	The County Auditor will conduct additional work beginning in January 2019 to develop a proposed Annual Audit Work Plan for FY 2020.
Third Party Procurement and Oversight (if necessary)	For any audit work is performed by third parties, the County Auditor is responsible for assisting with procurement and then ensuring that the individual(s) performs work in accordance with the terms of the agreement. Third parties may be experienced contractors or graduate school interns. Depending on the size of the audit contracted, and the skill level of the third parties, this procurement and oversight work is estimated to add approximately 100 hours per audit.

## Audit Horizon

The purpose of an Audit Horizon is to list audit areas that likely could be reviewed productively at the current time. Audits that appear on the Audit Horizon may appear on a future list of performance audits to be conducted, but being listed on the Audit Horizon does not guarantee that a program or function will be audited in the near future. A subsequent risk assessment process would be used to make that final determination.

For convenience, the Audit Horizon is presented alphabetically.

<b>Audit Horizon</b>		
<b>Audit Area</b>	<b>Department</b>	<b>Initial objective</b>
Affordable Housing	Community Planning, Housing and Development	The initial objective would be to assess the effectiveness of the County's affordable housing program. Elements could include the oversight and impact of the housing grants program, and whether controls that would help to achieve the County's Affordable Housing Principles and Goals are in place and effective.
Capital Construction	Department of Environmental Services	The initial objective would be to assess whether the County effectively manages CIP projects within budget and schedule. The audit may focus on a sample of CIP projects.
Capital Improvement Plan (CIP) Planning	Department of Management and Finance	The initial objective would be to assess the effectiveness of the capital improvement planning process. Elements could include whether the County effectively provides oversight and coordination of the process for identifying capital infrastructure needs and implementing projects; develops integrated, long-term CIP planning; and identifies needed capital infrastructure requirements.
Contract Management	Department of Technology Services (DTS)	The initial objective would be to assess the effectiveness of contract management within Technology Services. Contract management is decentralized within County government, so departments manage executed contracts within their purview. This audit would focus on DTS-wide contract management practices rather than only focusing on specific contracts.
Compensation and Benefits	Department of Human Resources	The initial objective would be to assess the effectiveness of County's compensation and benefits program. Elements could include testing the quality of compensation study practices.
DES - Permitting	Department of Environmental Services	The initial objective would be to assess the effectiveness of the permitting process within the Department of Environmental Services. Elements could include the consistency of information provides to permit applicants, the timeliness of permit application reviews, the effectiveness of technology used in the permitting process.
Facilities Management	Department of Environmental Services	The initial objective would be to assess the effectiveness of facilities management practices. Elements could include the adequacy and effectiveness of the work order processes; the timeliness of repairs; the alignment of preventative

		maintenance activities with relevant standards; and the impact of retrofitting facilities to meet energy standards.
Financial Condition Analysis	Department of Management and Finance	The initial objectives would be to: assess the City's current financial condition, such as revenues, debt, and capital assets; and the degree to which financial information is publicly reported in comparison to leading practice. The financial condition analysis would not be intended as a predictive (prospective) analysis or as a substitute for the annual financial audit, but rather as a broad analytical and diagnostic tool.
Information Technology – General Controls	Department of Technology Services	The initial objective would be to assess the effectiveness of general controls over information technology. Elements could include access controls; policies and procedures; physical and environmental security; change management; back-up and recovery procedures, and communication with users. <i>This audit would likely require outside consultant assistance.</i>
Performance Measures	Department of Management and Finance	The initial objectives of the audit would be to assess the effectiveness of County's the performance measurement and reporting frameworks in: improving the effective management of resources in the achievement of the County's vision and mission; collecting, validating, and using performance information; and publicly reporting performance information.
Personally Identifiable Information (PII)	Department of Technology Services	The initial objective would be to assess the effectiveness of County strategy for the use of PII. An element of the audit would include whether adequate controls in place to safeguard PII collected by County functions including those within constitutional offices. <i>This audit would likely require outside consultant assistance.</i>
Public Safety Retirement	Retirement Investment Office	The initial objective would be to assess the effectiveness of oversight for public safety employees with respect to maintaining the sustainability of the benefit.
Recruiting Process	Department of Human Resources	The initial objective would be to assess the effectiveness of recruiting and hiring practices. Elements could include the goals and plan for the recruiting process; the timeliness of filling open positions; the consistency, objectivity, and fairness of the recruiting process; and management's monitoring and improvement of the recruiting process.
Street Maintenance	Department of Environmental Services	The initial objective would be to assess the effectiveness of the County's asphalt Maintenance, street marking, and street sweeping activities. Elements could include strategic planning for street maintenance, timeliness of completion, and monitoring of compliance with established standards. <i>This audit may require outside consultant assistance.</i>

