SFY16 BUDGET PACKET

REQUIRED OFF-LINE MATERIALS – NOT FROM VANTAGE

1. Department Introduction/Presentation – Brief Summary
2. Budget Development Form (aka Ups/Downs)
3. Performance Measurers - See 2014-2015 Strategic Plan and 2014 Performance Report

DOUGLAS R. HOFFER
STATE AUDITOR

STATE OF VERMONT
OFFICE OF THE STATE AUDITOR

To: House Appropriations Committee

From: Doug Hoffer, Vermont State Auditor

Date: 30 January 2015

Re: SAO Department Introduction

Attached are the materials requested for our budget presentation, including the budget development form, rollup report, detail report, personnel summary report, and the strategic plan and performance measures.

Although our primary funding source (Single Audit Revolving Fund, an internal service fund) has not suffered, our modest General Fund support (< $400k) has us very close to the bone. As you know, the administration has asked state entities to pursue "Efficiency and Enhancement Savings." Examples include land line consolidation, discretionary overtime, use of temporary employees, vacancy savings, and travel expenses.

For my office, these options offer little promise. We don't pay cash for overtime, don't use temporary employees, and have no vacant positions. We previously eliminated four unused land lines so there are no additional savings available there (and we don't use state-issued cell phones). As for travel expenses, they have declined 86% having dropped from over $10,000 in FY12 to less than $2,000 in FY14 so there is little if any opportunity for additional savings.

As you know, the General Fund (GF) represents only 11% of our total budget. Of that, 89% is for wages, benefits, and overhead. Of the remainder, we lost $10,000 in the August rescission, which left us with only $20,346 for all "discretionary" spending. Half of that ($10,000) is earmarked for outside consultants when we need expert assistance for non-audit inquiries. The rest is for all other operating costs, including computer hardware and software, internal service fees, and travel.

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Therefore, if we are required to dig much deeper, the next step would be a reduction in staff. As you know, our work is a type of investment that often results in savings in state government and/or recommendations for improving the delivery of services. For example, our cell phone audit identified almost $300,000 in savings (and prompted the administration to investigate land lines as well). With that in mind, I would argue that reducing our capacity is counterproductive.

In any case, we offer the following information in response to the three specific performance-related questions. Additional details are available in our Strategic Plan and Performance report.

How much are we doing?

In CY 2014, we completed three performance audits, almost completed another (90%), and had three more are at various stages of completion (25%, 45% and 50%). Therefore, overall, we report five completed audits for the year, as well as five non-audit inquiries. In addition, KPMG completed the required audit of the state's financial statements and the Federal Single Audit. Our office also fielded 167 inquiries including fraud allegations, whistleblower complaints, questions about state government, questions from and about municipal government, and requests for audits, all of which we either investigated or forwarded to the appropriate agencies.

How well are we doing it?

First, our audits are required to meet the GAGAS standards established by the Government Accounting Office. This is determined by a peer review conducted once every three years by audit staff from other states under the auspices of the National State Auditors Association. The last peer review was in 2012 and the team found that we were in full conformance with generally accepted government auditing standards. Another peer review is scheduled for this year.

Second, in some cases, a performance audit will identify actual or potential savings or opportunities for cost recovery from contractors, grantees, or beneficiaries of incentive programs. However, not all audits will result in quantifiable savings. For example, the audit of the Sex Offender Registry (conducted at the request of the legislature) was primarily about the reliability of the data in the system and there was no financial component to the objectives. On the other hand, while the audit of the Designated Agencies found no evidence of widespread payments for duplicate services, we did identify occasions where the state paid for duplicate services totaling $77,675 (representing an analysis of samples at just the three largest DAs, so it is likely that the figure would be higher had all of the DAs been reviewed in this detail). In addition, the Dept. of Liquor Control analysis assumed a revenue neutral outcome, but we found that full privatization would produce a one-time benefit of about $5 million from the sale of liquor in stock at the agent stores because the state owns that inventory.

Is anyone better off?

Our performance audits contain recommendations designed to improve the operations of state government. For the work to produce benefits, state entities and/or the General Assembly must implement the recommendations. The greater the number of recommendations implemented, the more benefit will be achieved from our audit work. Unfortunately, we have no power to compel implementation of our recommendations. But a measure of the quality and persuasiveness of our performance audits is the extent to which our recommendations are acted upon. Experience has shown that it takes time for some recommendations to be implemented so we track recommendation implementation after two and four years. The results are encouraging and are reported in our annual recommendation follow-up as required by Act 155 (2012).

Two reports from 2014 are already showing promise. One non-audit inquiry highlighted a problem with public access to recordings of proceedings at the Public Service Board. Thanks in large part to our investigation, the Board has expedited changes that have addressed some of our concerns. Our report on health care price transparency has stimulated a conversation at the Green Mountain Care Board that is very encouraging. And the Dept. of Mental Health, in response to one of our recommendations, has agreed that there needs to be greater oversight to “ensure that billings are appropriate and comply with DMH billing standards.”

