

2014-15 INTERNAL CONTROL SUMMARY & CERTIFICATION FORM

The Internal Control Summary and Certification Form provides supporting justification for an agency's level of compliance with the requirements of the Internal Control Act (the Act) as outlined below.

This form requests information regarding specific actions taken, or needed to be taken, by agencies to comply with each of the Act's requirements as described in Budget Policy and Reporting Manual (BPRM) Item B-350.

A completed and signed Internal Control Summary and Certification Form should be submitted to the Division of the Budget (DOB) on or before **Thursday, April 30, 2015**, via e-mail as an attached PDF file to DOB's internal control reporting mailbox at dob.sm.icreporting@budget.ny.gov.

RIOC	6/26/2015	Gretchen Robinson	212-832-4540
Agency Name	Date	Completed by (Name)	Phone

A. **Establish and maintain guidelines for a system of internal controls for the agency.** Internal control guidelines communicate an organization's management and programmatic objectives to its employees and provide the methods and procedures used to assess the effectiveness of its internal controls in supporting those objectives. Internal control guidelines should:

1. State the agency head's support of internal controls to provide staff with an understanding of the benefits of effective controls;
2. Identify the agency's primary responsibilities and objectives;
3. Explain how internal controls are organized and managed;
4. Define responsibilities of agency management, supervisors and staff;
5. Acknowledge that internal controls adhere to accepted standards; and,
6. Describe the organization's process for evaluating internal controls.

For this requirement, the agency is:

Fully Compliant **Partially Compliant** **Not** **Compliant**

Provide a thorough explanation of the specific actions your agency has taken, or which are needed, to comply with this requirement.

The President's "Tone at the Top Memorandum" that has been distributed to all staff members, explains the policies and procedures as they relate to internal controls; reinforces the responsibilities of all employees to communicate any concerns about job requirements and/or activities; and also ensures that policies and procedures are followed. RIOC reinforces these principles and standards of internal controls, as outlined in the memorandum, by holding weekly meetings with executive management and other staff members as necessary, to further emphasize its commitment to the established Internal Control system. Indeed these meetings serve as a reminder to all employees of the importance of internal controls which in turn aid the Corporation to conduct business with efficiency and integrity.

- B. Establish and maintain a system of internal controls and a program of internal control review for the agency.** The system of internal control should be developed using the COSO (Committee of Sponsoring Organizations of the Treadway Commission) conceptual framework adopted in the *Standards for Internal Controls in New York State Government*, and should incorporate COSO's five basic components of internal control: control environment, risk assessment, control activities, information and communication, and monitoring.

The program of internal control review shall be a structured, continuing and well documented system designed to identify internal control weaknesses, identify actions that are needed to correct these weaknesses, monitor the implementation of necessary corrective actions and periodically assess the adequacy of the agency's internal controls.

Organizations can adopt a system of internal control review tailored to their needs, size and degree of centralization. The procedures for evaluating the adequacy of that system also vary, but at a minimum should:

1. Identify and clearly document the primary operating responsibilities (functions) of the agency.
2. Define the objectives of these functions so they are easily understood by staff accountable for carrying out the functions.
3. Identify/document the policies and procedures used to execute functions.
4. Identify the major functions of each of the agency's assessable units.
5. Include a process and cycle used to assess risk and review controls for major functions. *(Describe the process used to review the agency's internal controls and list all high-risk activities and indicate which were reviewed during 2014-15.)*
6. Assess the risks and consequences associated with controls failing to promote the objectives of major functions. *(Identify the significant deficiencies revealed during the 2014-15 review process. Outline the actions taken, or planned, to eliminate those deficiencies, highlighting the most important improvements made during the year.)*
7. Test controls to ensure they are working as intended (see the Manager's Testing Guide which can be downloaded from BPRM Item B-350). *(Summarize specific actions the agency has taken to install a compliance testing program. Describe actions taken during 2014-15 to verify test results and expand the testing program.)*
8. Institute a centrally monitored process to document, monitor and report deficiencies and corrective actions. *(Describe the monitoring system installed to verify that corrective actions are taken. Discuss the extent to which IT systems are used to track actions.)*

For this requirement, the agency is:

Fully Compliant Partially Compliant Not Compliant

In addition to providing a thorough explanation of the specific actions your agency has taken, or which are needed, to comply with this requirement, please describe briefly your agency's process for reviewing and testing controls and monitoring corrective actions. Also list all high-risk activities which were reviewed during the past year, and the results of those reviews.

