# OFFICE OF INSPECTOR GENERAL
## PALM BEACH COUNTY

### CONTRACT OVERSIGHT REVIEW
### (2014-R-0002)

### ISSUE DATE: MARCH 31, 2014

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*"Enhancing Public Trust in Government"*

## Municipality Contract Monitoring

| SUMMARY |
|---|

This Contract Oversight Review ("Review") will provide Palm Beach County municipalities with information to consider when developing a robust contract monitoring policy/procedure. The lack of a robust contract monitoring program increases the risk that a public entity will fail to detect, deter or prevent waste, fraud, mismanagement or abuse in contracting. As a part of this Review, the Office of Inspector General (OIG) developed a Contract Monitoring Survey ("Survey") [Exhibit A] that provides insight into the existing contract monitoring programs within each of Palm Beach County's thirty-eight municipalities and seeks to identify good guidance practices within five randomly selected[1] municipalities[2]. Thirty-two (84%) of the thirty-eight municipalities responded to the Survey [Exhibit B]; however, not all of responding municipalities completed all of the Survey questions[3].

After analyzing, and testing the responses with on-site visits, the OIG identified the following Survey results:

- Five (16%) of the thirty-one reporting municipalities stated they had a documented policy and procedures regarding contract monitoring;

- Twenty-nine (94%) of the thirty-one reporting municipalities stated that contracts are monitored;

- Twenty-nine (94%) of the thirty-one reporting municipalities stated that a dedicated contract file is maintained;

- Four (13%) of thirty-one reporting municipalities had a documented contract monitoring risk assessment tool; and,

- Six (19%) of thirty-one reporting municipalities provide training for staff performing contract monitoring related activities.

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[1] The OIG followed the instructions provided by the University of Wisconsin-Eau Claire using Microsoft Excel 2007 "Getting a Random Sample" in determining the random sample of municipalities.

[2] Selected municipalities: Cloud Lake, Highland Beach, Lake Park, Loxahatchee Groves and Royal Palm Beach.

[3] Exhibits C through F provide each municipality's detailed responses to the (a) Policy and Procedure; (b) Monitoring; (c) Contract File; and (d) Risk Assessment Survey questions.

## BACKGROUND

There are three generally accepted phases of public procurement; Pre-Award, Award and Post-Award.  The Pre-Award phase consists of the determination of need, the development of the requirements package, and selection of the contracting method. The Award phase consists of the solicitation of vendors/sources, receipt of responses, evaluation of responses and contract award. The Post-Award, or contract administration phase includes contract monitoring, ensuring contractor delivery to specifications and contract closeout.

As mentioned, contract monitoring is part of the Post-Award procurement phase. Contract monitoring activities, where applicable, occur in the following areas: quality control, scheduling of deliverables, accepting deliverables, contract changes, contractor performance and assessing the risk of contract failure.  Because of the importance of contract monitoring, the OIG developed a Contract Monitoring Survey ("Survey") that:

1. Assisted OIG-Contract Oversight in analyzing and comparing each Municipality's contract monitoring program with the elements of a sound monitoring program;

2. Assisted OIG-Contract Oversight in allocating internal resources, determining priorities and promoting effectiveness;

3. Assisted OIG-Contract Oversight in initiating contract oversight activities that target material weaknesses to help detect contracts with the greatest risk of waste, fraud, mismanagement, abuse and inefficiencies;

4. Would promote discussions between municipalities desiring to implement, or enhance, a robust contract monitoring program; and,

5. Provide guidance to Palm Beach County's thirty-eight municipalities on the elements necessary when developing and implementing a robust contract monitoring program tailored to their specific needs.

## SCOPE AND METHODOLOGY

The OIG initiated a contract monitoring survey of Palm Beach County's thirty-eight municipalities to identity the robustness of their contract monitoring program.  The OIG provided each municipality with a link to the Survey Monkey website and requested that they complete a survey concerning their current contract monitoring program.  The survey instrument consisted of thirty-one questions grouped within the following categories:

### CONTRACT MONITORING SURVEY CATEGORIES

1. Policy and Procedures
2. Monitoring
3. Contract File
4. Risk Assessment

At the conclusion of the response period, the OIG collected and analyzed the responses and then, as a judgmental sample, randomly selected five municipalities for an on-site visit to review (test) their contract monitoring program.  The selected municipalities

varied in population, contracting capacity, the type and nature of contracts procured and level of contract monitoring.  The OIG considered these differences when conducting our on-site review.  To ensure consistency within each municipality, the OIG developed a review tool [Exhibit G] to capture the following contract elements:

## REVIEW TOOL ELEMENTS

(a) Contract Name
(b) Specific Staff Assigned to Monitor
(c) Milestones Confirmed in Writing
(d) Specific Staff Confirming Receipt of Deliverables
(e) Specific Staff Confirming Milestones being reached
(f)  Specific Staff Approve Payments
(g) Contract File-Log of Payments
(h) Change Orders and/or Amendments Maintained in File

The OIG visited the five randomly selected municipalities and selected a judgmental sample of contracts to perform our contract monitoring review.  In total, we reviewed the contract monitoring activities for sixteen active contracts covering an array of projects/services.