## Results of Public Solicitation of Audit Ideas

On February 7, 2018, County Auditor Chris Horton reached out to members of the Arlington community for input on possible audit topics in the FY 2019 Annual Audit Work Plan. This solicitation was available until March 9. Below are the results of that outreach.

### Summary

As a result of the solicitation of audit ideas 50 separate suggestions were received. Thirty-nine total individuals participated in submitting audit ideas.

The proposed audit topics spanned a wide range, including Arlington Public Schools, affordable housing, ART buses, street maintenance, permitting, various parks and recreation concerns, utilities, customer service, property and vehicle taxes, capital construction, neighborhood conservation program, site plan benefits, and public art and cultural affairs related issues.

Several of the community ideas are aligned with topics in the DRAFT FY 2019 Annual Audit Work Plan.

- Both the Neighborhood Conservation Advisory Commission (NCAC) and the topic of Site Plan benefits are included as supplemental performance audits to be performed if capacity allows.
- Some suggested topics are included in the Audit Horizon, including but not limited to:
  - Affordable Housing
  - Street Maintenance
  - Permitting in the Department of Environmental Services

The community feedback regarding Arlington Public Schools is being addressed (in part) by the APS internal audit function. In addition, an audit of the Affordable Housing Investment Fund was completed by an Arlington County contractor in FY 2017.

### Detailed Feedback

Below is a table showing the proposed audit topics and any associated narrative provided by community members. The narrative is included here verbatim, except where names were included. The proposed audit topics are listed in the order received, with the last submission at the top.

Proposed Audit Topic (Limit One)	Supporting Details (verbatim)
Costume Lab	I am writing to get information on the costume lab. I find it stunning that Arlington County has a costume lab as a government function. This seems like something that should be a private venture or non-profit. What benefit do the citizens receive from this? How many people are employed and what does this cost the county, including benefits and space, materials? What kind of revenue does the costume lab bring in? How many other counties in the country have costume labs?  Thank you for time and assistance in this matter.
ART Bus Ridership	Many people scratch their heads over Arlington's ART Bus service. References to the service in the county manager's 2019 budget proposal give rise to questions about ART and point to the need for a thorough audit of ART service.  In the budget document, the ART program has is growing unabated: "The