RIOC understands the importance of operating in a well-controlled environment and does so through its established formal policies and procedures. RIOC managers hold weekly meetings to facilitate an open line of communication regarding RIOC business and operations. Again, these meetings serve as a mechanism to effectively align respective departments and units with the general concerns or other business that arise internally with the Corporation, as well as to maintain a cohesive work environment for RIOC staff. Further, any ongoing projects, developments, or daily activities are not only disseminated at these meetings but are also discussed and followed-up on via e-mail, other meetings, and telephone conversations, as needed. This practice effectively accomplishes two goals: 1) Personnel understand their role in internal controls as it relates to the achievement of RIOC's objectives; and 2) Management and staff are able to identify changing conditions and report them to the appropriate parties.

Additionally, department directors and unit managers are required to identify and assess key risks for their respective departments and units and to also contemplate possible mitigating practices that would eliminate or control the risk. Moreover, RIOC encourages all of its employees to promptly report any risks they discover in a timely manner so that they can be circumvented promptly. This includes creating a comprehensive plan of action – such as expected dates of implementation as well as any policy enhancements that may be needed – to address these potential problems. The plan is prepared and reviewed by executive management for approval.

As for the annual Internal Controls review, RIOC's Compliance and Internal Controls Officer meets with each director and manager to discuss the daily operations of their respective departments and units. These meetings are designed to candidly communicate key risks and obstacles presented as well as to relay any specific concerns from RIOC staff. Further, the Compliance and Internal Controls Officer works with the directors and managers to contemplate mitigating solutions to these potential risks. This data is then synthesized into an internal report for executive review. Once reviewed, RIOC prioritizes and determines how to proceed and makes the appropriate adjustments.

RIOC also undergoes an annual external audit and evaluation by a Certified Public Accounting firm that includes a limited review on internal control-tests to obtain a reasonable assurance that RIOC's financial statements are free of material errors. Although no formal opinion on the effectiveness of internal controls is provided with this assessment, as it is not the objective of the annual external audit; that information is still forwarded to RIOC's Audit Committee and presented to the Board of Directors for

review. Moreover, RIOC managers review the findings of the external audit, and address any identified deficiencies, as needed.

Finally, RIOC's Internal Controls and Compliance Officer regularly interacts with, and encourages RIOC directors and managers to communicate any new potential risks that may occur or any new concerns that surface as a result of their management of their respective departments and units. In this regard, RIOC continuously and positively reinforces the importance of internal controls as it is an underlying theme by which the Corporation is run.

- Add Additional Pages if Needed -

- C. **Make available to each officer and employee of the agency a clear and concise statement of the generally applicable management policies and standards with which the officer or employee of such agency shall be expected to comply, along with detailed policies and procedures the employees are expected to adhere to in completing their work.** The statement should set an appropriate tone at the top, reflecting agency management's expectations. It should be issued periodically and emphasize the importance of effective internal controls to the agency and the responsibility of each officer and employee for effective internal controls.

Managerial policies and procedures for the performance of specific functions are articulated in administrative manuals, employee handbooks, job descriptions and applicable policy and procedure manuals. While it is not necessary for all employees to possess all manuals, employees should be provided with, or have access to, applicable policies and procedures for their position.

For this requirement, the agency is:

Fully Compliant **Partially Compliant** **Not** **Compliant**

Provide a thorough explanation of the specific actions your agency has taken, or which are needed, to comply with this requirement.

As noted above, RIOC makes available and has distributed the President's "Tone at the Top Memorandum" to all RIOC employees that reinforces RIOC's commitment to internal controls. Additionally, RIOC annually distributes its policies that delineate employee ethics, employee conduct, and other pertinent RIOC policies that everyone is expected to follow. These policies, which are reinforced through management's daily communications to RIOC staff, underscore RIOC's commitment to internal controls and policy decisions based on applicable laws and regulations that dictate daily operations.

- Add additional pages if needed -

D. **Designate an Internal Control Officer (ICO), who shall report to the head of the agency or to their designee within the executive office, to implement and review the internal control responsibilities established pursuant to this Item. The designation of the ICO should be communicated to all employees.** The ICO works with appropriate personnel within the agency to coordinate the internal control activities and to help ensure that the internal control program meets the requirements established by BPRM Item B-350. Although the ICO evaluates the adequacy of the internal control reviews, program and line managers are primarily responsible for conducting reviews to assure adherence to controls and for analyzing and improving control systems. The ICO should be an individual with sufficient authority to act on behalf of the agency head in implementing and reviewing the agency's internal control program. This individual should have a broad knowledge of the agency's operations, personnel and policy objectives.

