



Follow-up Review Report



Emergency Management and Disaster Recovery



Management has implemented most of the recommendations in our prior audit report and is working towards fully implementing unresolved recommendations.

May 2010

THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA

Dr. Solomon C. Stinson, Chair

Ms. Perla Tabares Hantman, Vice Chair

Mr. Agustin J. Barrera

Mr. Renier Diaz de la Portilla

Dr. Lawrence S. Feldman

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Dr. Marta Pérez

Mr. Alberto M. Carvalho
Superintendent of Schools

Mr. Jose F. Montes de Oca, CPA
Chief Auditor
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TABLE OF CONTENTS

	Page Number
EXECUTIVE SUMMARY AND CONCLUSIONS	1
BACKGROUND	4
OBJECTIVES, SCOPE AND METHODOLOGY	5
CURRENT STATUS OF PRIOR AUDIT FINDINGS AND RECOMMENDATIONS	6



Superintendent of Schools
Alberto M. Carvalho

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May 5, 2010

Members of the School Board of Miami-Dade County, Florida
Members of the School Board Audit Committee
Mr. Alberto M. Carvalho, Superintendent of Schools

Ladies and Gentlemen:

In accordance with School Board Rule 6Gx13-2C-1.142, Section IV and the approved Audit Plan for FY 2008-2009, we have reviewed the actions taken by management to implement the recommendations included in our prior internal audit report Emergency Management and Disaster Recovery, which was issued September 6, 2006. The audit objectives were to determine whether the District's emergency management efforts were clearly delineated and effective, disaster related losses were identified and documented timely, and the resulting claims were monitored to assure appropriate recovery.

EXECUTIVE SUMMARY AND CONCLUSIONS

In our audit report we concluded that adequate emergency management and disaster recovery procedures were in place and periodic emergency response exercises and vulnerability assessments were conducted. Although communication and notification procedures and infrastructures were mostly adequate, we found that additional resources, education, and attention needed to be devoted to the administration of post-disaster recovery.

We made 16 recommendations to improve conditions noted. Management was in general agreement with our recommendations and provided responses indicating the findings would be addressed. It must be noted that the original audit as well as this follow-up address the functions of two separate units in the District, as conveyed by the title of the report.

Our follow-up review concludes that of the 16 recommendations, management fully implemented 13 and partially implemented the remaining 3 recommendations. Our follow-up review further disclosed that the district continues to dedicate appropriate

levels of attention and resources to the emergency management process by addressing a wide range of potential threats that could affect the operations of the schools and the safety of the students. The follow-up review of the disaster recovery process, that has not found it necessary to respond to major disasters since the hurricanes of 2005, disclosed some issues the administration is still working to improve. Accordingly, the three partially implemented recommendations deal with disaster recovery issues.

The emergency management function is the responsibility of the Division of Safety and Emergency Management whose Director reports to the District's Inspections Officer in the Office of School Facilities. The Division was able to revise the Emergency Management Procedures manual that is now integrated into the District's Emergency Operation Plan, which can now be updated as needed, without having to revise the Board Rule as was required in the past. Installation of equipment by the Maintenance Department improved radio communication at several key schools. The Division of Safety and Emergency Management has effectively coordinated and disseminated training on emergency procedures to a broad audience of District employees through mandatory seminars and drills. The Division has effective measures in place to monitor compliance by the schools with the scheduled evacuation drills and requires participation when exceptions are noted. In addition, continuous involvement in training exercises coordinated with the schools and appropriate departments in the District and other local government agencies indicate the Division continues to improve the conduct of emergency drills.

The disaster recovery function is carried out by the Department of Property Loss Control whose Director reports to the Risk and Benefits Officer under the Chief Financial Officer. The Director position is currently filled on an interim basis following the recent resignation by the individual who managed the department when South Florida suffered three hurricanes in 2005. The Department is understaffed and operating with only two individuals on an interim basis, but has received assurance from the administration that adequate support will be provided to address emergencies such as a hurricane. Although new technology and procedures have been introduced to accumulate and track damage information more efficiently, that process remains a cumbersome exercise as a result of the difficulties inherent in satisfying the FEMA guidelines using the information systems in the district and the various forms utilized. Requirements established in the FEMA guidelines to document emergency work are satisfied by using alternative systems and records that present additional challenges, but are necessary. The Damage Survey Form can still be used to document losses, but its functionality was reduced after the Automated Storm Damage Assessment System using the Blackberry was rolled out in 2007. In addition, funding has been allocated to Risks and Benefits Management for Information Technology services (ITS) to develop a Web-based application (**FEMA Web App** Equipment Usage Tracking System) to collect and account for district equipment utilization during emergencies for reimbursement of cost from FEMA. The administration did relocate the Department of Property Loss Control to a district facility away from evacuation zones. The Department maintains accountability for disaster claims, including receipts by accessing the website for the Florida Public Assistance Program that was upgraded in 2008. The District's Treasury Management