Public Solicitation of Audit Ideas  
 Audit Committee  
 March 22, 2018

	<p>County has increased the number of ART routes and hours of service significantly during the past 10 years. The County's approved plan for ART is to further expand from 65 to 90 buses during the next eight to ten years."</p> <p>The budget document also lays out "the established minimum service standards of 15 passengers per hour and a 20 percent cost recovery ratio..."</p> <p>To anyone casually seeing empty Art Buses pass by, the question on many citizens' minds is regarding the efficiency of and need for this service.</p> <p>Would the county budget and its citizens be better served with smaller vehicles operating on an as-needed or limited operation? The absence of any mention of alternatives to the current ART system is troubling.</p> <p>See February 3, 2018 Washington Post - <a href="https://www.washingtonpost.com/local/trafficandcommuting/for-public-transit-agencies-losing-riders-microtransit-might-be-an-answer/2018/02/03/37771f46-0070-11e8-9d31-d72cf78dbee_story.html?utm_term=.9db4afebe3d9">https://www.washingtonpost.com/local/trafficandcommuting/for-public-transit-agencies-losing-riders-microtransit-might-be-an-answer/2018/02/03/37771f46-0070-11e8-9d31-d72cf78dbee_story.html?utm_term=.9db4afebe3d9</a></p>
<p>Use of recreation facilities and fields.</p>	<p>4MRV Working Group has discussed the use of baseball fields at Jennie Dean Park because the community has observed that these fields are largely unused during the baseball/softball seasons. The high residential density in the area lacks for open unprogrammed green space. A WG member made a FOIA request to understand its usage. It confirmed the community's observations that the fields are surprisingly underused. This information contradicted the representations of the public, the Sports Commission and Parks/Rec Commission members at the table or comments during meetings. There needs to be more transparency on the processes/systems the county uses to track capacity: usage, schedules, fees, the schedules and costs of maintenance, etc. With well funded sports advocacy groups using their money and patrons to "donate" accessories to improve county fields, the inconsistent or conflicting reports by Park staff, Sports and Parks Commissions negatively impacts community confidence and trust.</p>
<p>Pickleball fees for Falls Church &amp; Fairfax residents</p>	<p>Mr. Horton</p> <p>In December a Falls Church resident (who had been a AC 55+ member) who plays pickleball at Arlington Mills &amp; Walter Reed told me that she hadn't renewed her 55+ membership since 2015 yet she and MANY FAIRFAX &amp; FALLS CHURCH friends who also play pickleball at same locations without 55+ membership also are never stopped or asked to show or scan membership cards.</p> <p>I feel this is very unfair to paying 55+ members whose dues increase as 55+ expenses increase. In December I phoned &amp; spoke with one of the 55+ P &amp; Rec Managers who clearly understood what I was saying and said they've been aware of the problem but haven't arrived at a decision about how to resolve it. Clearly I resent this situation and the fact that paying 55+ members have been penalized because the income</p>

Public Solicitation of Audit Ideas  
 Audit Committee  
 March 22, 2018

	<p>for the 55+ Program could have been significantly more than has been collected.</p> <p>I hope this is the type of circumstance that you are looking for, and that you'll copy John Vihstadt when you write since I know fiscal transparency is a hallmark of type of government he is interested in.</p> <p>Thank you</p>
<p>TV, Telephone &amp; Power Services</p>	<p>There has been an increase in the amount of cabling and wiring that has been strung on telephone poles. The low quality of the installations have led to unsightly messes above our heads. Years ago I pointed out numerous bunches of wires on poles and dangling wires to a Verizon representative. He tried to pass off the responsibility for the sloppy installation to subcontractors. The fact that subcontractors perform this work should not allow low quality work to prevail. Arlington County's Department of Environmental Services, that I assume is responsible for the contracts, should insist on a better quality service. Many of the installations (TV cable, Telephone, and power) date from a former era. Wires are indiscriminately strung across the street in haphazard fashion. On one street in my neighborhood more than 100 wires are strung across the street with one block! Wires dangle dangerously to the ground. Huge loops of cables are left hanging on poles and sometimes in the middle of a span. One wire from a Verizon cable dangled down to the ground for over three years even though I pointed it out to a Verizon repairman! The TV, telephone and power companies have allowed their installations to wither and have not taken any initiative to upgrade them, except in rare cases such as Columbia Pike and major thoroughfares that that the County wishes to showcase. Undergrounding in neighborhoods has not been aggressively addressed by our County Board. Yet, the Board boasts of high tech applications within its own organization. It is long overdue for the County Board to address the ailing and archaic services that exist throughout Arlington County. I hope that the County's auditor will see the importance of exploring this most important issue.</p>
<p>APS... if possible as so much \$\$ gets funneled to them</p>	<p>Seen and heard about much waste with resources provided to them</p>
<p>Verify eligibility for affordable housing</p>	<p>I'm concerned that illegal aliens are receiving affordable housing benefits, which is contrary to Arlington County's policy and regulation, which state that recipients must be legal residents of Arlington. Any illegal aliens receiving affordable housing are effectively stealing that benefit from bonafide Arlington residents, especially Arlington County employees. It's simply not fair for Arlington Co. taxpayers to subsidize illegals. Recommend documenting the status of each affordable housing recipient and summarize the survey by removing identifiable privacy information to prove that Arlington County is in compliance with its own policies. Thank you for this opportunity.</p>
<p>Aquatic Center</p>	<p>Given that we have gotten very little details on how we will pay for the ongoing and maintenance costs, which seem to be difficult to pay for given our current budget situation.</p>
<p>Schools</p>	<p>Given the high price per student, even as compared to neighboring counties and the significant percentage of the overall budget that it maintains.</p>