## SURVEY RESULTS

### Does your Agency have a documented policy/procedure for contract monitoring?

**Five (16%) of thirty-one reporting municipalities had documented policies and procedures regarding contract monitoring.**

Survey Response
Of the thirty-one reporting municipalities, only five (16%) reported a documented policy/procedure. Those municipalities reporting a documented policy/procedure indicated a mixture of elements including a monitoring plan, standard review guide, contract compliance and a dispute resolution process. [Exhibit C]



Does your Municpality have a documented policy/procedure for contract monitoring?
Yes 16% / No 84%

OIG Review
Of the five randomly selected municipalities, only one reported that it maintained a documented policy/procedure consistent with the elements of an effective contract monitoring policy.  During the OIG on-site review of that municipality[4], they demonstrated the electronic (paperless) system it uses for managing the contracting process for engineering and capital improvement projects. The electronic system provides the methods, processes and steps involved in preparing a solicitation package and contract documents.  Electronic contract documents include base, or model, contracts for the various purchasing thresholds, quotation worksheets, sample purchase order agreement, and Request for Quotation

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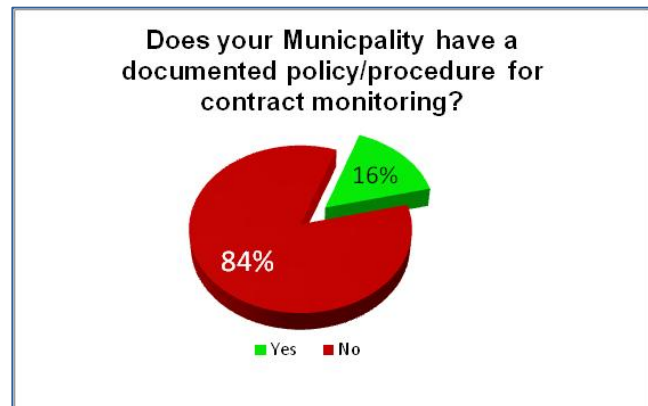
[4] Royal Palm Beach

(RFQ) instructions.  The electronic system is used to track payments, change orders and the receipt of deliverables. The electronic system is comprehensive in that it provides information and documents related to the contracting process in a single, easily accessible, location.  However, the municipality lacked an overarching documented policy and procedure addressing contract monitoring.

A policy serves as a guide to staff to ensure a consistent, effective and efficient contract monitoring process.  A comprehensive policy provides direction across many subject areas such as staff roles and responsibilities, conflicts of interest, monitoring of contract performance, documentation of contract decisions, dispute resolution and managerial discretion.  The guidance provided in a policy establishes the foundation for the detailed monitoring procedures for use by monitoring staff.

Established documented procedures provide detailed, specific direction to agencies and personnel to ensure clarity, consistency and quality control in the monitoring program. Procedures specify the steps and tools used in the monitoring process and methods of communicating monitoring results.  Procedures generally include, but are not limited to staff roles and responsibilities, contract correspondence, reports detailing monitoring efforts, documentation of contract administration actions and decisions, contract completion activities, guidance on handling disputes and professional development of staff.  In addition, procedures clarify for those in monitoring roles what is expected of them while conducting on-site visits/desk reviews and interacting with vendors.  Simply stated, procedures detail what is to be done, by whom, when, and how it is to be accomplished and documented.

## Are Contracts Monitored?

**Twenty-nine (94%) of thirty-one reporting municipalities stated that contracts are monitored.**

Survey Response
Twenty-nine (94%) of the thirty-one reporting municipalities responded that contracts are monitored.  The majority of responding municipalities reported: (a) the receipt of deliverables and milestones are in writing; (b) staff is assigned to monitor contracts; and, (c) staff approves payment. However, only six (19%) municipalities reported that contract monitoring staff receives some form of training. [Exhibit D]



Are Contracts Monitored?
6%
94%
Yes  No

OIG Review
All five of the randomly selected municipalities reported that they monitored contracts. Although the methods used to accomplish contract monitoring varied, the OIG's on-site review identified 100% compliance with the contract monitoring elements contained in the review tool.  Specifically, we determined the municipalities assigned a specific staff member to perform contract monitoring duties, which included: (1) reviewing and confirming deliverables, (2) confirming that milestones were achieved; and, (3) approving invoices.   Further, in those contracts reviewed containing milestones, the OIG confirmed that staff review and confirm the achievement of the milestones.  For example, one municipality[4] maintains all of its engineering and construction related

contract documents in an electronic format. Electronic information contains deliverables, milestones, staff approvals and change orders.