Fiscal Year 2016 Budget Development Form - AUDITOR OF ACCOUNTS

	GENERAL FUND	TRANSP.	SPECIAL	TOBACCO	FEDERAL	TSF TRNSFRS	SARF	TOTAL
FY 2015 Approp - 1250010000 Office of the State Auditor	396,846		53,145				3,124,590	3,574,581
SFY15 Reductions:								
SFY15 Rescission	(10,000)							(10,000)
DII ISF Decrease	(17)						(136)	(153)
FFS ISF Decrease	(328)						(1,663)	(1,991)
VISION ISF Decrease	(8)						(64)	(72)
FY15 Total Reductions	(10,353)	0	0	0	0	0	(1,863)	(12,216)
FY15 Total Reductions (After Rescission & ISF Decreases)	386,493	0	53,145	0	0	0	3,122,727	3,562,365
SFY16 LEVEL FUNDED								
Personal Services:								
Salary	6,214		(1,751)				34,101	38,564
Health	2,188		811				31,850	34,849
Dental	1,157		170				3,441	4,768
Other Benefits and FICA	(2,978)		750				5,738	3,510
Contractual:								
Increase in Contractor & 3rd Party	472		20				460	952
Increase in Contractor Financial							25,600	25,600
Increase in Contr & 3rd Party Ed/Train	1,000						8,750	9,750
Operating Expenses:								
Operating Expenses	(375)						3,269	2,894
FY16 Total Ups/Downs	7,678	0	0	0	0	0	113,209	120,887
FY 2016 Governor Recommend	394,171	0	53,145	0	0	0	3,235,936	3,683,252

Vermont State Auditor

January 26, 2015

2014 – 2015 STRATEGIC PLAN

and

2014 PERFORMANCE REPORT

Douglas R. Hoffer

Vermont State Auditor

OVERVIEW

The purpose of this document is to describe the mission of the office, the goals and objectives that flow from the mission, and the performance measures used to evaluate our progress. The report is required by the Legislature [32 VSA §307(c)] and we are pleased to fulfill our obligation.

The goals, measures, and targets in this document were developed by the management team in the State Auditor's Office (SAO). In doing so, we considered the SAO's mission and guiding principles and conducted research on how other federal and state audit organizations measure performance. Targets were developed based on expected budgetary resources and reflect management's prioritization of those resources.

The strategic plan covers a two-year period but we review the plan annually and make changes as needed (with explanations of any changes).

The performance report summarizes the extent to which we achieved the targets in our strategic plan for each goal and measure for calendar year 2014.

The SAO website (www.auditor.vermont.gov) contains an electronic version of this document, as well as reports that we reference here, budget documents, and other information about the operation of the office. Paper copies of this document can also be requested from our office. I invite you to call or email me if you have any questions.

Sincerely,

Doug Hoffer

2015 STRATEGIC PLAN

Mission Statement: The mission of the Auditor's Office is to hold state government accountable and to ensure that taxpayer funds are used effectively and efficiently. And in all of our work, we seek to identify and prevent waste, fraud, and abuse.

Guiding Values: The Vermont State Auditor's Office is dedicated to providing government entities, the Vermont Legislature, and the public with professional audit services that are:

- Useful
- Timely
- Accurate
- Objective
- Of high quality; and
- Performed in conformance with generally accepted government auditing standards.

In addition, the Office is committed to improving the professional skills of the staff, sharing knowledge with others, and maintaining a work environment that is ethical, supportive, respectful, collaborative, and productive.

Office Profile:

Statutory Responsibilities: The state auditor is a constitutional officer, elected biennially. The auditor's principal duties are defined by 32 VSA §163, 167, and 168. These duties include:

- annual audit of the state's financial statements - Comprehensive Annual Financial Report (CAFR);
- annual federal Single Audit (A-133);[1]
- discretionary governmental audits, as defined by the U.S. Government Accountability Office;
- discretionary post-audits of all expenditures, including disbursements to a municipality, school, supervisory union, school district, or court; and
- audits or reviews as statutorily required by the Legislature.

[1] The federal Single Audit Act requires states, local governments, and non-profit organizations expending over $750,000 in federal awards in a year to obtain an audit. A single audit consists of (1) an audit and opinions on the fair presentation of the financial statements and the Schedule of Expenditures of Federal Awards; (2) gaining an understanding of and testing internal control over financial reporting and the entity's compliance with laws, regulations, and contract or grant provisions that have a direct and material effect on certain federal programs (i.e., the program requirements); and (3) an audit and an opinion on compliance with applicable program requirements for certain federal programs.

Vermont taxpayers expect state government to provide cost-effective services. It is the job of the SAO to determine if publicly-funded programs are operating efficiently and meeting the goals and objectives established by the legislature. We do this by conducting performance audits. In the process, the SAO is always alert to the risks of waste, fraud, and abuse.