Public Solicitation of Audit Ideas  
 Audit Committee  
 March 22, 2018

<p>County-wide Staff Response Times to Citizen Concerns</p>	<p>Please get a handle on staff responsiveness to citizen concerns, reports of problems, and requests for information. My contacts are infrequent, but I've lived in Arlington since 1982. I now only call the County Manager's office and have them contact individual departments, to avoid wasting my valuable time. Otherwise, it's hit or miss as to whether or not staff will ever respond. Even after contact from the County Manager's office, it seems staff may not respond; why the Manager's office doesn't track calls and follow up to verify a response defies best business practices and a true customer service ethic. It appears the County Manager's is misled by his staff and thinks they are highly responsive. (When staff DO respond, they can be quite helpful and professional.) Thank you.</p>
<p>Department of Environmental Services</p>	<p>I guess this includes what formerly was the Department of Public Works. Please audit citizen contacts and response times by staff, and how contracts are awarded, supervised, and reviewed. We have observed unsupervised subcontractors damaging county property, have personally experienced slow -- if any -- response times from staff, and questionable work quality.</p>
<p>Department of Environmental Services</p>	<p>I guess this includes what formerly was the Department of Public Works. Please audit citizen contacts and response times by staff, and how contracts are awarded, supervised, and reviewed. We have observed unsupervised subcontractors damaging county property, have personally experienced slow -- if any -- response times from staff, and questionable work quality.</p>
<p>Bus Parking</p>	<p>Currently the buck project near W&amp;L is allocating a significant portion of the multi-million dollar of land for bus parking. A study should be made of co-locating bus parking/maintenance with Falls Church, Alexandria, or Fairfax outside the beltway to a lesser expensive location per square foot cost to operate. All spending on bus parking/expenses should be strongly scrutinized due to significant decrease in ridership. All costs per facilitate should be calculated and provided for each county facility and cost per passenger mile for buses to know relative costs.</p>
<p>Arlington Courthouse Facility Cost</p>	<p>Arlington should conduct a study of moving county employees to a vacant building in Crystal City. What is the annual cost per square foot of Courthouse vs. Crystal City or Skyline? Keep the DMV in Courthouse, but move admin offices out of high rent Courthouse to lower rent areas that back office functions typically reside.</p>
<p>Affordable Housing</p>	<p>I've recently read about cities that have cracked down on fraud in regards to affordable housing. I think it would be worth auditing this area to ensure proper procedures are in place to limit fraud/abuse.</p>
<p>Affordable housing</p>	<p>There are people gaming Arlington's affordable housing system. I know of one resident personally who qualified for affordable housing in 2017, moved into a very new apartment building, subsequently quit her job (and has no intention of going back despite having no physical or mental impairments and being in her 40's), and who is choosing to subsist on alimony checks and unreported income from her mother while she watches television and takes yoga classes all day. She pays a fraction of what her neighbors in the same building pay because whoever at the county is in charge of auditing residents' eligibility hasn't yet caught on.</p> <p>While a sample size of 1 is not necessarily symptomatic of a larger problem, as a resident and tax payer it is incredibly frustrating to see my</p>