The function of contract monitoring is to ensure the municipality's contract meets expectations; therefore, planned contract monitoring activities should identify the vendor's and the municipality's contract obligations and outline how vendor performance will be monitored. Monitoring activities may occur in the following areas: (1) quality assurance; (2) scheduling of deliverables; (3) milestones; (4) contract change orders; (5) budget and payments; (6) risk of contract failure; and (7) subcontractors.

## Are these specific staff members (contract monitors) required to achieve professional certifications?

### Six (19%) of thirty-one reporting municipalities provide training for staff performing contract monitoring related activities.

Survey Response
Six (19%) of the thirty-one reporting municipalities indicated that staff received training on contract monitoring as well as training on fraud detection. Thirteen (42%) municipalities reported that staff, or "some" staff, are required to achieve a professional certification, while eighteen (58%) reported no requirement that staff achieve a professional certification. [Exhibit D]



Do these specific staff members (contract monitors) receive training on agency specific contract monitoring?

19%
81%
■ Yes  ■ No

OIG Review
One of the five randomly selected municipalities reported that it provided agency specific training on contract monitoring and fraud detection and required professional certifications. This municipality[4] indicated that staff responsible for monitoring engineering and capital improvement projects received training from the Florida Department of Transportation; maintained a standard operating procedure for fraud detection; and, required certification as a professional engineer. Two other municipalities[5] reported that "some" of their staff members were required to achieve professional certification.

Staff responsible for contract monitoring should be appropriately trained. Individuals performing contract monitoring activities should have an understanding of the contract development process, specific contracts to be monitored and the terms included therein. An effective procedure will detail the specific duties and expectations of the monitor and the timeframe for meeting the expectations. Training staff in contract monitoring will help ensure that contracts are monitored effectively and that reports are accurate, relevant and valid. Topics that may be included in such training are:

- Components of an effective contract monitoring system;
- Rules and regulations related to procurement;
- State and federal requirements; and
- Standard contract clauses

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[5] Highland Beach and Lake Park

**Is a dedicated file maintained for each contract?**

**Twenty-nine (94%) of thirty-one reporting municipalities stated that a dedicated contract file is maintained.**

Survey Response
Twenty-nine (94%) of thirty-one reporting municipalities indicated a file is maintained for each contract; twenty (65%) of the thirty-one reporting municipalities indicated that the contract file is maintained in the same location as the contract monitor; thirty (97%) of the thirty-one reporting municipalities indicated that change orders and amendments are maintained in the contract file; and, twenty (65%) of the thirty-one reporting municipalities indicated that a log of payments is maintained in the contract file. [Exhibit E]
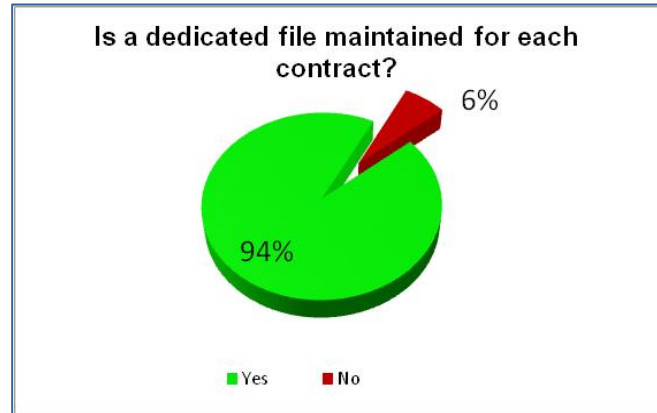


OIG Review
All five of the randomly selected municipalities reported that they maintained a dedicated file for each contract. Additionally, the OIG on-site review identified that amendments and/or change orders (where applicable) were maintained in the contract file and in all sixteen contract files reviewed a log of contract payments was available; however, in fourteen contract files it was maintained separately.

An established standard format for maintaining and storing contract files will ensure uniformity among files. Files and documents should be well organized and provide a chronology of contract activity. A file/document checklist attached to each contract file identifies the status and contents of the file. A prescribed format and checklist provides others, specifically the monitor's supervisor and manager, unfamiliar with the contract specifics, with an overview of contract actions and history. Specifics relating to retention schedules, electronic documents/reports and supporting documentation should be outlined in procedures pertaining to contract documents and files.

