

OFFICE OF AUDITS & ADVISORY SERVICES

OFFICE OF EMERGENCY SERVICES OFFICERS' TRANSITION AUDIT

FINAL REPORT



Chief of Audits: [Juan R. Perez](#)
Audit Manager: [Franco Lopez](#), CIA, CPA, CISA, CISSP
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TRACY DRAGER
AUDITOR AND CONTROLLER

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JUAN R. PEREZ
CHIEF OF AUDITS

October 20, 2025

TO: Julie Jeakle, Acting Director
Office of Emergency Services

FROM: Juan R. Perez
Chief of Audits

FINAL REPORT: OFFICE OF EMERGENCY SERVICES OFFICERS' TRANSITION AUDIT

Enclosed is our report on the Office of Emergency Services Officers' Transition Audit. We have reviewed your response to our recommendations and have attached it to the audit report.

The actions taken and/or planned, in general, are responsive to the recommendations in the report. As required under Board of Supervisors Policy B-44, we respectfully request that you provide quarterly status reports on the implementation progress of the recommendations. You or your designee will receive email notifications when these quarterly updates are due, and these notifications will continue until all actions have been implemented.

If you have any questions, please contact me at (858) 495-5661.

JUAN R. PEREZ
Chief of Audits

AUD:NG:nb

Enclosure

c: Andrew Strong, Deputy Chief Administrative Officer, Public Safety Group
Kathleen Flannery, Chief Operations Officer, Public Safety Group
Amy Thompson, Acting Chief Financial Officer
Tracy Drager, Auditor and Controller
Lisa Keller-Chiodo, Group Finance Director, Public Safety Group

About the Office of Audits & Advisory Services

The mission of the Auditor and Controller's Office of Audits & Advisory Services (OAAS) is to provide independent, objective assurance and consulting services designed to add value and improve the County of San Diego's operations. OAAS helps the County accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Audit Authority

OAAS derives its authority to conduct audits of County departments and programs primarily from the County Charter, County Administrative Code, Board of Supervisors Policy Manual, and California Government Code.

Statement of Auditing Standards

This audit was conducted in conformance with the Global Internal Audit Standards prescribed by the Institute of Internal Auditors as required by California Government Code, Section 1236.



AUDIT OBJECTIVE & SCOPE

The Office of Audits & Advisory Services (OAAS) has completed an officers' transition audit for the Office of Emergency Services (OES). The objective of the audit was to determine if there is reasonable assurance that the outgoing officer, Jeff Toney, and incoming officer, Julie Jeakle, took appropriate actions and filed required reports as of May 2, 2025 in compliance with California Codes, County regulatory requirements, and County policies and procedures. These requirements were explained in the instruction letter provided to each officer.

The reports are the responsibility of the officer who signs them. OAAS' responsibility is to provide an opinion on the reports based upon the audit.

AUDIT RESULTS

In our opinion, there is reasonable assurance that the outgoing and incoming officers took appropriate actions and filed required reports in compliance with California Codes, County regulatory requirements, and County policies and procedures in connection with an officer's transition. However, we noted the following findings related to asset management and petty cash:

Finding I: Controls Over Capitalized Assets and Minor Equipment Need Improvement

OAAS noted the following with respect to capital assets and minor equipment:

Capitalized Assets:

OAAS identified exceptions in 5 of the 20 capitalized assets sampled, as summarized in Table 1. At the time of the audit, 2 assets (a & b) had been salvaged, but this status was not updated in the Oracle Fixed Asset Module (OFAM). Additionally, 3 assets (c, d, & e) were on loan to County Fire; however, their location was not accurately reflected in the OFAM.

Table 1: Testing Summary of Capitalized Asset Exceptions

	Asset No.	Tag No.	Description	Cost
a	1015713	26069300	SATELLITE PHONE, KR NIDA TRANSMOBILE	\$7,382.82
b	1193307	26380000	TANDBERG EDGE 95 MXP CONFERENCING SYSTEM	\$14,485.67
c	2186669	26733300	VHP PORTABLE REPEATER	\$15,275.36
d	2227073	GV5311	2020 HEARTLAND RV PIONEER RV TRAILER RD210	\$23,414.00
e	2227075	GV5319	2020 KEYSTONE BULLET RV TRAILER	\$30,000.00
				\$90,557.85

As outlined in Table 2, OAAS also found that the asset management software used by OES, IBM Maximo, listed 4 capitalized assets as "decommissioned"; however, all were still recorded as active in the OFAM.

Table 2: Capital Property Listed as “Decommissioned” in Maximo but Active in the OFAM

Asset No.	Tag No.	Description	Cost
1015712	26069200	SATELLITE PHONE, KR NIDA TRANSMOBILE	\$7,382.83
1015713	26069300	SATELLITE PHONE, KR NIDA TRANSMOBILE	\$7,382.82
1265307	26416300	WXGA DIGITAL PROJECTOR (Listed as “Mitsubishi DLP WD8700U Projector” in Maximo)	\$9,208.58
1683508	26585600	PORTABLE GENERATOR W/TRAILER G50WDO (GV5066)	\$27,041.82
			\$51,016.05

Note: Asset No. 1015713, Tag No. 26069300, Satellite Phone, KR Nida Transmobile is also shown in Table 1.