The SAO no longer conducts the statutorily mandated financial audits. The audit of the state's financial statements (CAFR) and the federal Single Audit (A-133) are now conducted by KPMG under contract to the SAO. That leaves us free to focus almost exclusively on performance audits, which provide objective analysis and recommendations to 1) program managers to help improve service delivery; 2) policy makers to better inform decisions about resource allocation; and 3) the general public, which has a right to know if taxpayer funds are being used effectively.

In addition to performance auditing, we have other responsibilities. For example, we work with KPMG and state government entities to reduce findings in the federally mandated Single Audit. This will improve the state's implementation of federal programs and reduce the cost of auditing the programs.[2]

In addition, our office will conduct reviews of certain aspects of state government. The decision to research a particular issue is made by the State Auditor. These non-audit inquiries will be rigorous and well-documented but need not meet generally accepted government auditing standards. In some cases, reviews may lead to or complement performance audits.

Staffing: The SAO is authorized to have 15 staff positions, including the State Auditor, three appointees (Deputy State Auditor, special investigator, and private secretary), a financial manager, and 10 professional audit staff.

All ten members of the audit staff have bachelor's degrees and six have master's degrees. In addition, nine of the ten audit staff members have certifications in one or more professional areas, including Certified Public Accountant, Certified Internal Auditor, and Certified Information Systems Auditor.

Funding: Only 11% of funding for the SAO comes directly from the State's General Fund. Almost all the rest comes from the Single Audit Revolving Fund (SARF). Most state agencies and departments contribute to the SARF based on a formula reflecting their expenditures, revenues, and federal funding.

[2] Office of Management and Budget (OMB) regulations require states to re-audit programs that have findings. Each additional audit costs $35,700.

For the current fiscal year (2015), the Legislature appropriated $3.57 million to fund the SAO, including $3.1 million from the SARF and almost $400,000 from the General Fund.

GOAL 1: PROMOTE GOVERNMENT ACCOUNTABILITY AND IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF STATE GOVERNMENT THROUGH PERFORMANCE AUDITS AND REVIEWS

Measure 1a: Number of performance audit reports issued

Purpose: Performance audits identify opportunities for improvements in program delivery, as well as potential savings or cost recovery.[3]

Targets: Performance audits vary in scope and complexity so the number of audits completed in a given year will also vary. In addition, the timing of audit engagements will sometimes result in audits being initiated in one year and completed in the next. This too may lead to variances from year to year. Therefore, annual targets are based on the sum of completed audits and the fractions of audits underway but not yet completed.

- CY 2014 - 7
- CY 2015 - 6

Strategies:

- Try to improve risk assessments and audit planning to avoid surprises regarding data availability or other issues that may increase the time required to complete an audit.
- Continue to define audit objectives as narrowly as possible to provide meaningful recommendations while avoiding scope drift.
- Work with staff to improve writing skills in order to reduce time devoted to editing.
- Improve internal procedures for reviewing draft reports.

[3] Cost recovery can be based on a contractual or statutory provision allowing the state to recover money from beneficiaries for failures to meet performance obligations (i.e., contractors, grantees, or recipients of tax incentives).

Challenges: Significant changes to the structure and composition of our audit staff occurred in 2014 but the prospect for 2015 is very positive. We discuss this in detail in the performance report below. In addition, there are factors that can affect the number of performance audits completed each year, including the complexity of the audit topics, the number of entities involved, the availability of data,[4] and the timeliness of management responses to audit findings.[5]

Measure 1b: Average cost of performance audits

Purpose: The SAO has limited staff and modest funding. Therefore, it is imperative that we maximize the value of our available resources. As noted above, performance audits vary in their scope and complexity but the average cost per audit is a fair measure of our ability to manage our resources.

Targets:

- CY 2014 - $150,000
- CY 2015 - $250,000

Strategies: The strategies outlined above in Measure 1.a. are also relevant here.

- Try to improve risk assessments and audit planning to avoid surprises regarding data availability or other issues that may tend to increase the time required to complete an audit.
- Continue to define audit objectives as narrowly as possible to provide meaningful recommendations while avoiding scope drift.
- Work with staff to improve writing skills in order to reduce time devoted to editing.
- Improve internal procedures for reviewing draft reports.

Challenges: As noted above, there were significant changes to the structure and composition of our audit staff. We discuss this in detail in the performance report below. With hindsight, it is apparent that the target adopted for 2014 was overly optimistic. We have adjusted the figure upward for 2015 but will work hard to better manage these costs without sacrificing the quality of the work.

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4 For a variety of reasons, obtaining data from state entities and vendors can sometimes take more time than anticipated.

5 Draft audit reports are shared with auditees who are given two weeks to respond to the findings. Their responses are included in the audit report as appendices, and the SAO may comment on issues raised in the management response. It is not uncommon for management responses to be late, which delays the completion of the audit. Moreover, some management comments require additional work by audit staff in order to correct the report, or to defend a finding in response to a challenge by the auditee.