**Does your municipality have a documented risk assessment tool?**

**Four (13%) of thirty-one reporting municipalities had a documented contract monitoring risk assessment tool.**

Survey Response
Only four (13%) of the thirty-one reporting municipalities had a documented Risk Assessment Tool. Two of the municipalities reported that they had a risk assessment tool for goods and services contracts, while three reported they had one for construction related projects. [Exhibit F]
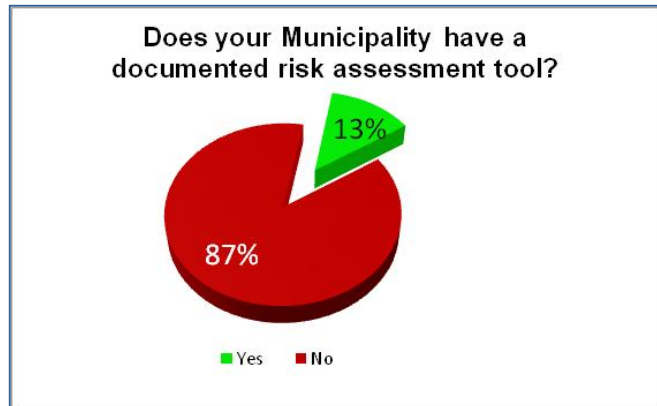
OIG Review
Of the five randomly selected municipalities, only one[4] reported that it had a documented risk assessment tool.  During the OIG's on-site review, we identified that this municipality considered its Purchasing Guidelines (Ordinance) as a risk assessment tool; however, the Purchasing Guidelines (Ordinance) lacked specific elements for evaluating contract risk.

The use of a risk assessment tool guides the contract monitor in assessing the risks associated with a contract and provides consistency among contract monitors throughout the risk assessment process.  A thorough risk analysis considers factors such as fraud potential, financial mismanagement or theft, public perception of agency and services, quality of service, monitoring reports, and vendor performance history.

## GUIDANCE

The Office of Inspector General recognizes that each of Palm Beach County's thirty-eight municipalities has different operating capacities.  Differences include, but are not limited to, population, revenue, staffing and contracting capacity.  However, the following Guidance should be considered when implementing a robust contract monitoring policy/procedure and/or process:

   (a) Use a Contract Monitoring Plan
An effective plan will identify, but not be limited to the following; an analysis of risk factors, scope of review, staff assigned, date(s) of review, schedule, tools/guides, type of monitoring, procedures and processes for conducting monitoring, corrective action plans and documentation of results.

   (b) Use a Standardized Monitoring Guide
The consistent use of a standardized and comprehensive guide provides consistency throughout the monitoring process.

   (c) Address Corrective Action Plans
A clearly defined procedure will detail when corrective action plans are required; how they are to be developed; how and where to record them in contract files; how they are to be reported to the appropriate staff; and the process of following up on them.

   (d) Address Resolution of Vendor Disputes
A clearly defined procedure(s) that outlines steps taken to resolve vendor disputes in a timely manner will help to minimize the risk that the contract being monitored will fall short of its goals and objectives.

   (e) Address Monitoring Staff Training and Qualifications
The reliability and validity of the monitoring results is contingent upon appropriately trained monitors who also meet the qualifications for knowledge, skills and ability.

   (f) Address Access and Storage of Contract Documents and Files
A standard file format developed and implemented for the layout of contract documents, correspondence, monitoring reports, outcome reports and checklists provides uniformity in contract files and ease of review by management.

(g) <u>Address Closing Out Contracts</u>
Formal written procedures ensure that important administrative, contractual and program elements are not overlooked when closing out contracts.

## RESPONSE BY MANAGEMENT

The five randomly selected municipalities were provided the opportunity to respond to the DRAFT report. Although a response is not required, only one municipality responded stating "… no feedback at this time."

## ACKNOWLEDGEMENT

The Inspector General's Contract Oversight staff would like to extend our appreciation to the management and staff of Cloud Lake, Highland Beach, Lake Park, Loxahatchee Groves and Royal Palm Beach for the cooperation and courtesies extended to us during the on-site review process. Additionally, we would like to thank the management and staff of the additional twenty-seven municipalities which completed the Contract Monitoring Survey.

The Inspector General's Contract Oversight staff will conduct an onsite review at the six municipalities which did not complete the Contract Monitoring Survey to determine the robustness of their contract monitoring program.