Public Solicitation of Audit Ideas  
 Audit Committee  
 March 22, 2018

	<p>hard earned money subsidizing other residents' laziness and entitlement, while they take financial resources away from much more deserving individuals.</p> <p>My recommendation is that whoever is in charge of auditing eligibility for affordable housing qualifications does so on a more frequent basis to stop this type of abuse.</p>
Affordable Housing	<p>The Affordable Housing scheme is a highly controversial social benefits system. The county tracks (by design or not) very little on recipient demographics, to include citizenship status, state residency status, county residency status, and years in county. I believe this allows for significant possibility of fraudulent payments that benefit persons outside the county.</p>
Vehicle decal tax not being collected	<p>As a daily commuter, I see a significant number of vehicles coming from high density housing areas/buildings in Arlington do not have Arlington windshield stickers. As a homeowner who pays my personal property taxes, it seems that Arlington is not doing due diligence in collection of taxes from many residents thereby placing a greater burden on the taxpaying residents. From my informal sample of what I see, millions of dollars are not being collected by the Treasurer. Arlington should start to inspect residential parking garages, or place auditing vehicle with license plate recognition technology on those high density streets to record vehicles coming from those residences. DC is very aggressive about doing this. Arlington should be too.</p>
County Bonds	<p>How about an audit of the process of issuing and renewing bonds? How are the underwriters hired and compensated?</p> <p>Method of lowering costs could be reviewed- for example I understand a good number of citizens now buy the bonds- is the program for these sales cheaper or more expensive then the traditional sales approach? Is there a cheaper way to sell to citizens, for example the US Treasury conducts sales on the web? Has the County explored this option and marketed this option adequately?</p> <p>Combined with a analysis of the maturity of the bonds and a review of the county plan to payoff our debt? Is there any such plan and is it being implemented?</p> <p>Thanks</p>
Affordable Housing	<p>I've lived in the county my entire life (I was born here). I've watched the cost of housing skyrocket. I'm now retired. Without improvements in the cost of housing (condos, apartments, single-family homes) I may have to live elsewhere.</p>
Private Reservation of Public Facilities	<p>I've lived in Arlington since August 2011, and during that time I've enjoyed having access to the many public parks/fields/courts/facilities located in Arlington. For the entirety of that time, I've enjoyed being able to play soccer and basketball on the various public fields/courts (specifically Quincy Park, W&amp; L High School, and Long Bridge Park), but frequently run into situations where either no space or very little space is available at these locations because of reservations. Often these reservations are made by private companies that then charge their users/players to join leagues. Within the past 1-2 years, this problem has</p>

Public Solicitation of Audit Ideas  
 Audit Committee  
 March 22, 2018

	<p>become amplified for me, as my friends and I have become interested in playing sand/beach volleyball. There are very few sand volleyball courts in Arlington, and even fewer with lights (the only one I am aware of is Westover Park). More often than not, when I attempt to show up at the Westover or Quincy sand volleyball courts, they are in use by a private company who charges their players to join leagues.</p> <p>It strikes me as odd that private companies who then profit from their reservation of public courts are able to so frequently reserve public fields/courts, to the exclusion of the general public. As an Arlington resident, I should be able to show up at a public park/court and more often than not expect to be able to use the facility. This has not been the case, and with sand volleyball in particular, I have been forced to reserve court time long in advance before the leagues can occupy most nights.</p> <p>It would benefit me, along with most Arlington residents, to determine how frequently and/or in what ratio the County permits private companies (as opposed to individual residents) to reserve public facilities and then gain a profit from such reservation. Determining this frequency/ratio during certain peak usage times (for instance, weekdays 5-9pm, and weekends) would be particularly enlightening. Depending on the data derived, it could be used to issue a recommendation to the Arlington County Board concerning the issue of private reservation of public facilities.</p> <p>Thank you.</p>
Residency audit for Arlington schools	<p>The county could put a big dent into the school overcrowding issue if the county/school district audited the residency of their students. I know of quite a few examples of people w/ MD and DC tags dropping kids off at Arlington bus stops. I also know of examples of kids living in Fairfax who use their ex-spouses address to send their kids to Arlington schools; I also know people who use their grandparents address to send their kids to Arlington schools.</p> <p>I also have audit suggestions on the cost of our car decal program; why do we spend twice as much as any other county in our region (as a percentage of our budget) on subsidized housing; why does the new HB school cost \$100M when Loudoun can build a new high school for less money and hold double the students?</p>
Benefits and Impacts to Arlington Taxpayers by Affordable Housing Money	<p>We spend many millions on Affordable Housing, how many dollars actually goes to the taxpayer? When I first moved to NOVA I could never afford to live in Arlington. And there's a huge wage gap between social welfare receiving folks, and working people trying to make a living.</p>
Relocation Costs for Headstart	<p>What the County paid for the building in South Arlington.</p> <p>The costs to then renovate the building for Headstart to relocate there.</p> <p>The financial implications and delays this places upon Virginia Hospital Center and the County completing the sale of the County owned Edison Street property.</p>
Field Maintenance	<p>To improve County government effectiveness, I ask for your consideration of an internal audit of field maintenance in the</p>