While the cost per audit is a useful measure, concerns about efficiency cannot compromise the integrity of the audit process. Technically, there are no shortcuts; we must adhere to generally accepted government auditing standards as issued by the Comptroller General of the United States and the U.S. Government Accountability Office (see our Professional Standards Manual on the website).

Measure 1c: Value of identified savings or cost recovery

Purpose: In some cases, a performance audit will identify actual or potential savings or opportunities for cost recovery from contractors, grantees, or beneficiaries of incentive programs.[6] Although not the only measure of the value of performance audits, savings are quantifiable. However, it is impossible to forecast such savings because we don't always know in advance what audits will be performed and, in any case, savings cannot be predicted before actually conducting the audits. Therefore, we will report savings and cost recoveries in the performance report but will not set targets.

Note that not all audits will result in quantifiable savings. For example, the audit of the State Workers' Compensation Program was not a claims audit. Rather, it was about efforts to improve safety in the workplace. The recommendations identified opportunities to improve the program, which would likely result in savings, but there was insufficient evidence to estimate the magnitude. Likewise, the audit of the Sex Offender Registry (requested by the legislature) was primarily about the reliability of the data in the system and there was no financial component to the objectives.

Targets: NA

Strategy: In choosing audit topics, we will focus on those programs and entities that have a high operational or financial risk to the state, have had performance problems in the past, have never been subject to a performance audit, or are currently alleged to have operational and/or financial problems.

Challenges: None

6 For example, our cell phone audit found the state could save at least $272,000 from better management of employee cell phones. Our audit of an AOT contract identified a missed opportunity to charge a contractor for liquidated damages totaling over $40,000. The audit of Correct Care Solutions (CCS), which provides health services in Vermont prisons, found that the state had chosen not to penalize the contractor for failing to meet certain benchmarks. In addition, the Vermont Employment Growth Incentive program allows the state to claw back money awarded to businesses that fail to meet performance obligations.

Measure 1d: Percentage of audit recommendations implemented within two years and four years

Purpose: The SAO makes recommendations designed to improve the operations of state government. For our work to produce benefits, state entities and/or the General Assembly must implement these recommendations. The greater the number of recommendations implemented, the more benefit will be achieved from our audit work. We have no power to compel implementation of our recommendations, but a measure of the quality and persuasiveness of our performance audits is the extent to which our recommendations are acted upon. Experience has shown that it takes time for some recommendations to be implemented. For this reason, we track recommendations after two and four years.

Targets:
Percent of recommendations implemented within two years – 50%
Percent of recommendations implemented within four years – 75%

Strategy: Annually review state entity corrective actions in response to audit recommendations. Recommendation follow-up will be performed for audit reports issued two and four years prior to the calendar year (e.g., the follow up in the 2014 performance report below is for audits issued in calendar years 2012 and 2010).

Challenges: Absent any authority to compel implementation, we have no direct control over this outcome measure.

Measure 1e: Number, potential savings, and outcomes from non-audit inquiries

Purpose: As noted above, the SAO conducts non-audit inquiries in addition to performance audits. These investigations are intended to achieve the same goals as performance audits; namely, to identify opportunities to improve service delivery and save money.

Targets: As with performance audits, we cannot predict savings but we will report potential savings or cost recoveries identified through non-audit inquiries. Last year was the first with a full-time staff member tasked with performing non-audit inquiries.

Targets:

Number of non-audit inquiries

CY 2014 – 8

CY 2015 – 5

Value of identified savings or cost-recovery – NA

Outcomes – NA

Strategies: The special investigator (SI) will report directly to the State Auditor and work closely with the Deputy Auditor as well. In addition, both audit and non-audit staff will provide occasional assistance in the execution of non-audit inquiries.

Challenges: The lowering of the target for the number of non-audit inquiries reflects our experience in 2014 and the relative complexity of the subjects likely to be assigned to the SI in 2015.

GOAL 2: COMPLETE MANDATED FINANCIAL AUDITS ON SCHEDULE

The financial audits must be completed by December 31st (CAFR[7]) and March 31st (Single Audit[8]). The Commissioner of the Department of Finance & Management prepares the financial statements, which are audited by KPMG (under contract to the SAO) and KPMG conducts the Single Audit.

Measure 2a: Complete the CAFR and Single Audit by statutory deadlines

Purpose: Although the SAO no longer conducts the CAFR and Single Audits, we remain responsible for ensuring that these audits are completed on time.

Targets

FY 2014 and FY 2015 – Both audits on time

Strategy: Actively monitor the process through weekly status meetings with staff from KPMG and the Department of Finance & Management.

Challenges: Meeting the targets is dependent on KPMG and the state's financial management team.