*This report is available on the OIG website at: http://www.pbcgov.com/OIG. Please address inquiries regarding this report to Hank K. Nagel, Contract Oversight Manager, by email at inspector@pbcgov.org or by telephone at (561)233-2350.*

## EXHIBIT LIST

| Exhibit | Description |
| --- | --- |

A.     Contract Monitoring Survey Document

B.     Summary of Responses

C.     Policy and Procedure Section of Survey

– Summary of Responses

– Responding Municipalities

D.     Monitoring Section of Survey

– Summary of Responses

– Responding Municipalities

E.     Contract File Section of Survey

– Summary of Responses

– Responding Municipalities

F.     Risk Assessment Section of Survey

– Summary of Responses

– Responding Municipalities

G.     Office of Inspector General – Review Tool

**EXHIBIT A**

**Municipality**

**✻1. Please select the entity you are representing.**

Please add your name, department and position in the box below.

## Policy and Procedure

**\*2. Does your agency have a documented policy/procedure for contract monitoring?**

◯ Yes

◯ No

*3. Has the policy been updated in the last 5 years?

○ Yes

○ No

*4. Does it include the development of a written monitoring plan?

○ Yes

○ No

*5. Does it include using a standardized guide to review vendor performance?

○ Yes

○ No

*6. Does it address resolution of contract compliance issues?

○ Yes

○ No

*7. Does it specify activities/steps to resolve contract compliance issues?

○ Yes

○ No

*8. Does it include a documented procedure to ensure administrative elements (monitoring reports filed, invoices paid, etc.) are not overlooked when closing out contracts?

○ Yes

○ No

*9. Does it include a documented procedure to ensure contractual elements (deliverables received, milestones achieved, etc.) are not overlooked when closing out contracts?

○ Yes

○ No

*10. Does it include a documented procedure to ensure program elements (programmatic reports received, i.e. performance measures, etc.) are not overlooked when closing out contracts?

○ Yes

○ No

*11. Does it outline steps to resolve disputes if the parties do not agree on contractual issues?

◯ Yes

◯ No

*12. Do those steps include elevation of disputes to the appropriate authority to ensure a timely resolution?

◯ Yes

◯ No

## Monitoring

**\*13. Are contracts monitored?**

◯ Yes

◯ No

**\*14. Is receipt of contract deliverables confirmed in writing?**

◯ Yes

◯ No

**\*15. Are contract milestones confirmed in writing?**

◯ Yes

◯ No

**\*16. Are specific staff members assigned to monitor specific contracts?**

◯ Yes

◯ No

**\*17. Do these specific staff members confirm receipt of deliverables?**

◯ Yes

◯ No

**\*18. Do these specific staff members confirm milestones are being reached?**

◯ Yes

◯ No

**\*19. Do these specific staff members approve payment of vendor invoices?**

◯ Yes

◯ No

**\*20. Do these specific staff members receive training on agency specific contract monitoring?**

◯ Yes

◯ No

**\*21. Do these specific staff members receive training on fraud detection?**

◯ Yes

◯ No

**\*22. Are these specific staff members required to achieve professional certifications?**

○ Yes

○ No

○ Some, but not all

## Contract File

**＊23. Is a dedicated file maintained for each contract?**

○ Yes

○ No

**＊24. Are open contract files maintained in the same location as staff assigned to monitor them?**

○ Yes

○ No

**＊25. Does the contract file contain a log of contract payments?**

○ Yes

○ No

**＊26. If the contract has change orders, are they maintained in the contract file?**

○ Yes

○ No

**＊27. If the contract has amendments, are they maintained in the contract file?**

○ Yes

○ No

## Risk Assessment

**\*28. Does your municipality have a documented risk assessment tool?**

○ Yes

○ No

*29. Do you use a risk assessment tool for construction projects?

○ Yes

○ No

*30. Do you use a risk assessment tool for goods contracts?

○ Yes

○ No

*31. Do you use a risk assessment tool for service contracts?

○ Yes

○ No

## EXHIBIT B – Summary of Responses

Q1.  Please select the entity you are representing[6]

| Municipalities Responding to Survey | Municipalities Not Responding to Survey |
| --- | --- |
| Atlantis | Briny Breezes |
| Belle Glade | Gulf Stream |
| Boca Raton | Lake Worth |
| Boynton Beach | Palm Beach Shores |
| Cloud Lake | Palm Springs |
| Delray Beach[7] | West Palm Beach |
| Glen Ridge | |
| Golf | |
| Greenacres | |
| Haverhill | |
| Highland Beach | |
| Hypoluxo | |
| Juno Beach | |
| Jupiter | |
| Jupiter Inlet Colony | |
| Lake Clarke Shores | |
| Lake Park | |
| Lantana | |
| Loxahatchee Groves | |
| Manalapan | |
| Mangonia Park | |
| North Palm Beach | |
| Ocean Ridge | |
| Pahokee | |
| Palm Beach | |
| Palm Beach Gardens | |
| Riviera Beach | |
| Royal Palm Beach | |
| South Bay | |
| South Palm Beach | |
| Tequesta | |
| Wellington | |
| | |

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[6] Of the thirty-eight (38) municipalities within Palm Beach County, thirty-two (32) responded to this survey and six (6) municipalities did not respond.