Public Solicitation of Audit Ideas  
 Audit Committee  
 March 22, 2018

	<p>Department of Parks and Recreations. Why? Benchmarks have been set for diamond, rectangle and combination sports field maintenance as shown in the annual budget, and the county is UNABLE to meet these benchmarks by a considerable amount. An audit may expose that these programs are significantly unfunded or that there is an operational challenge (e.g., waste) why the benchmarks are unobtainable.</p>
<p>Utility Bills</p>	<p>I am an automatic payment program for receiving statements via email and make payments automatically via ACH. However, I still am receiving hard copy statements via US mail and have made repeated attempts to discontinue printing and mailing of hard copy statements. This incurs unnecessary printing and postage costs by the county, however it is also bad for the environment. There should be an option to opt out of printing/ mailing statements like other municipalities and utilities provide.</p>
<p>Number and grade of county-owned vehicles</p>	<p>I have no facts to share, but have wondered about the high number and quality of Arlington County vehicles that are owned and maintained by the county and which seem to be given out quite liberally to county staff. At a recent sidewalk repair job, I counted no less than 6 Arlington County vehicles parked next to this minor project (with roughly 9 workers present). And all of the vehicles were apparently brand new, or spotlessly maintained. I would be interested to know if our investment in vehicles is on par with other counties of a similar size, or if we might create efficiencies by having employees carpool to job sites, or use their own transportation. Thanks</p>
<p>How Arlington Coordinates Between</p>	<p>Greetings! Unlike Falls Church, Arlington has a "legacy" rule left on its books from an earlier time when it was hard to model floodplains. This rule says any construction needs to be 15 feet away from the 100 year floodplain. That would seem to make sense except it does not take in account vertical elevation.</p> <p>15 feet away and only 2 inches higher is obviously *less desirable* for the community than, say, 5 feet away and 3 *feet* higher. We have been dealing with Arlington on this issue, in part because of the renovations planned at Benjamin Banneker Park, and while the Falls Church side is logical and cares more about make sure a computer model is done that shows that new construction isn't in the floodplain -- Arlington continues to hold on to this silly rule that needs to be updated.</p> <p>Even worse, we we try to "connect the dots" between the Tax Assessment side of Arlington (regarding properties in floodplains that could be improved) and the Department of Environmental Services, both sides say it's the other department's issue to fix.</p> <p>No one in Arlington seems to want to own fixing and modernizing this rule for the modern day. Happy to discuss more if you want. Thank you.</p>
<p>Street Paving before maintenance digs!</p>	<p>I have jogged/walked along North Glebe Road for decades. I have noticed in the last eight years that the county seems to repave the road in ADVANCE of digging it up again for replacement of water mains, etc. They are now doing it again. Supposedly, the new dig is related to storm drainage.</p> <p>I can understand having to dig up a newly paved road for a water main break, but there seems to be no sequencing of projects to minimize</p>