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[7] 32 VSA §182(a)(8)

[8] Paragraph .320(a) of OMB Circular A-133

Measure 2b: Number of repeat Single Audit findings

Purpose: Under a contract with the SAO, KPMG annually audits selected state entities to determine if they comply with federal requirements in a variety of control areas, such as program eligibility and cash management. Given the wide scope of this audit and the numerous federal requirements that are checked for compliance, it is not unreasonable for the state to have Single Audit findings. However, state entities should work hard to minimize the number of repeat findings in order to comply with federal requirements and reduce future audit costs.[9] The SAO cannot compel state entities to implement the Single Audit recommendations, but we can report the number of repeat findings and track changes over time. In addition, we will continue to work with the parties to emphasize the importance of avoiding repeat findings. Although history provides some guidance as to the frequency of repeat audit findings, we will not set targets as they are beyond our control.

Targets: NA

Strategy: We will work with KPMG to provide guidance to state entities on how to fix repeat audit findings.

Challenges: There is no penalty for not implementing Single Audit recommendations. In some cases, the cost of implementing the recommendations could exceed the cost of the resulting re-audits ($35,700), which is a disincentive to curing the problem.

Measure 2c: Number of Single Audit re-audits[10]

Purpose: A significant driver of the cost of the Single Audit is the number of programs that have to be audited. According to rules established by the federal Office of Management and Budget, some programs must be audited every year, such as Medicaid. Other programs are audited once every three years if they meet certain dollar thresholds. Programs with prior audit findings must be audited and these are termed "re-audits." The SAO has no direct means of influencing this measure so we will track and report the number of re-audits but will not set targets.

[9] OMB rules mandate re-audits for most repeat findings.

[10] We do not include Medicaid in this measure because the federal Department of Health and Human Services has designated this program as high risk and requires that Medicaid be audited every year regardless of whether there are findings in the prior year's audit.

Targets: NA

Strategy: Provide guidance to state organizations on how to minimize future re-audits and charge the offending organization the full cost of any re-audits.

Challenges: See Measure 2b Challenges above.

GOAL 3: NON-AUDIT SERVICES

Measure 3a: Number, type and outcomes of inquiries from legislators, municipalities, whistleblowers, and others

Purpose: The SAO regularly receives inquiries from various parties, as well as comments from whistleblowers. We respond to all such communications and provide information, technical assistance, and referrals as needed. The SAO cannot predict the number of such communications but we can track them by type and outcome.

Targets: NA

Strategy: Respond promptly to all inquiries and requests for information.

Challenges: None

Measure 3b: Satisfaction levels of those attending trainings supported by the SAO

Purpose: The SAO occasionally co-sponsors trainings for professionals from municipalities, schools, and the private sector. In order to gauge the usefulness of the training, we ask participants to evaluate the presenters and the presentations and tell us whether the information provided was clear and beneficial.

Targets:

2014 - 85% high satisfaction[11]

2015 - 85% high satisfaction

Strategy: Seek input from state and local government entities, including sheriffs, on the type of training needed that would improve financial competence across the state. Work with other entities, such as the Vermont League of Cities and Towns, to sponsor relevant and timely training opportunities by expert presenters. Obtain evaluations of SAO-sponsored training from participants.

Challenges: Attendance is a mixed bag including town clerks, town treasurers, school officials, private sector auditors [seeking continuing professional education (CPE) credits] and others. While some subjects are of interest to all, others are not. And if the subject is too generic, it will not be as useful as more focused topics, and may not satisfy the requirements for CPE credits. In addition to getting good presenters / panelists, our continuing challenge is to plan sessions that will meet the needs of a diverse audience.

[11] Survey respondents report satisfaction on a five-point scale. High satisfaction is defined as scores of four and above.

CALENDAR YEAR 2013 PERFORMANCE REPORT

Goal 1: Promote government accountability and improve the efficiency and effectiveness of state government through performance audits and reviews

Goal	Performance Measure	Target	CY 2014 Actual
1.a.	Number of audits	7	5[a]
1.b.	Average cost per completed audit	NA	$285,583[b]
1.c.	Value of potential savings or cost recovery		
	i. Sex Offender Registry	---	See next page
	ii. Designated Agencies (DMH, DAIL, DOH)	---	$77,675
	iii. Department of Liquor Control	---	See next page
1.d.	Percent of recommendations implemented – see below		
1.e.	Number of completed non-audit inquiries	8	4[c]

a. Three audits were completed, one almost completed (90%), and three others at 25%, 45% and 50% done.

b. Based only on the average of the three completed audits.

c. One report was completed in late 2014 but not issued until early January 2015.

Comments:

1.a.	All three audits took more time than anticipated, which affected both the cost and the subsequent audit schedule. Specifically: • **Sex Offender Registry**: This was the second audit of the Registry and Public Safety had implemented a new system. Therefore, we planned for fewer exceptions to track, verify, and document than in the prior audit (more exceptions = more time). In the end, there were a significant number of offender records with critical errors (253 or 11% of registered offenders). • **Designated Agencies**: We underestimated the complexity of the various programs at DAIL and DMH and the extent to which certain types of claims were allowed in the system. We used a sophisticated software program to evaluate 725,000 claim lines, but DAIL and DMH criteria allowed for exceptions, which required more work. • **Dept. of Liquor Control**: For a variety of reasons, the time required for several aspects of the job was underestimated. In addition, DLC disputed many points in our discussion document and it took time to obtain evidence from them and to assess and respond to their claims.
1.b.	• There were important changes to the structure and composition of our audit staff (i.e., one departure, two reclassifications, and two new hires). Last year was one of change and transition, which contributed to the decline in completed audits and the increased cost per audit. However, the plan and the steps taken to date are intended to increase productivity in the office. • As noted above, the time estimated for all three completed audits was misjudged during the risk assessment. We are focusing on this going forward.