[7] Although the City of Delray Beach submitted the survey, the response to all survey questions was "No Response", therefore it is considered as having not responded to the survey.

| EXHIBIT C – Policy and Procedure Summary of Responses | | | | |
|---|---|---|---|---|
| **Policy and Procedure** | **Yes** | **No** | **No Response** | **Total** |
| Q2.  Does Your Agency have a documented policy/procedure for contract monitoring? | 5 | 26 | 7 | 38 |
| Q3.  Has the Policy been updated in the last 5 years. | 4 | 5 | 29 | 38 |
| Q4.  Does it include the development of a written monitoring plan. | 1 | 7 | 30 | 38 |
| Q5.  Does it use a standardized guide to review vendor performance. | 2 | 6 | 30 | 38 |
| Q6.  Does it address resolution of contract compliance issues. | 3 | 5 | 30 | 38 |
| Q7.  Does it specify activities/steps to resolve contract compliance issues. | 3 | 5 | 30 | 38 |
| Q8.  Does it include a documented procedure to ensure administrative elements (monitoring reports filed, invoices paid, etc) are not overlooked when closing out contracts. | 3 | 5 | 30 | 38 |
| Q9.  Does it include a documented procedure to ensure contractual elements (deliverables receive, milestones achieved, etc) are not overlooked when closing out contracts. | 2 | 6 | 30 | 38 |
| Q10.  Does it include a documented procedure to ensure program elements (programmatic reports received, i.e. performance measures, etc.) are not overlooked when closing out contracts. | 3 | 5 | 30 | 38 |
| Q11.  Does it outline steps to resolve disputes if the parties do not agree on contractual issues. | 3 | 5 | 30 | 38 |
| Q12.  Do those steps include elevation of disputes to the appropriate authority to ensure a timely resolution. | 3 | 5 | 30 | 38 |

## EXHIBIT C – Policy and Procedure
### Responding Municipalities

| Question No. | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Atlantis | No | No | No | No | No | No | No | No | No | No | No |
| Belle Glade | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Boca Raton | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Boynton Beach | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Briny Breezes | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Cloud Lake | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Delray Beach | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Glen Ridge | Yes | No | No | No | No | No | No | No | No | No | No |
| Golf | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Greenacres | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Gulf Stream | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Haverhill | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Highland Beach | No | No | No | No | No | No | No | No | No | No | No |
| Hypoluxo | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Juno Beach | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Jupiter | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Jupiter Inlet Colony | No | No | No | No | No | No | No | No | No | No | No |
| Lake Clarke Shores | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Lake Park | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Lake Worth | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Lantana | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Loxahatchee Groves | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Manalapan | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Mangonia Park | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| North Palm Beach | Yes | Yes | No | No | No | No | Yes | No | Yes | No | No |
| Ocean Ridge | No | No | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Pahokee | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Palm Beach | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Palm Beach Gardens | Yes | Yes | No | No | Yes | Yes | No | No | No | Yes | Yes |
| Palm Beach Shores | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Palm Springs | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Riviera Beach | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Royal Palm Beach | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| South Bay | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| South Palm Beach | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Tequesta | No | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Wellington | Yes | Yes | No | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| West Palm Beach | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |

## EXHIBIT D – Monitoring
### Summary of Responses

| Monitoring | Yes | No | No Response | Total |
|---|---|---|---|---|
| Q13.  Are Contracts monitored. | 29 | 2 | 7 | 38 |
| Q14.  Is receipt of deliverables confirmed in writing. | 25 | 6 | 7 | 38 |
| Q15.  Are contract milestones confirmed in writing. | 19 | 12 | 7 | 38 |
| Q16.  Are specific staff members assigned to monitor specific contracts. | 28 | 3 | 7 | 38 |
| Q17.  Do these specific staff members confirm receipt of deliverables. | 29 | 2 | 7 | 38 |
| Q18.  Do these specific staff members confirm milestones are being reached. | 26 | 5 | 7 | 38 |
| Q19.  Do these specific staff members approve payment of vendor invoices. | 23 | 8 | 7 | 38 |
| Q20.  Do these specific staff members receive training on agency specific contract monitoring. | 6 | 25 | 7 | 38 |
| Q21.  Do these specific staff members receive training on fraud detection. | 6 | 25 | 7 | 38 |
|  | Yes/Some | No | No Response | Total |
| Q22.  Are these specific staff members required to achieve professional certifications. | 13 | 18 | 7 | 38 |