Public Solicitation of Audit Ideas  
 Audit Committee  
 March 22, 2018

	<p>paving events - or at least - to preserve the paving that is done. This issue is not limited to North Old Glebe Road, but it has become such a common occurrence that a number of neighbors have joked that the county seems fixated on digging it up!</p> <p>Williamsburg Blvd seems to have been in perpetual digs for years. Intermittently, it gets repaved, but then a new dig.</p> <p>I have lived in the county at the same residence for 35 years. I recall only noticing the frequent paving/digging/repaving/digging issue in the past ten to twelve years.</p> <p>Maybe there is a logical explanation. But maybe the repaving/maintenance digs are initiated by different departments and not coordinated?</p>
Roads	<p>Hello! I actually have 2.</p> <ol style="list-style-type: none"> <li>1. We live near Mck ES and when they added on to the school they also did some road improvements. The school and PTA learned how challenging it is to get what you need in terms of curb cuts, new parking painted, street signage, etc. Too many entities seem to play a roll and responsibilities are scattered among them so there seems to lack coordination and one thing gets done but something else is left out. Please work to streamline these different entities' responsibilities and perhaps form a cross-agency team to assess and execute more comprehensive changes rather than piecemeal and less than complete.</li> <li>2. I'd like to know what the auditor's office has found thus far and is there a real need/ justification for 2 audit functions in one local government?</li> </ol> <p>Thank you!</p>
CPHD Staff Working Required Hours	<p>A few years ago, I had some business with the Department of Community Planning, Housing and Development. Their office hours are supposed to be from 8:00 am to 5:00 pm. When I'd arrive a little after 8:00 am, there was literally almost no one in the office. This is inconvenient for the public. By 8:30, most employees seemed to be there. This led me to wonder whether anyone was checking to make sure employees who were systematically late were putting in the number of hours for which they were being paid.</p>
County purchases of real estate	<p>The County has purchased multiple parcels of real estate in recent years, but never seems to get a competitive price. Please audit whether there are any problems in the County's process for purchasing real estate which cause it to pay above-market prices.</p>
Water, sewer & trash bills	<p>My utility bills from the County have risen dramatically in the last few years. Please audit DES to determine whether there is wasteful spending or incorrect projections that are causing bills to rise.</p>
Supervision of cable companies	<p>Please audit whether the Cable Administration Office is effectively supervising the cable companies and Verizon. My neighborhood and others are littered with improperly-hung cables that hang down dangerously from telephone poles.</p>

Public Solicitation of Audit Ideas  
 Audit Committee  
 March 22, 2018

<p>Neighborhood Conservation Program</p>	<p>The process for getting a project built under the NC program, is excessively slow.</p> <p>Our neighborhood has been waiting for more than five (5) years for a street improvement project (long ago accepted and approved by the County Board) to be built. The project is the 5700 block of 2nd St S and 100 block of S Kensington Street.</p> <p>A review of the process that the County uses for this program would be appreciated.</p>
<p>Public art projects</p>	<p>The County has spent large amounts of money on public art projects, most infamously the widely-mocked fence installation at the water treatment plant. Please audit the process by which the County determines which projects to fund, and how much it will pay.</p>
<p>Police department processing of CHP applications</p>	<p>A recent meeting between an activist organization and the Commonwealth's Attorney &amp; Circuit Court Clerk identified the Arlington County Police Department as a probable source of delays in the processing of concealed handgun permit applications. Please audit whether the ACPD has an effective and efficient process for concealed handgun permit applications. Delays in processing CHP applications have negative effects on public safety: people in danger (e.g. domestic violence victims) may have to wait too long before they receive a permit, and if the application is pending more than 45 days, the applicant must be given a temporary permit, meaning that someone who should be denied might be granted a temporary permit until the application is processed.</p>
<p>Permitting - Zoning</p>	<p>New small businesses frequently face a horror show of poorly coordinated permitting processes. One person comes out and says one thing, another person comes out and says another. Construction often has to be redone. There is no coordination. Also, it seems that certain developers get preferences.</p> <p>How is there a huge house with 3 separate apartments being built in a single family home zone? 616 S Wayne St, across from Penrose Park. Who let those permits through?</p>
<p>ART buses</p>	<p>Please audit the ART bus contractor in the following areas: (1) whether the bus drivers are properly trained and qualified and the rate of safety incidents (I have observed that ART drivers tend to drive less safely than Metrobus drivers); (2) what causes several of the bus routes to frequently run late or even skip scheduled runs (is it a problem with drivers? Do the schedules need to be adjusted?); (3) whether the buses are being properly maintained (some of the buses don't appear to be in great shape inside or out).</p>
<p>Arlington Public Schools</p>	<p>Please conduct a broad-ranging audit of Arlington Public Schools, with a special focus on the expansion of spending on administrators. There must be some room to cut costs in such a huge budget with such high per-student costs.</p>
<p>Site Plan Contributions-Missing Money</p>	<p>Site Plans often call for payments to various funds -- or, to complete traffic projects, etc. In some cases, these commitments have been overlooked. There doesn't seem to be any catalog of commitments -- or, systematic effort to enforce them. In the case of a Shirlington Site Plan,</p>