Comments continued:

1.c.i.	The audit of the Sex Offender Registry was primarily about the reliability of the data in the system and there was no financial component to the objectives.
1.c.ii.	The audit of the Designated Agencies found no evidence of widespread payments for duplicate services. However, the audit did identify four types of conditions that resulted, or could have resulted, in the State paying for duplicate services for the same client performed on the same date. The total amount was $77,675, but this represents analyses of samples at the three largest DAs so it is likely that the figure would be higher had all of the DAs been reviewed in this detail.
1.c.iii.	The model developed for the DLC analysis assumed a revenue neutral outcome. Nevertheless, full privatization would produce a one-time benefit of about $5 million from the sale of liquor in stock at the agent stores because the state owns that inventory.

1.d. Percent of recommendations implemented

2010	Short Title	# of Recs.	# of Recs. Partially or Fully Implemented	Four-year Target	Actual
10-02	Improper Payments: Internal Control Weaknesses (overall)				
	Finance & Management (DFM)	6	1	75%	17%
	Agency of Transportation (AOT)	2	2	75%	100%
	Dept. of Labor (DOL)	1	1	75%	100%
10-03	DFM - Improper Payments: Results of VISION Review	2	1	75%	50%
10-04	Dept. of Taxes – VEGI claims process	3	3	75%	100%
NA	Southwest Vermont Supervisory Union	69	50	75%	72%
10-05	Corrections - Sex Offender Registry	12	9	75%	75%
	Total 2010 – Four Years Out	**95**	**67**	**75%**	**71%**

2012	Short Title	# of Recs.	# of Recs. Partially or Fully Implemented	Two-year Target	Actual
12-01	Milton TIF	3	3	50%	100%
12-02	Medicaid Providers (Legislature)	1	0	50%	0%
12-03	Burlington - TIF	5	4	50%	80%
12-04	DAIL - Choices for Care	6	2	50%	33%
12-06	Winooski - TIF	12	8	50%	67%
12-07	CDF - Human Services (eligibility)	7	2	50%	29%
12-08	TIF Capstone (Legislature)	16	16	50%	100%
	Total 2012 – Two Years Out	**50**	**35**	**50%**	**70%**

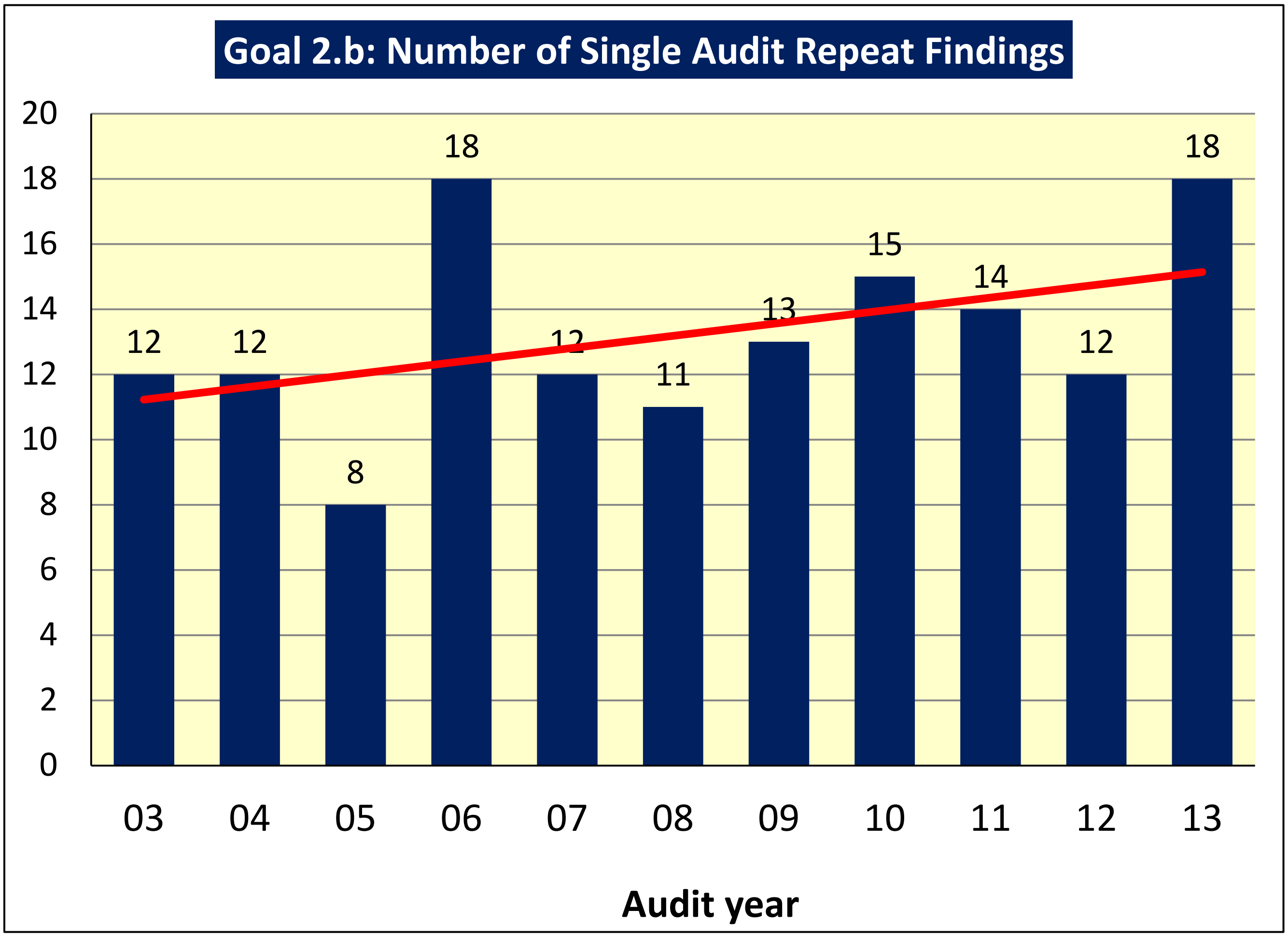
Historical Figures for Recommendation Follow-up				
Year audits conducted	**2-year Target**	**2-year Results**	**4-year Target**	**4-year Results**
2006	50%	NA[a]	75%	67%
2007	50%	NA[a]	75%	69%
2008	50%	84%	75%	85%
2009	50%	46%	75%	79%
2010	50%	74%	75%	71%
2011	50%	57%	75%	NA
2012	50%	70%	NA	NA

