





4.	<b>Special Events</b>	<ul style="list-style-type: none"> <li>• Determine the extent to which fees are charged to special events to reimburse for City services</li> <li>• Determine whether there are deviations from the application of the City’s current special events ordinance</li> <li>• Explore the feasibility of charging reimbursement fees to additional groups for the use of police officers or other City services at special events where a fee is being charged to participants and in other circumstances as appropriate</li> <li>• Review the approach taken with City-sponsored events with regard to licensing and ordinance compliance</li> <li>• Determine whether escorts for some parades or events could be provided by crossing guards or private security company rather than police officers at overtime rates</li> <li>• Evaluate staffing and organizational structure</li> <li>• Review approach the City is taking relating to concessionaires for special events and in City parks</li> <li>• Provide policy options from other cities or best practices</li> </ul>	\$11,000 to \$15,000
5.	<b>Engineering Allocation of Costs</b>	<ul style="list-style-type: none"> <li>• Evaluate the Engineering Division’s method for allocating costs (engineers, architects and overhead) to capital projects</li> <li>• Compare the City’s allocation of engineering costs with other cities or best practices</li> <li>• Report on the degree to which applicable costs are properly allocated.</li> </ul>	\$15,000 to \$18,000
6.	<b>Community Action Teams</b>	<ul style="list-style-type: none"> <li>• Compare the role of Salt Lake City’s community action team with approaches taken by other cities and best practices</li> <li>• Evaluate the efficiency of the City’s community action teams and the consistency among Council districts</li> <li>• Analyze the data gathered by the community action teams to determine if it is sufficient and consistent</li> <li>• Evaluate the success of the community action teams (Are there measures of success?)</li> </ul>	\$11,000 to \$15,000
7.	<b>Youth Programs</b>	<ul style="list-style-type: none"> <li>• Evaluate the effectiveness of the City youth programs</li> <li>• Determine the number of individuals served</li> <li>• Determine the extent of any duplication of services</li> <li>• Analyze services provided by the school district and the extent of coordination with the district</li> <li>• Analyze opportunities to maximize services through enabling outside groups vs. creating internal structure.</li> </ul>	\$7,000 to \$11,000

8.	<b>Animal Control</b>	<ul style="list-style-type: none"> <li>• Analyze service array provided</li> <li>• Evaluate scope of duties outlined in contract</li> <li>• Determine response time or other measures as applicable</li> <li>• Evaluate policies and approaches to providing general services and to addressing chronic problems compared to other animal control agencies and as compared to best practices</li> </ul>	\$11,000 to \$15,000
9.	<b>Building Code Requirements</b>	<ul style="list-style-type: none"> <li>• Evaluate Salt Lake City's building code requirements and enforcement practices compared to other cities and as compared to best practices</li> <li>• Evaluate seismic requirements</li> </ul>	\$7,000 to \$11,000
10.	<b>Grant Funds</b>	<ul style="list-style-type: none"> <li>• Recap grants that the City has applied for and those that the City has received</li> <li>• Analyze how the grant funds have been spent in comparison to the Council's approval and/or grant award</li> <li>• Determine the extent to which the grant applications are consistent with City policy as it exists at the time of application (are grants an impetus for policy shifts?)</li> <li>• Measure the success of Salt Lake City in obtaining and using grant funds compared to other cities and best practices</li> </ul>	\$15,000 to \$18,000
11.	<b>Victim Advocate Program</b>	<p>Salt Lake City's Victim Advocate Program was established under a federal grant to address the immediate needs of victims of crime, to assist in the process of recovery from crime and to provide information and services, which may prevent re-victimization. Property taxes and other general fund revenue now fund the program.</p> <ul style="list-style-type: none"> <li>• Evaluate the Police Department's Victim Advocate Program compared to other jurisdictions and best practices</li> <li>• Determine the need and degree to which the Victim Advocate Program provides services</li> <li>• Determine whether current staffing is appropriate in comparison to victim advocate programs in jurisdictions of similar size and characteristics</li> <li>• Identify the degree to which victim advocate services are also provided by the City Prosecutor's Office and determine the extent of coordination between providers of services</li> <li>• Identify other options for providing services to victims including the use of trained volunteer victim advocates.</li> </ul>	\$15,000 to \$18,000

12.	<b>Administrative Interpretations of City Ordinances</b>	<ul style="list-style-type: none"> <li>• Identify whether the Administration has systems in place to ensure consistent interpretation of City Ordinances</li> <li>• Compare the City’s approach with that of other cities and best practices</li> <li>• Identify options for establishing a system whereby changes in interpretation can be made available to personnel, the general public and the City Council</li> </ul>	\$7,000 to \$11,000
13.	<b>Economic Development</b>	<ul style="list-style-type: none"> <li>• Compare the City’s economic development staffing level, tools and resources with other cities of comparable size and identify best practices</li> <li>• Compare the City’s economic development public and private partnerships, such as EDCU and the Downtown Alliance, with those of other cities of comparable size and identify best practices</li> <li>• Compare the City’s special events staffing level, tools and resources with those of other cities of comparable size and identify best practices</li> <li>• Identify the extent to which special events can/do contribute to economic development</li> <li>• Evaluate the City’s organizational structure of economic development staffing</li> </ul>	\$11,000 to \$15,000
14.	<b>Encroachments in the Public Way</b>	<ul style="list-style-type: none"> <li>• To what extent does the City have written policies that govern encroachments in the public way for new construction and for existing buildings</li> <li>• Are the policies adequate to ensure that handicapped individuals and the general public has necessary and appropriate access</li> <li>• How do Salt Lake City’s polices compare with other cities and best practices</li> </ul>	\$7,000 to \$11,000
15.	<b>Public Transit Availability in Salt Lake City</b>	<ul style="list-style-type: none"> <li>• Evaluate the extent to which public transit, including busses, is available to bring citizens to the downtown</li> <li>• Determine the extent to which changes in routes over the past two years has impacted the opportunity for residents of Salt Lake City to use the bus system</li> </ul>	\$7,000 to \$11,000
16.	<b>Business Licensing</b>	<ul style="list-style-type: none"> <li>• Evaluate the efficiencies of the City’s Business License Office compared to other cities and identify best practices</li> <li>• Evaluate current staffing for appropriateness</li> <li>• Identify opportunities to maximize efficiencies through technology enhancements</li> </ul>	\$7,000 to \$11,000

