

# **Internal Audit Planning and Scoping Memorandum**

## **Development Services Review Follow-Up** April 15, 2024

### **Background**

Pinal County Internal Audit will perform a review of the third-party Development Services (formerly Community Development) Review performed in March 2022 to evaluate the current state of the observations previously identified and the related actions that have been taken.

In March 2022, Pinal County engaged Glancy Consultants to review processes, procedures, and staffing levels in the Pinal County Development Services Department. To understand the issues, meetings were held with members of the Board of Supervisors, County and Department management and staff, and many customers including owners, developers, and engineers. Historic and current data was reviewed to determine the types and volumes of permits being issued and current timelines for various project types.

Per the FY22 third-party review performed by Mo Glancy, the following is a brief description of the major issues noted:

- Intake and review of plans takes too long.
- The site plan and zoning preapplication processes do not give adequate direction for development of commercial and subdivision projects.
- It is difficult to get a return call or clear answer from staff in some sections.
- The delay in assignment of parcel numbers by the County Assessor negatively impacts productivity and delays permit issuance.
- Many permit types are not fully implemented in Accela.
- Customers have a difficult time navigating the online system.
- There is a lack of sufficient reporting or automation.
- Some divisions are understaffed.

### **Objectives and Scope**

The scope of the Pinal County Development Services Review Follow-up will include the 2022 third-party Development Services review and current state of the Pinal County Development Services Department.

The objectives of this review are to:

- Perform follow-up procedures on FY2022 third-party findings related to Development Services:
  - Inquiry with process owners
  - Documentation of remediation activity
  - Detailed testing, as necessary
- Evaluate actions taken to determine if action plans have mitigated the risks identified

### **Procedures to Be Performed**

Our follow-up of the Development Services findings will follow the Pinal County Internal Audit Methodology. Accordingly, detailed procedures to be performed will entail, but may not be limited to, the following:

- Interview Development Services Management to gain an understanding of the actions taken as a result of the findings.
- Review documents to address findings from the March 2022 third-party review and the Action Plans that exist to respond to the findings.

Preliminary observations resulting from review procedures will be confirmed with Pinal County Management during fieldwork. At the conclusion of fieldwork, an exit meeting will be held in which all

identified observations and improvement opportunities will be reviewed and discussed. The final report will include management comments and action plans prior to issuance to the Audit Committee and Board of Supervisors.

### **Responsibilities**

Pinal County management, in conjunction with Pinal County Internal Audit, is responsible for supervising fieldwork; preparing, reviewing, and issuing reports; and monitoring audit action plan follow-up. Pinal County management and Audit Committee will provide overall project sponsorship and a high level review of audit planning documents and deliverables.

Below are the key team members participating in this review:

Eric Groen (EG) – Managing Director  
 Jarret Judson (JJ) – Director  
 Nathaniel Patton (NP) – Manager

### **Timing**

Preliminary Audit Discussion	April 22, 2024
Proposed Opening Meeting	June 3, 2024
Proposed Closing Meeting	July 8, 2024
Proposed Draft Report Delivery Date	July 24, 2024

The above deadlines are subject to adjustment based upon audit issues encountered during the project that may affect the project scope. The key contacts and Pinal County management will be informed immediately upon recognition of any issues that may potentially affect the scope of the review.

### **Key Deliverables**

The deliverables of this audit will be a written report, and supporting documentation, of observations and recommendations related to compliance with policies and procedures, control design and operating improvement opportunities, and process improvement opportunities.

### **Key Contacts**

Name	Title	Email
MaryEllen Sheppard	Deputy County Manager	<a href="mailto:MaryEllen.Sheppard@pinal.gov">MaryEllen.Sheppard@pinal.gov</a>
Joe Ortiz	Managing Director of Development Services	<a href="mailto:Joe.Ortiz@pinal.gov">Joe.Ortiz@pinal.gov</a>