For this requirement, the agency is:

Fully Compliant **Partially Compliant** Not **Compliant**

Provide a thorough explanation of the specific actions your agency has taken, or which are needed, to comply with this requirement.

RIOC has hired a Compliance and Internal Controls Officer, whose responsibility, among other things, is to implement, maintain and monitor an internal controls program, conduct annual assessments, and prepare Internal Control Certificates. Additionally, the Internal Controls Officer is charged with implementing ongoing programs of training for RIOC directors, managers, and staff in internal controls, ethics, procurement practices, human resources, contract administration, and other relevant rules, issues and best practices. Finally, the Internal Controls Officer must also ensure that RIOC complies with statutes, regulations and policies, and as such, regularly consults with executive management regarding RIOC business and courses of action. In conjunction with these responsibilities, the Compliance and Internal Controls Officer is also charged with creating a comprehensive program of compliance for RIOC and its staff throughout the organization; to implement that program, and to monitor the program continuously, and updating its practices where needed or advisable.

- Add additional pages if needed -

E. Implement education and training efforts to ensure that officers and employees have achieved adequate awareness and understanding of internal control standards and, as appropriate, evaluation techniques. Agencies should identify staff requiring internal control training and the depth and content of that training. Such education and training should be on-going with specific courses directed at line staff, middle managers and executive management. For organizations that have established internal audit functions, training and education should be offered on the appropriate role of the internal auditor within the organization's internal control system.

For this requirement, the agency is:

Fully Compliant **Partially Compliant** Not **Compliant**

Provide a thorough explanation of the specific actions your agency has taken, or which are needed, to comply with this requirement.

Again, as noted above, RIOC's Compliance and Internal Controls Officer holds individual meetings with Department Directors and Unit Managers as needed, to properly complete the annual review process. These meetings consist of individual assessments of each department and unit to determine any potential risks and/or mitigating practices to diminish those risks. Following these meetings the Compliance and Internal Controls Officer synthesizes this data and presents it to executive management to assess what training if any is necessary to further promote internal controls. These practices are in place because RIOC fully endorses the importance that all personnel receive the appropriate training; these values are reiterated in weekly management meetings and to RIOC staff on a regular basis. Further, RIOC continues to seek enrollment in the Governor's Office of Employee Relations online portal, as it provides exceptional training materials to help educate RIOC staff on internal control issues. Once RIOC is granted access to this portal system, officers – and staff alike – will be able to use the available self-study courses. However, in the meantime, RIOC has obtained and regularly uses DVD copies of both staff and manager level training, and will schedule sessions so that all staff participates.

- Add additional pages if needed -

- F. **Periodically evaluate the need to establish, maintain or modify an internal audit (IA) function. If an IA function exists, it should operate in accordance with generally accepted professional standards for internal auditing.** Agencies on DOB's list of agencies required to establish IA functions – and those choosing to have an IA function – are required to comply with The Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing (see BPRM Item B-350 Section III "IA Responsibilities").

As outlined in BPRM Item B-350, agencies are required to periodically evaluate the need to establish, maintain or modify an IA function utilizing the *Internal Audit Evaluation Criteria (Attachment C)*.

Agencies concluding that an IA function is warranted should submit their evaluation to DOB as outlined in BPRM Item B-350. Periodically thereafter, agencies with IA functions should review current operations to determine whether the function should be altered or maintained.

Agencies concluding an IA function is not warranted should periodically reevaluate the need for such a function using Attachment C, especially when organizational, operating, fiscal, program, legal or personnel changes occur which affect the agency's exposure to risk or which could otherwise change the results of the initial assessment.

Pursuant to BPRM Item B-350, agencies required to have – and those entities choosing to have – an internal audit unit should comply with The Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing. Therefore, the IA function should comply with the guidance outlined below regarding organizational placement, independence and reporting.