accounts for receipts using procedures established by Board rules for the deposit and investment of funds. Primary contact with the Florida Department of Community Affairs occurs through the Florida Public Assistance website which reduces risk of miscommunication due to occasional use of incorrect mailing addresses by the State offices. The District identifies employees who are expected to work in emergencies to assist principals and department directors who must authorize emergency overtime for the payrolls, but overtime necessary during emergencies still remains a concern due to the difficulties experienced integrating Federal Emergency Management Agency (FEMA) guidelines with the workflow and records used by the district.

We acknowledge the efforts made by the Division of Safety and Emergency Management in the Office of School Facilities and by the Department of Property Loss Control in the Office of Risk and Benefits Management to implement our audit recommendations and improve operations. We commend management for their responsiveness and the high measure of accountability accepted in addressing these audit findings and recommendations. However, we recommend that the departments continue to work towards fully implementing the audit recommendations that remain unresolved.

Sincerely,



Jose F. Montes de Oca, CPA, Chief Auditor
Office of Management and Compliance Audits

BACKGROUND

The District devotes discrete resources to emergency management. Awareness and preparation are common threats in managing potential disasters. By knowing our vulnerability and carefully planning what actions need to be taken, we have significantly reduced the negative impact of emergencies. As we have all experienced, the likeliest threat to our School District is from seasonal hurricanes.

The Division of Safety and Emergency Management (the Division) is responsible for coordinating the District's resources during and after an emergency. For day-to-day routine emergencies, the Division typically performs this coordinating function collaboratively with District/School Operations. Throughout the year, the primary responsibilities consist of continuously managing and coordinating practices and procedures consistent with the National Incident Management System (NIMS), including district-wide training necessary to work effectively and efficiently to prepare for, prevent, respond to, and recover from incidents that could threaten the District and the safety of the students. When school emergencies occur, the District activates the District Critical Incident Response Team (DCIRT) protocol via a call to 305-995-COPS, garnering additional resources as needed. DCIRT Team Leaders and members deploy appropriate resources and inform senior staff of the actions being taken. Divisions like Food and Nutrition, Information Technology Services, Maintenance Operations, Risk and Benefits Management, and Transportation are participants. School Principals are guided by procedures outlined in the District Critical Incident Response Plan. The Division oversees the activation of shelter schools upon approval by the Superintendent and is in constant contact with the Chief Communication Officer, a DCIRT team member, to help coordinate announcements for the District's hotline and to communicate with the media and third party agencies including the re-opening of schools following an emergency.

The Department of Property Loss Control is responsible for collecting and submitting damage assessment information and documentation of loss to obtain financial recovery from FEMA and insurance carriers. It must be noted that because the District property insurance policy calls for a deductible of \$100 million per hurricane, if a major storm visited Miami-Dade County in the future, financial recovery would be primarily from FEMA. The department operates as a small cadre with insurance and loss claim experience that has managed the financial recovery efforts following the hurricanes that have affected Miami-Dade County in the past. To achieve the same success in the future, the department needs support from the District administration to designate staff from schools and departments affected by the storm that are able to provide the property loss information needed for timely and accurate claims.

OBJECTIVE, SCOPE AND METHODOLOGY

The objective of this follow-up review was to determine the progress and extent of the implementation of management's plans of action for addressing the 16 recommendations in our 2006 audit report. The review covered actions taken by management subsequent to issuing the original audit report, through March 2010.

We performed the following procedures to satisfy our objectives:

- Interviewed district staff
- Reviewed the organizational structure, policies, procedures, applicable regulations, statutes, and School Board rules
- Examined, on a sample basis, reports, checklists, correspondences and supporting documentation used by the Maintenance Operations and Emergency Management, Safety Environment and Hazards Management, and Risk and Benefits Management in connection with activities related to our audit recommendations
- Performed various other procedures deemed necessary.