## EXHIBIT D – Monitoring
### Responding Municipalities

| Question No. | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 |
|---|---|---|---|---|---|---|---|---|---|---|
| Atlantis | Yes | No | No | Yes | Yes | Yes | Yes | No | No | No |
| Belle Glade | No | Yes | Yes | Yes | Yes | Yes | Yes | No | No | No |
| Boca Raton | Yes | No | No | Yes | Yes | Yes | Yes | No | No | Some |
| Boynton Beach | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | No | No |
| Briny Breezes | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Cloud Lake | Yes | No | No | Yes | No | No | No | No | No | No |
| Delray Beach | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Glen Ridge | Yes | No | No | Yes | Yes | Yes | No | No | No | No |
| Golf | Yes | Yes | No | Yes | Yes | No | Yes | No | No | Yes |
| Greenacres | No | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | Some |
| Gulf Stream | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Haverhill | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | No | Some |
| Highland Beach | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | No | Some |
| Hypoluxo | Yes | Yes | No | Yes | Yes | Yes | Yes | No | No | No |
| Juno Beach | Yes | No | No | Yes | Yes | Yes | Yes | No | No | No |
| Jupiter | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | No | Some |
| Jupiter Inlet Colony | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No |
| Lake Clarke Shores | Yes | No | No | Yes | Yes | Yes | Yes | Yes | Yes | No |
| Lake Park | Yes | Yes | Yes | Yes | Yes | Yes | No | No | No | Some |
| Lake Worth | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Lantana | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | Yes | No |
| Loxahatchee Groves | Yes | Yes | Yes | Yes | Yes | Yes | No | No | No | No |
| Manalapan | Yes | Yes | Yes | No | No | No | No | No | No | No |
| Mangonia Park | Yes | Yes | No | Yes | Yes | No | No | Yes | Yes | Some |
| North Palm Beach | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | No | Some |
| Ocean Ridge | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | No | No |
| Pahokee | Yes | Yes | No | No | Yes | Yes | Yes | No | No | No |
| Palm Beach | Yes | Yes | Yes | Yes | Yes | Yes | No | No | No | Some |
| Palm Beach Gardens | Yes | Yes | Yes | Yes | Yes | Yes | No | Yes | Yes | Yes |
| Palm Beach Shores | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Palm Springs | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |
| Riviera Beach | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | No | No |
| Royal Palm Beach | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| South Bay | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | No | Some |
| South Palm Beach | Yes | Yes | No | No | Yes | No | Yes | No | No | No |
| Tequesta | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | No | No |
| Wellington | Yes | Yes | No | Yes | Yes | Yes | Yes | No | No | No |
| West Palm Beach | NR | NR | NR | NR | NR | NR | NR | NR | NR | NR |

## EXHIBIT E – Contract File
### Summary of Responses

| Contract File | Yes | No | No Response | Total |
|---|---|---|---|---|
| Q23. Is a dedicated file maintained for each contract | 29 | 2 | 7 | 38 |
| Q24. Are open contract files maintained in the same location as staff assigned to monitor them. | 20 | 11 | 7 | 38 |
| Q25. Does the contract file contain a log of payments. | 20 | 11 | 7 | 38 |
| Q26. If the contract has change orders, are they maintained in the contract file. | 30 | 1 | 7 | 38 |
| Q27. If the contract has amendments, are they maintained in the contract file. | 31 | 0 | 7 | 38 |