a. Recommendation follow-up began in 2010 so there are no two-year results for 2006 and 2007.

Goal 2.a: Complete mandated financial audits on schedule			
Goal	**Performance Measure**	**Target**	**FY 2014**
2.a.i.	Complete the CAFR by statutory deadlines	12/31	On time
		Target	**FY 2013**
2.a.ii.	Complete the Single Audit by regulatory deadlines (FY2014 Single Audit is still in process)	3/31	On time

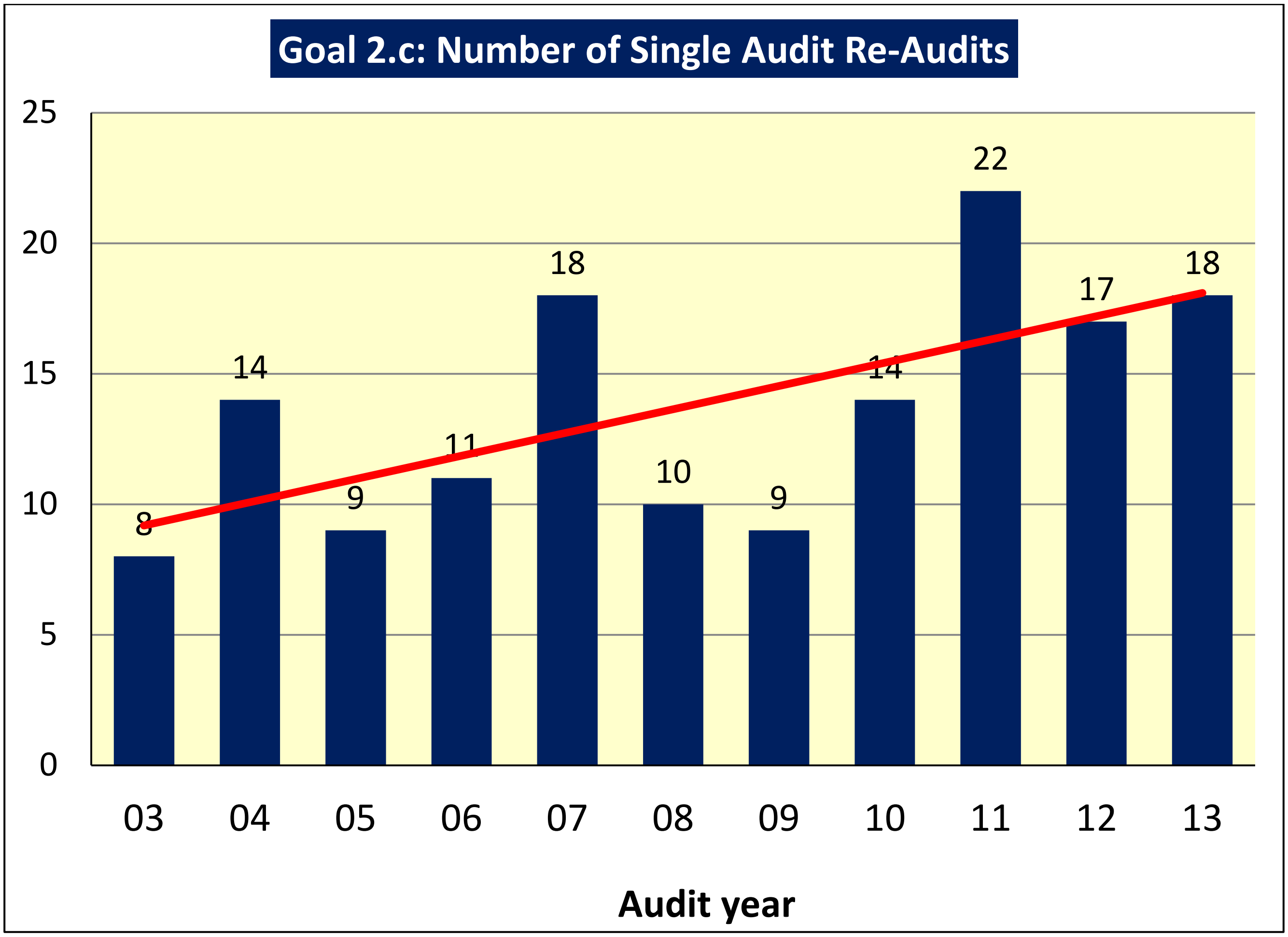
After declining for a few years, repeat findings increased significantly in 2013. Much of the increase was attributable to the Agency of Education.