This performance audit follow-up review is not an audit, and is intended to provide a current status on audit findings and recommendations. However, we believe that the evidence obtained and reviewed provides a reasonable basis for our conclusions on the status of those audit findings and recommendations. This follow-up review did not include a specific assessment of the overall internal controls.

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

Audit Findings	Recommendations	Corrective Action By Management	Auditors' Comment
<p>1. Update emergency procedures manual</p>	<p>1.1 Finalize the revision of the <u>Emergency Management Procedures</u> manual and revise the bound format to facilitate easier updating.</p>	<p>The finalized Emergency Management Procedures were integrated into the Districts new Emergency Operations Plan (EOP) which can be accessed via the District web portal by principals and District staff. The EOP is comprised of three District manuals:</p> <ul style="list-style-type: none"> • Emergency Management Procedures for Miami-Dade Public Schools • Miami-Dade County Public Schools Crisis Management Resource Manual • Miami-Dade County Public Schools Critical Incident Response Plan <p>The EOP contains 406 pages of information that is hyperlinked to Web pages that provide the user with additional information on the subject matter.</p>	<p>Fully Implemented Emergency Management Procedures were finalized and integrated into the District's new Emergency Operations Plan (EOP) that was revised in November 2007. The EOP is now accessed via the District Web portal by Principals and appropriate District staff. The contents are arranged for rapid navigation and hyperlinks to procedures on a full range of actions to address the response, mitigation and recovery for specific emergency incidents identified in the document. The EOP complies with the National Incident Management System administered by the U.S. Department of Homeland Security.</p>

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

Audit Findings	Recommendations	Corrective Action By Management	Auditors' Comment
	1.2 Consider proposing excluding the <u>Emergency Management Procedures</u> manual from the School Board Rule.	Board Rule 6Gx13- <u>6A-1.06</u> was amended in April 2007. The manual has been excluded from the rule allowing changes on an as needed basis.	Fully Implemented The Board deleted the reference to the <u>Emergency Management Procedures</u> manual that was incorporated as part of the School Board Rule. That change has allowed management to make appropriate revisions to the District Emergency Operations Plan and to keep pace with current developments.
2. Complete radio repeater installation	2.1 Accelerate the installation of radio repeaters.	Please note that this item mistakenly refers to the installation of radio repeaters when in fact the units installed were Bi-directional Amplifiers (referred to as BDAs). The names of schools identified in the audit were submitted to Maintenance as candidates for the installation of BDAs to improve the signal of Resource Officer's (School Police) radios. Maintenance technicians surveyed each site to determine if a BDA was necessary to improve signal strength at the Officer's assigned office area. Bear in mind, that	Fully Implemented The installation of bi-directional amplifiers, which improve radio communication at identified schools, was accomplished by the Maintenance department in October 2006.

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

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		BDAs have a limited area of coverage (<i>impacted by building structure</i>) and will only improve signal strength in the general vicinity of the interior antenna and not cover the entire facility. The last unit was installed on October 30, 2006.	
3. Widen the number of employees trained in emergency procedures	3.1 Prior to hurricane season all school principals, assistant principals, and critical District administrators should receive training in the District's emergency procedures. Additionally, location administrators should be encouraged to brief staff on procedures.	Prior to the 2007, 2008, and 2009 hurricane seasons, principals, assistant principals, custodial staff, food service staff and security monitors were trained via a School Operations web cast. Web casts were utilized to minimize the disruption to school site staff. Training included shelter operations, communications, food service, security, and post storm damage assessment. Presenters consisted of staff from School Operations, Division of Safety and Emergency Management, Food Service, School Shelter principal, School Police, and Maintenance. School Operations has provided annual District Critical Incident	Fully Implemented The Division of Safety and Emergency Management used the District's Weekly Briefing system to disseminate the Florida Hazardous Weather Awareness Week training information to all principals, assistant principals, and cabinet members prior to the 2007, 2008, and 2009 hurricane seasons. The Division also directed the schools to participate in the statewide tornado drills held each year in February, and coordinated with the Division of Student Services Crisis Team to provide training to school-based Critical Incident Response Team members who were required to