| EXHIBIT E – Contract File |
| :---: |
| **Responding Municipalities** |

| Question No. | 23 | 24 | 25 | 26 | 27 |
| :--- | :--- | :--- | :--- | :--- | :--- |
| Atlantis | Yes | No | No | Yes | Yes |
| Belle Glade | No | No | No | Yes | Yes |
| Boca Raton | Yes | Yes | Yes | Yes | Yes |
| Boynton Beach | Yes | Yes | Yes | Yes | Yes |
| Briny Breezes | NR | NR | NR | NR | NR |
| Cloud Lake | Yes | Yes | Yes | Yes | Yes |
| Delray Beach | NR | NR | NR | NR | NR |
| Glen Ridge | Yes | Yes | Yes | Yes | Yes |
| Golf | Yes | Yes | Yes | Yes | Yes |
| Greenacres | Yes | No | Yes | Yes | Yes |
| Gulf Stream | NR | NR | NR | NR | NR |
| Haverhill | Yes | Yes | Yes | Yes | Yes |
| Highland Beach | Yes | No | Yes | Yes | Yes |
| Hypoluxo | Yes | Yes | Yes | Yes | Yes |
| Juno Beach | Yes | Yes | No | Yes | Yes |
| Jupiter | Yes | Yes | Yes | Yes | Yes |
| Jupiter Inlet Colony | Yes | Yes | Yes | Yes | Yes |
| Lake Clarke Shores | Yes | No | No | Yes | Yes |
| Lake Park | Yes | Yes | No | Yes | Yes |
| Lake Worth | NR | NR | NR | NR | NR |
| Lantana | Yes | No | No | No | Yes |
| Loxahatchee Groves | Yes | Yes | Yes | Yes | Yes |
| Manalapan | Yes | No | No | Yes | Yes |
| Mangonia Park | Yes | No | No | Yes | Yes |
| North Palm Beach | Yes | Yes | Yes | Yes | Yes |
| Ocean Ridge | Yes | No | Yes | Yes | Yes |
| Pahokee | Yes | Yes | Yes | Yes | Yes |
| Palm Beach | Yes | Yes | Yes | Yes | Yes |
| Palm Beach Gardens | Yes | Yes | No | Yes | Yes |
| Palm Beach Shores | NR | NR | NR | NR | NR |
| Palm Springs | NR | NR | NR | NR | NR |
| Riviera Beach | Yes | Yes | No | Yes | Yes |
| Royal Palm Beach | Yes | Yes | Yes | Yes | Yes |
| South Bay | Yes | No | Yes | Yes | Yes |
| South Palm Beach | No | Yes | Yes | Yes | Yes |
| Tequesta | Yes | No | Yes | Yes | Yes |
| Wellington | Yes | Yes | No | Yes | Yes |
| West Palm Beach | NR | NR | NR | NR | NR |

## EXHIBIT F – Risk Assessment
### Summary of Responses

| Risk Assessment | Yes | No | No Response | Total |
|---|---|---|---|---|
| Q28.  Does your municipality have a documented risk assessment tool. | 4 | 26 | 8 | 38 |
| Q29.    Do you use a risk assessment tool for construction projects. | 3 | 4 | 31 | 38 |
| Q30.    Do you use a risk assessment tool for goods contracts. | 2 | 5 | 31 | 38 |
| Q31.    Do you use a risk assessment tool for service contracts. | 2 | 5 | 31 | 38 |

## EXHIBIT F – Risk Assessment
### Responding Municipalities

| Question No. | 28 | 29 | 30 | 31 |
|---|---|---|---|---|
| Atlantis | No | No | No | No |
| Belle Glade | No | NR | NR | NR |
| Boca Raton | No | NR | NR | NR |
| Boynton Beach | No | NR | NR | NR |
| Briny Breezes | NR | NR | NR | NR |
| Cloud Lake | No | NR | NR | NR |
| Delray Beach | NR | NR | NR | NR |
| Glen Ridge | No | NR | NR | NR |
| Golf | No | NR | NR | NR |
| Greenacres | No | NR | NR | NR |
| Gulf Stream | NR | NR | NR | NR |
| Haverhill | No | NR | NR | NR |
| Highland Beach | No | No | No | No |
| Hypoluxo | No | NR | NR | NR |
| Juno Beach | No | NR | NR | NR |
| Jupiter | No | NR | NR | NR |
| Jupiter Inlet Colony | Yes | Yes | No | No |
| Lake Clarke Shores | No | NR | NR | NR |
| Lake Park | No | NR | NR | NR |
| Lake Worth | NR | NR | NR | NR |
| Lantana | No | NR | NR | NR |
| Loxahatchee Groves | No | NR | NR | NR |
| Manalapan | No | NR | NR | NR |
| Mangonia Park | No | NR | NR | NR |
| North Palm Beach | No | NR | NR | NR |
| Ocean Ridge | No | No | No | No |
| Pahokee | No | NR | NR | NR |
| Palm Beach | No | NR | NR | NR |
| Palm Beach Gardens | Yes | Yes | Yes | Yes |
| Palm Beach Shores | NR | NR | NR | NR |
| Palm Springs | NR | NR | NR | NR |
| Riviera Beach | No | NR | NR | NR |
| Royal Palm Beach | Yes | Yes | Yes | Yes |
| South Bay | NR | NR | NR | NR |
| South Palm Beach | No | NR | NR | NR |
| Tequesta | No | NR | NR | NR |
| Wellington | Yes | No | No | No |
| West Palm Beach | NR | NR | NR | NR |

| EXHIBIT G – Review Tool |
| :---: |
| Office of Inspector General |

Municipality    _____    Reviewer        _____

| Contract Name or Title | Specific Staff Assigned to Monitor | Receipt of Deliverable In Writing | Milestones Confirmed in Writing | Specific Staff Confirming Receipt of Deliverables | Specific Staff Confirming Milestones being Reached | Specific Staff Approve Payment | Contract File – Log of Payments | Change Orders and/or Amendments maintained in File | Comments |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
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