Note: 2014 figures will be available in March.



From 2010 through 2012 there were abnormalities in the number of programs audited and re-audited due to the American Recovery and Reinvestment Act. Unfortunately, the number of required re-audits has remained high even after the ARRA period. Re-audits have a serious budget impact as each one costs $35,700. Likely contributing factors for increases in repeat findings and re-audits include staff reductions, turnover, and in some cases a lack of written procedures. In addition, the Agency of Human Services utilizes so-called “procurement grants” that are tracked as grants in the state’s bookkeeping system but are considered by AHS to be “procurement contracts.” The difference is significant because the former has more federal monitoring and reporting requirements than the latter. Therefore, some very large AHS programs are not receiving the level of scrutiny necessary to ensure compliance with federal regulations and to minimize opportunities for waste, fraud, and abuse. And as noted above, the cost of the mandated re-audits is substantial.

Note: 2014 figures will be available in March.



Goal 3: Non-audit services			
Goal	**Performance Measure**	**Target**	**CY 2014**
3.a.	Number, type and outcomes of inquiries from, municipalities, whistleblowers, and others	---	167 Total
i.	Alleged welfare fraud	NA	71
ii.	Other whistleblower complaints	NA	40
iii.	Questions about various state & private entities	NA	29
iv.	Questions from municipal officials and from citizens about municipal finances	NA	16
v.	Requests for audits + questions about completed audits	NA	7
vi.	Records requests	NA	4
3.b.	Satisfaction levels of those attending trainings supported or co-sponsored by the SAO[a]		
i.	VLCT / SAO Symposium June 19, 2014		
(a)	Session 1 - Issuing Tax-Exempt Bonds and a Back Office view of the Vermont Municipal Bond Bank	85%	93%
(b)	Session 2 - Understanding the Audit Report: A Breakdown for Lay People	85%	85%
(c)	Session 3 – School District Treasurers and Business Officers: Roles and Responsibilities	85%	53%
(d)	Session 4 – Meeting State and Federal Financial Reporting and Monitoring Requirements: A Roundtable Discussion	85%	88%

a. We asked attendees about three aspects of the presentations: coverage of topic, effectiveness of speaker, and usefulness to them as municipal officials. The responses were tallied and averaged for each session.

Comments:

3.a.i.	Fraud allegations are forwarded to the AHS fraud unit. According to AHS, none of the allegations were substantiated. We intend to pursue this at a later date.
3.a.ii.	Other whistleblower complaints: municipalities (15), Tax Dept. (7), Agency of Administration (2), and AOT, BGS, DMV, DOL, PSB, UVM, VABIR, VHC, VHFA, VSAC, and VSC. In addition, there were complaints about private sector entities including one for-profit and three non-profits, as well as one school. Some complaints were forwarded and all the others were investigated.
3.a.iii	Questions about state and private entities included eight about the Vermont Health Connect, seven directed to the Auditor's Office, two each about the Tax Dept. and the Pharmacy Benefit Manager, and one each for the Agencies of Human Services and Natural Resources, captive insurance, and the Departments of Children & Families, Liquor Control, and Motor Vehicles.
3.a.iv.	Many of the inquiries from municipalities were about training and audit issues, while others expressed concerns about understanding municipal and school audits.