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

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		<p>Response Team (DCIRT) training to principals, assistant principals, and other administrators that could be involved in school site operations. DCIRT training includes an introduction to emergency planning, a review of District emergency procedures and scenario-based response exercises.</p> <p>As part of the Emergency Response Crisis Management (ERCM) grant obtained by the School Police, over 1000 principals and assistant principals were trained in National Incident Management System (NIMS). The Federal Emergency Management Agency (FEMA) provided certificates for Incident Command System courses 100, 200, and 700. The course participants were tracked by District Professional Development. The Weekly Briefing system was used to contact the appropriate parties.</p>	<p>update their training.</p>

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

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		<p>ERCM grant site training and site visits were conducted in 2008. Members of the ERCM grant visited each school site to introduce the Emergency Operations Plan, review critical incident response procedures at the school site and discuss potential responses to emergency scenarios. Site visits were documented by District ERCM grant personnel.</p> <p>Schools participated in the 2007, 2008, and 2009 Statewide Tornado Drill.</p> <p>2007, 2008, and 2009 Critical Incident Team Training was made available to school sites. The trainings were provided by the Division of Student Services Crisis Team. The School Operations Weekly Briefing system was used to notify the appropriate parties and disseminate the information for the training activities listed above.</p>	

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

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	<p>3.2 Employees should receive certificates of completion for emergency management and related training or ensure there is a system in place to document employees' participation in such training.</p>	<p>As part of the Emergency Response Crisis Management (ERCM) grant obtained by the School Police, over 1000 principals and assistant principals were trained in National Incident Management System (NIMS). The Federal Emergency Management Agency (FEMA) provided certificates for Incident Command System courses 100, 200, and 700. The course participants were tracked by District Professional Development. In order to minimize disruption to school sites training is delivered via web cast. The web cast allows staff to train various staff members at each school site without staff having to travel to alternate locations. Certificates are not provided for web cast training. School Operations can determine the number of staff members logged on to each web cast by name and employee number. Additional employees participating in the web cast are not captured during the log-in process.</p>	<p>Fully Implemented The referenced online training took place during the open enrollment period from January to April, 2008 and FEMA certificates were awarded to the participants, who also received Professional Development Points from the school District to document their completion of this training. Although certificates are not provided for Critical Incident Response Team training webcasts, School Operations is able to identify the participants.</p>

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

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<p>4. Improve the conduct of emergency evacuation drills</p>	<p>4.1 Improve compliance with the District's <u>Emergency Management Procedures</u> relative to evacuation drills through enhanced training and monitoring. Schools, Region Offices and School Operations should be notified of non-compliance issues.</p>	<p>The Office of School Operations has developed a Weekly Briefing System that provides information and directives to principals. The Division of Safety and Emergency Management has utilized this system to provide information regarding emergency evacuation drills. Drill schedules are sent to each principal and Region at the beginning of the school year; reminders are generally sent each month and directives for periodic reviews at least once per year. The Division of Safety and Emergency Management monitors schools' compliance. Notifications are sent via e-mail directly to principals that have not performed the required drills. They are directed to perform the evacuation drill and input the result into the FASI System.</p> <p>A monthly non-compliance report is available to Region staff in the Control D Web Report Viewer (product number T2526FD01)The monthly report lists the schools</p>	<p>Fully Implemented School sites are provided evacuation and lockdown drill information, including the annual drill schedules, monthly reminders, and instruction on how to use the Fire Alarm System Inquiry (FASI) to record the drills. Schools and Regions are also notified of non-compliance and are instructed to become compliant.</p>

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

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		<p>who have not reported the required number of drills as per the District evacuation drill schedule. The vast majority of schools that are on the list are due to staff not inputting the drills in a timely manner.</p>	
	<p>4.2 Consider conducting tabletop exercises at least once each year.</p>	<p>Each year staff members from the Division of Safety and Emergency Management, School Police and Department of Transportation participate in tabletop exercises regarding hurricane preparedness and response and FPL Turkey Point Nuclear Plant evacuation plan. The exercises are held at the Miami-Dade County Office of Emergency Management. Numerous outside agencies also participate in the drills.</p> <p>Additionally, the following drills and exercises have been conducted since the original audit:</p> <p style="padding-left: 40px;">On 10-6-06, a training drill was held at Booker T. Washington Senior High simulating an</p>	<p>Fully Implemented The Miami-Dade County Department of Emergency Management & Homeland Security coordinates all countywide efforts relative to disasters, including scheduling of annual exercises for major hurricane and radiological emergencies. Miami-Dade County Public Schools as well as municipalities and agencies participate in these training activities. In addition, since the original audit was issued in August 2006, the Division of Safety and Emergency Management has conducted a number of additional training drills designed to address specific needs of the school</p>