1. Directors of Internal Audit (DIA) should report functionally to the agency head or audit committee and may report administratively to the designated executive deputy (or equivalent position). If the executive deputy has line or staff duties, the DIA should report directly to the agency head.
2. A current organizational chart should be available that identifies the placement of the IA function, the individual that has responsibility for overseeing the internal audit activity and other organizations/activities under the purview of the DIA.
3. The IA function should be independent of the ICO, but should work closely with the ICO. Limitations should be established on IC activities where those duties overlap. Agencies should identify impairments to the independence of the DIA that may be created where the DIA is performing the ICO function. Furthermore, IA functions should not assume operating responsibilities, perform management functions, make management decisions or assume other monitoring roles (e.g., Information Security Officer).

4. IA staff should complete an annual independence statement identifying actual/potential impairments to independence and notifying the DIA whenever a new actual/potential impairment arises.
5. The IA function should develop an annual risk-based audit plan, track the extent to which audit plans are achieved and monitor implementation of audit recommendations.
6. At a minimum, DIAs should hold quarterly meetings with agency executive management and the audit committee, where applicable, to report on audit activities and results. Final reports should be distributed to the agency head, executive deputy, auditee, ICO and the audit committee.
7. The DIA should assure that agency audit staff have the skills, knowledge and ability to perform the audit work required, and should take steps to assure that the size of the audit staff is appropriate given the size and complexity of the organization.
8. The IA function should take appropriate steps to assure sufficient audit resources are available given the size and complexity of the organization. This can be accomplished by exploring in-sourcing, outsourcing and sharing audit services.

Agencies should specifically provide the following information when presenting their explanation:

1. A current organizational chart identifying the placement of the IA function, the name and title of the IA director, other organizations/activities under the IA function's purview and the name and title of the person to whom the IA director reports.
2. A description of how the internal audit director's credentials, education and experience meet the minimum qualifications established in BPRM Item B-350.
3. A description of how continuing professional education requirements are met by the director and each staff member.
4. A description of how quality assurance review requirements are being met.
5. A description of how the IA function ensures that it does not compromise its independence if it is also responsible for other functions (i.e., internal control, information security or other duties).
6. A copy of the 2015-16 internal audit plan.
7. Documentation pertaining to the risk-assessment utilized in formulating the 2015-16 audit plan.

8. An indication of which audits in the audit plan for FY 2014-15 were not conducted, and an explanation as to why they were not conducted.
9. An estimate of the cost savings to be achieved by virtue of implementing the recommendations contained in each conducted audit described in the FY 2014-15 audit plans and any audits that were conducted during that time period that were not in the audit plan. If it is not feasible to provide a cost estimate for savings, please identify process improvements, risk mitigation, fraud prevention or cost avoidance measures that resulted from implementation of such recommendations.
10. Identify the recommendations contained in the audits described in the FY 2014-15 audit plans that were not implemented, if any, and provide a full explanation why they were not implemented.
11. Identify the recommendations contained in final audits issued by the Office of the State Comptroller between April 1, 2014 and March 31, 2015 that were not implemented, if any, and provide a full explanation why they were not implemented.

For this requirement, the agency is:

Not Applicable – This agency does not have an IA function.

Fully Compliant

Partially Compliant

Not Compliant

Provide a thorough explanation of the specific actions your agency has taken, or which are needed, to comply with this requirement.

RIOC is not on the list of agencies included on the "List of Agencies Required to Establish and Maintain an Internal Audit Function" as outlined in the Budget Policy and Reporting Manual, Item B-350. As such, RIOC is not required to maintain an Internal Audit Function. However, based on current practices stated in Part B of this Report, RIOC continues to improve its internal controls through its philosophy of daily practices and the addition of a Compliance and Internal Controls Officer. Further, RIOC has taken all appropriate steps to ensure compliance with all provisions of the Internal Control Act, and will continue to evaluate and reassess the need to maintain an Internal Audit function as necessary.

- Add additional pages if needed -

2014-15 INTERNAL CONTROL CERTIFICATION

Roosevelt Island Operating Corporation

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Charlene Indelicato, President/CEO

Agency Head

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Name of Internal Control Officer

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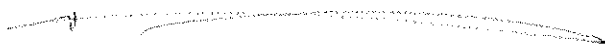
Email Address of Internal Control Officer

I hereby certify the agency is:

- Fully Compliant (Full compliance with all provisions)**
- Partially Compliant (Partial compliance with some or all provisions)**
- Not Compliant (Noncompliance with all provisions)**

With the New York State Governmental Accountability, Audit and Internal Control Act.

This certification is supported with detailed justification of actions taken and/or outlines specific actions needed to address areas of partial compliance or noncompliance as described in the preceding Internal Control Summary.


Signature/Agency Head

6/26/15
Date