Public Solicitation of Audit Ideas  
 Audit Committee  
 March 22, 2018

	<p>some \$300K was left dangling. This is like uncollected debts. Someone should be keeping track of these things.</p>
Capital spending	<p>Capital spending seems to be significantly higher than in surrounding jurisdictions.</p> <p>The decision making process also seems incredibly flawed, where decisions are made before a cost-benefit analysis is conducted.</p>
Real Estate Taxes	<p>An audit of the processes used to set the rate for residential use real property. This audit topic is of interest because the county has had surpluses and continued to increase the tax rate on real property.</p>
Speed of permitting for businesses	<p>Check the average time for response -and task completion by county departments on business applications for things needing county approval. Example: approval of signage, health and safety inspections, review of business blueprints, etc. If it is determined that the amount of time for certain processes to take place is very long, this could have an adverse impact on the ability of businesses to open quickly and get a running start, or could unduly burden them with costly delays. This could also impact Arlington’s competitiveness vis-a-vis other localities. If there is accountability and effective oversight of these timelines it will allow for allocation of resources to departments with delays/or appropriate changes in the process to lessen delays</p>
DES, Storm water management, overlot grading plans for single family permits	<p>DES is one part of the residential permit application and is the long pole in the tent. When submitting permit applications for new single family home construction or remodels, it takes DES too long to review the permit applications.</p> <p>DES applications should have a review time that is 4-6 weeks with revisions due 2 weeks after 2nd submission. This is plenty of time and is in line with other jurisdictions that are doing the same work.</p> <p>Further, DES and Arlington County should do a review of what is acceptable for nutrient credits. Every other jurisdiction inside the beltway accepts nutrient credit letters. Arlington County does not. This policy should be part of a larger audit to consider the time and resources that are consumed for new and remodeled single family homes.</p>
Reasoning behind spending so much money on bumping out perfectly good residential street corners.	<p>Arlington is spending exorbitant amounts of money bumping out residential street corners that have been perfectly fine for 60+ years. This is a true waste of taxpayer money.</p>
Property Assessments/Taxation	<p>I remain perplexed as to how and why Arlington property assessments, combined with subsequent rises in taxation, continue. I am aware that rises in assessments are dependent upon rising property sales; however, there appears to be a disconnect in rising property taxes given the expansion of new building (apartments, condos, commercial) occurring during the last 5+ years, which would have expanded the property base resulting in more revenue. In light of the need to acquire some additional services due to the expansion of building, it appears to me that the new revenue from that expanded tax base would more than offset the costs of additional services. Thus, I believe an audit into the area of garnering additional County revenue —resulting from ongoing and recent building development—merits an investigation on how and</p>

Public Solicitation of Audit Ideas

Audit Committee

March 22, 2018

	<p>why it results in overall rises in property taxation, i.e., is the excess revenue being mismanaged?</p>
Towing--ACPD	<p>Towing of vehicles should be based on public safety, not generating revenue for towing companies. I have observed predatory towing activity in the county for many years, mostly in the Crystal City area since that's where I've lived. If it is within your area of responsibility, I think your time would be well spent to inquire with ACPD about how they regulate/interface with towing companies operating in the county to ensure that any towing is based on actual safety and law enforcement priorities. For example, do tow trucks patrol where illegally parked cars are most likely to cause a public safety hazard? Or are they patrolling where they are able to take as many cars as possible.</p> <p>That's my idea! Thanks for putting this topic to the public!</p>
Federal Funding (i.e. grants/awards)	<p>Arlington receives significant federal funding, can you complete a review of the funding related compliance requirements? Here are some potential questions:</p> <p>Determine how much federal funding the county receives?</p> <p>What are the compliance requirements associated with such funding (maybe a risk assessment to narrow the list)?</p> <p>Are we in compliance with requirements? (should assist the external auditor)</p> <p>Is there more efficient or effective methods of compliance?</p> <p>Are there any alternatives to federal funding (i.e. private/public projects)?</p>
Public Art/Cultural Affairs	<p>Cultural affairs consistently asks for more money, but a good chunk of their budget comes from developer contributions, and I'm curious where they are spending their money as I've seen little impact to date, but they constantly ask businesses and the County Board for budget increases.</p>