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

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		<p>attack by a gunman on campus. Selected DCIRT members were activated to respond to the simulated attack. The School Police and many other agencies participated in the drill.</p> <p>On 3-16-07 a full scale exercise was conducted at the Maritime and Science Technology Academy to simulate a terrorist attack and possible chemical release. DCIRT members were put on alert and the SBAB Command center was activated. DCIRT team members performed their assigned roles and functions during the drill.</p> <p>On 6-1-07 principals and assistant principals participated in "Opening of Hurricane Season Damage Assessment Test". The purpose of the test was to train principals and assistant principals with the procedures</p>	<p>system.</p> <p>Those training exercises ranged from simulated attacks on schools to using a school facility to test County Health Department procedures for dispensing medications to the public during a medical emergency. These activities required close coordination with various agencies including School Police and several municipal Police Departments, and the activation of the District Critical Incident Response Team (DCIRT) and SBAB Command Center. The training also included rolling out and testing the Automated Storm Damage Assessment System utilizing the Blackberry in June 2007, prior to the hurricane season. All Principals, as well as Region Directors and Superintendents participated in this mandatory training.</p>

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

Audit Findings	Recommendations	Corrective Action By Management	Auditors' Comment
		<p>necessary to enter in damage assessment data with their Blackberry device.</p> <p>On 6-7-07 School Police, Hialeah Police Department, Miami-Dade Police Department, Coral Gables Police Department, and North Miami Beach Police Department participated in a drill at Hialeah Miami Lakes Senior to test communication and response during a simulated school incident.</p> <p>On 7-20-07 DCIRT members from School Operations, School Police and Division of Safety and Emergency Management participated in Miami-Dade County Health Department exercise to test their ability to dispense oral prophylaxis at Doral Middle School.</p> <p>Between 9-27-07 and 10-11-07 each of the 6 Regional</p>	

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

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		<p>Centers performed a test of the District's Automated Damage Assessment System.</p> <p>On 3-21-08 an exercise was conducted simulating an evacuation of schools that also have a population of special needs students. DCIRT participants included School Operations, School Police, Department of Transportation and the Division of Safety and Emergency Management. Outside agencies included the Miami-Dade County Office of Emergency Management and Miami-Dade County Transit Department. The following schools participated in the drill:</p> <ul style="list-style-type: none"> North Miami Senior High Norland Senior High North Miami Middle Norland Middle North Miami Elementary 	

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

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5. Claims data collection function is inefficient and understaffed	5.1 Property Loss Control should be adequately supported by a sufficient number of staff from other departments after major disasters to assist in timely and accurate submission of claims to recover losses.	Staff of Property Loss Control has been provided the direction from the Chief Financial Officer that Department Directors be tasked with identification of losses with Property Loss personnel providing support in order to expeditiously determine the scope of loss and seek reimbursement from FEMA and carriers where applicable.	Fully Implemented The Property Loss Control Director has received assurances from the District administration in support of assigning to the appropriate Department Directors responsibility for identification of losses. A task force will be activated in response to disasters such as hurricanes, where the scope of losses must be determined. Involvement by the departments would continue through compilation and documentation in order to determine reimbursable amounts from FEMA and insurance carriers The methodology for coordinated work by Property Loss Control and other appropriate departments, including Management Audits, is included in the District's Disaster Recovery Plan 2004.
	5.2 Reengineer workflow processes and existing information	Risk Management is working with Information Technology to develop a method to improve data	Partially Implemented Improvements to the information system applications include