17.	<b>Youth &amp; Family Specialists</b>	<p>The Youth and Family program began under a federal grant to help combat the potential for at-risk youth to become involved in criminal activity. The program is now funded by property taxes and other general fund revenue.</p> <ul style="list-style-type: none"> <li>• Identify similar services that are provided by agencies and the level of services provided</li> <li>• Determine the response time in responding to referrals from various agencies including the City's Police Department and from concerned individuals within the community</li> <li>• Evaluate the extent to which cases are monitored to determine the family's progress and to determine compliance with referrals to other agencies</li> <li>• Evaluate the degree of success that the intervention program achieves with juveniles who have committed a legal offense in the community (Parental Accountability Ordinance) Note: The goal of the program is to reduce recidivism, provide resources to families, and protect the community by improving parental skills and supervision.</li> <li>• Determine the degree to which the State's Division of Child and Family Services (DCFS) is also involved in prevention and the coordination between the two programs</li> <li>• Identify any overlap among services and any overlap with the statutory responsibilities of DCFS</li> <li>• Determine what services are available through the Salt Lake City School District to assist families with similar situations</li> <li>• Identify advantages and drawbacks of other options such as the use of trained volunteers or relying on police officers who work with the Community Action Teams</li> </ul>	\$15,000 to \$18,000
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The following are areas of general high risk  
that are traditionally audited by internal auditors

	<b>Project</b>	<b>Scope</b>	<b>Range of costs</b>
<b>18.</b>	<b>Accounts Payable</b>	<ul style="list-style-type: none"> <li>• Build upon work conducted by the financial auditors</li> <li>• Review the City's automated accounts payable system for efficiency and best practices</li> <li>• Determine that the City's controls will detect errors, duplicate payments, and unauthorized payments</li> <li>• Establish that exception reports are being produced and disseminated to department personnel that process payment requests</li> <li>• Use search techniques to scan for the unusual (such as incomplete payments, overdue invoices, encumbrances remaining for several years, fake payables)</li> </ul>	\$7,000 to \$11,000
<b>19.</b>	<b>Treasurer's Office</b>	<ul style="list-style-type: none"> <li>• Build upon work conducted by the financial auditors</li> <li>• Review the organization of the Treasurer's Office for best practices and staffing requirements</li> <li>• Review investment policies, procedures and actual practices</li> <li>• Determine if investment strategies could expand the City's revenues while keeping within the conservative requirements of the State Money Management Act</li> <li>• Review the cash management functions for proper controls and best practices</li> </ul>	\$15,000 to \$18,000
<b>20.</b>	<b>Purchasing and Contract Management</b>	<ul style="list-style-type: none"> <li>• Build upon work conducted by the financial auditors</li> <li>• Review purchasing policies and procedures compared to other cities and best practices.</li> <li>• Analyze bid procedure for large purchases and the City's methods to handle small purchases and make recommendations for improvement if applicable.</li> <li>• Evaluate internal controls and compliance with policies and procedures</li> <li>• Review contract procurement procedures and contract management compared to other cities and best practices</li> </ul>	\$11,000 to \$15,000
<b>21.</b>	<b>Facilities Management</b>	<ul style="list-style-type: none"> <li>• Review the organization, staffing, responsibilities, and procedures of the Facilities Management Division compared to best practices.</li> <li>• Review vendor relationships for appropriateness.</li> <li>• Review expenses for appropriateness.</li> </ul>	\$7,000 to \$11,000

22.	<b>Human Resource Services (payroll, benefits, training, &amp; retirement payouts)</b>	<ul style="list-style-type: none"> <li>• Review the staffing and organization compared to other comparable cities and to best practices</li> <li>• Evaluate training provided by the Human Resource Division compared to other cities and best practices</li> <li>• Make comparisons of Salt Lake City's employee compensation and average pay rates for benchmark positions with the local market by measuring total compensation including salaries, wages, bonuses, paid leave, group insurance plans, retirement, and all other benefits</li> <li>• Evaluate the City's method of granting general pay increases to professional employees (300 and 600 series) contrasted with comparable cities and with best practices</li> <li>• Compare the City's benefit package to the local market and to best practices</li> <li>• Analyze the City's practices for evaluating reclassification requests</li> <li>• Evaluate the City's current practice and method of accounting for cash payouts upon retirement. Compare the City's budget practices for accounting for cash payout at retirement or layoff with comparable cities and best practices</li> <li>• Recommend whether the City should begin to fund the accumulated liability for cash payouts upon retirement (expensed in the years accrued and recorded as fund liabilities)</li> <li>• Review access controls and verify pay rates and benefit hire dates, etc. for those with access to the HR systems</li> </ul>	\$11,000 to \$15,000
23.	<b>Information Management Services</b>	<ul style="list-style-type: none"> <li>• Build upon work conducted by the financial auditors</li> <li>• Review operations, organization, and staffing for best practices</li> <li>• Review data security and safeguarding of Internet transaction information</li> <li>• Evaluate policies, procedures and service performance</li> <li>• Review application management and contingency plans</li> </ul>	\$24,000 to \$29,000