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

Audit Findings	Recommendations	Corrective Action By Management	Auditors' Comment
	<p>system applications to efficiently and accurately accumulate and track damage and claims information.</p>	<p>collection, including Departmental spreadsheets and use of the new SAP Finance Module to create Accounts Receivable. IT and RM have developed an electronic method of documenting vehicle usage that can be tied to the Emergency Daily Activity Records so that the district can realize the wear and tear cost of equipment usage following disaster declarations. Staff must follow guidelines provided by State of Florida, Department of Community Affairs (DCA) and FEMA which has very manual processes. Risk Management has now also gained access to a system developed by Maintenance Operations that tracks disaster recovery work orders that will be tied to FEMA Project Worksheets.</p>	<p>implementation of the Automated Damage Assessment System utilizing the Blackberry. This allows the school Principal to communicate a preliminary damage assessment to the District Command Center for the initiation of appropriate action. Maintenance Operations developed Hurricane Preparedness Procedures to be used for any disaster. It includes conducting follow-up inspections using the initial damage assessment reports, thus allowing the assignment of appropriate repair teams to specific sites. The procedures include employee time logs and instruction to use the Emergency Daily Activity Record (EDAR) to account for labor and other costs. The system uses a database to provide accountability for disaster-related activities and instructions for creating corresponding disaster recovery work orders in the Maintenance work order system. In addition,</p>

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

Audit Findings	Recommendations	Corrective Action By Management	Auditors' Comment
			<p>funding has been allocated to Risks and Benefits Management for ITS to develop a Web-based application (FEMA Web App Equipment Usage Tracking System) to collect and account for district equipment utilization during emergencies for reimbursement of cost from FEMA.</p> <p>The District's property insurance policy provides a \$100 million deductible per hurricane. Accordingly, most disaster recovery payments in the future are expected to come from the Federal Emergency Management Agency (FEMA). The web-based portal for the Florida Public Assistance Program, the agency that manages disaster recovery in the State, was upgraded in 2008. The upgrade has improved local agencies' ability to track damage and claims information and to monitor the status of payments. However, incompatibilities still exist</p>

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

Audit Findings	Recommendations	Corrective Action By Management	Auditors' Comment
			between the EDAR, the payroll system and FEMA guidelines that result in a cumbersome Disaster Recovery process.
	<p>5.3 Damage Survey Forms prepared by School and District staff should be used in verifying completeness of FEMA Project Worksheets for losses at each location; and other supporting documentation should be filed with corresponding worksheets.</p>	<p>This system has been supplanted by an automated system on the principals' Blackberries that sends damage information to Command Central. Maintenance Operations then transfers the data onto forms that are distributed to the Maintenance Service Centers (MSC). The damage is then inspected and committed to hurricane work orders in Compass. Risk Management is working with the Chief Facilities Officer to establish a Debris Hotline for tropical storms for debris reporting purposes, and also that the district use district groundskeepers to collect debris and outside contractors to haul to the dumps. This will maximize reimbursements from FEMA.</p>	<p>Fully Implemented Adoption of the Automated Storm Damage Assessment System that was rolled out in June 2007 has reduced the functionality of the Damage Survey Form (DSF). As explained elsewhere in these comments, the procedures currently in place call for the initial damage assessments to be performed by the Principals using their Blackberry, and are followed by more thorough inspections by Maintenance teams. The DSF is still referenced in the district's list of official forms and also the Disaster Recovery Plan 2004, and should be used as an alternative or enhancement to the automated system</p>

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

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	<p>5.4 Automate the overtime hours worked data collection process and use the Emergency Daily Activity Record to capture and document emergency labor costs for both FEMA claims and payroll purposes, eliminating the extra payroll forms.</p> <p>Emergency labor costs claimed in the EDAR and general ledger should be reconciled to ensure the completeness and accuracy of the amount claimed.</p>	<p>Revised emergency payroll procedures at school sites require that each employee submit an Emergency Daily Activity Record (EDAR) on a daily basis in order to be paid. EDARs will be verified prior to authorization to process payroll.</p> <p>The ledger will not match the amount claimed to FEMA because payroll costs that are ineligible for federal reimbursement are commingled into the emergency payroll, and must be removed. Not all authorized overtime will be reimbursable; however, the goal is to maximize the extent to which overtime is paid by FEMA.</p> <p>An instructional memo will be sent by the Superintendent on August 1 of each year to re-introduce emergency pay concepts to the work location administrators and support staff. A second memo will be sent when a storm is approaching and school closings are anticipated.</p>	<p>Partially Implemented</p> <p>FEMA regulations provide specific guidance to determine what labor costs are considered eligible for reimbursement and include a model log to document regular time and overtime worked by emergency crews. The District's EDARs document emergency labor, equipment and material used. Each worker must fill out a new EDAR for each day of emergency work. Prior to the 2006 audit, the Payroll Department created logs to record emergency work during the hurricanes. Further, the Hurricane Preparedness Procedures by Maintenance provide a method that facilitates the accounting and verification of EDARs, using daily Employee Time Logs that list the employees assigned to emergency work who must submit the corresponding EDAR. All these duplicative forms and processes are used to capture emergency hours worked.</p>

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

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	5.5 Provide Property Loss Control staff with adequate facilities outside the first line evacuation zone.	Property Loss Control staff has been relocated to Toys.	Fully Implemented Following the August 2006 audit, the Property Loss Control office was relocated to M-DCPS facilities at 12525 NW 28 Avenue, Miami, which is outside of the first line evacuation zones.
6. Improve monitoring of claims and processing checks received	6.1 Work with the Office of the Controller and Office of Treasury Management in developing a process for accountability and prompt deposit of claim receipts.	Property Loss Control monitors payments, which are tracked through the Floridapa.org website. This was also being done following Hurricanes Katrina and Wilma, which is why duplicative district spreadsheets had not been developed as specified in the exception. Sample printouts from Floridapa.org have been submitted for review by auditor. The SAP Finance software including Accounts Receivable will be utilized.	Fully Implemented Property Loss Control staff monitors claims receipts and payments by accessing the State of Florida Public Assistance Program's Floridapa.org website that was upgraded in 2008. Treasury Management follows procedures established by School Board rule for deposit and investment of funds. Ongoing work to upgrade the SAP system to include an Accounts Receivable application should further address concerns for accountability of claim receipts expressed in the prior audit.

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

Audit Findings	Recommendations	Corrective Action By Management	Auditors' Comment
	6.2 Formally communicate District's receipt procedures to all locations.	Treasury staff was not involved in the original response.	Fully Implemented As explained in the previous comment, the official policies for receipt and deposit of School Board funds are established by Board rule and accessible to all users for appropriate action. There is high compliance by the schools and departments and any exceptions are addressed by the Office of Treasury Management.
	6.3 Contact the Department of Community Affairs and resolve mailing address and contacts conflicts.	DCA has been advised that all correspondence concerning disaster reimbursement must be forwarded to the attention of Risk Management. The Florida Department of Community Affairs continues to send mail with inadequate addresses. This was brought to their attention again in October 2009. A sample of their correspondence was provided.	Fully Implemented Payment for disaster claims are being received by M-DCPS via electronic funds transfers.

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

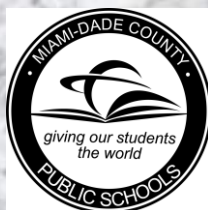
Audit Findings	Recommendations	Corrective Action By Management	Auditors' Comment
<p>7. Limit emergency overtime to essential personnel and storm-related work</p>	<p>7.1 Establish controls to limit work during declared emergency periods to essential employees and others performing direct storm-related work, unless otherwise approved by the Superintendent or his designees.</p>	<p>The personnel/payroll system has been modified to flag employees who are eligible to work following a disaster. The work location supervisor will determine the need to bring personnel in who are flagged in the system. For tropical storms, the principal will perform the initial school inspection and contact the debris hotline in the event debris must be removed from the campus. Food Service personnel will not be permitted to work unless there is a power outage that exceeds 48 hours.</p>	<p>Partially Implemented The Employee Directory application in the Personnel Reporting System (PERS) includes a code identifying every employee who is expected to work during emergencies. This information assists school principals and department directors to decide which employees should be authorized to work emergency overtime. After the hurricanes in 2005, the Payroll Department created logs for recording time worked, which are reported in both the EDARs and payroll registers. Moreover, the Hurricane Preparedness Procedures developed by Maintenance include logs to control emergency work that can be accounted for using the database created for that purpose. However, notwithstanding the improved conditions noted, audit concerns over controlling emergency overtime remains unresolved due to the difficulties identified in</p>

Follow-up Review of Emergency Management and Disaster Recovery

Audit Committee Meeting Presented – May 11, 2010

Audit Findings	Recommendations	Corrective Action By Management	Auditors' Comment
			connection with Recommendations 5.2 and 5.4, and in consideration of the FEMA guidelines to regulate labor cost, as discussed earlier in our comments.

INTERNAL AUDIT REPORT
Follow-up Review Report on Emergency Management
and Disaster Recovery



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