Minor Equipment:

OAAS identified exceptions in 14 out of 29 assets sampled from the Minor Equipment Inventory Listing, as follows:

1. **Missing Decals (6 assets)** – These assets did not have minor equipment tags affixed.
 - a) 4 IT assets located in OES’ AV Control Room
 - b) 1 conference table located in OES Room 130
 - c) 1 SCMS 3644 Encoder-Decoder.
2. **Inaccurate Listing (4 assets)** – Assets previously salvaged were erroneously included in the inventory listing.
 - a) Advanced Communications Systems Radio
 - b) HP Elitebook Tablet
 - c) 2 Lenovo laptops
3. **No Assigned Values (3 assets)** – Assets traced from the floor to the Maximo inventory listing had no dollar amount recorded.
 - a) 3-drawer metal cabinet located in OES’ Radio Room (tag #1791)
 - b) HP Office Jet Pro 9010 printer (tag #0455)
 - c) Large conference table (tag #730)
4. **Un sighted Asset (1 asset)** – One item could not be located during fieldwork.
 - a) Digital Media 8G+ Output Blade for DM Switchers

OAAS also noted that OES’s Maximo inventory listing included 287 assets without assigned values. These exceptions should have been addressed during the department’s most recent biennial inventory in September 2024. Department staff use Maximo as their primary tool for tracking both capitalized assets and minor equipment. However, inventory roles and responsibilities for maintaining and updating Maximo and Oracle remain unclear, and processes were not well-defined at the time of the audit.

Deficiencies in internal controls over asset tracking increase the risk of misappropriation, misuse, or loss. Furthermore, inaccurate or incomplete inventory records may limit the County’s ability to establish appropriate insurance coverage and prevent the department from properly relinquishing or assuming responsibility for assets.

Admin Manual Item No. 0050-02-01 states that department heads are responsible for all County property in their charge. These responsibilities include identification and control of these assets, filing of inventories, and submission of reports as specified by the Board of Supervisors. Department heads are required to maintain listings of minor equipment items for which they are responsible for, adding new items as they are received and deleting items that are disposed of or are no longer in use. Lists must identify the quantity and nature of the minor equipment items, their location and assigned value.

RECOMMENDATION:

To strengthen inventory controls over minor equipment and capitalized assets OES should:

1. Develop and implement written procedures that clearly define employee roles, responsibilities, and processes for tracking, updating, and monitoring inventory listings. This should include reviewing current asset management practices to identify gaps relative to County policy.
2. Provide training to all employees with asset management responsibilities to ensure they understand and comply with County policy requirements.
3. Correct identified exceptions and update both Oracle and Maximo to ensure asset records are accurate, complete, and consistent. This should include:
 - a. Enforcing asset tagging requirements to ensure all items are properly labeled and traceable in inventory systems.
 - b. Assigning valuations for all assets in Maximo to comply with County policy and ensure appropriate insurance coverage.
 - c. Implementing periodic reconciliations between Oracle, Maximo, and physical inventory to strengthen ongoing monitoring beyond the biennial review to prevent discrepancies from accumulating between biennial inventories.

Finding II: Controls Over Petty Cash Need Improvement

OAAS identified the following exceptions related to the department's petty cash fund:

1. **Safeguarding of Funds:** The department's \$500 petty cash fund is not sufficiently secured. Although petty cash is stored in a lockbox inside a locked desk drawer, a second drawer key was found unsecured in a magnetic holder under the same desk. In addition, a walkthrough noted that the lockbox itself was not secure and can be opened by anyone with access.
2. **Reconciliations:** Periodic reconciliations of the petty cash fund are not documented.
3. **Training:** The petty cash custodian has not received cash handling training as required.

Weaknesses in internal controls over revolving funds increase the risk of mishandling or misappropriation. The Treasurer-Tax Collector's (TTC) Cash Handling Policies and Procedures require employees who handle cash to complete cash handling training within six months of

employment. Furthermore, Administrative Manual Item 0030-21 requires periodic reconciliations based on the level of fund activity.

After being notified of the deficiencies above, supervisory staff indicated that the department is in the process of purchasing a new petty cash lockbox and plans to have staff attend the next available cash handling workshop.

RECOMMENDATION:

To strengthen internal controls over revolving funds, the department should:

1. Ensure that employees responsible for revolving funds management are trained and understand their duties as required by County policies.
2. Evaluate and enhance current practices following training to identify and address areas for improvement, including the physical safeguarding of petty cash and the documentation of periodic reconciliations.
3. Correct identified exceptions, including:
 - a. Strengthen safeguarding controls by securing petty cash in a compliant lockbox and ensuring duplicate keys are properly controlled.
 - b. Establish and document periodic reconciliations of the petty cash fund in accordance with Admin Manual 0030-21.

BACKGROUND

The County Charter, Section 801.1(a), requires that OAAS conduct such an audit when County officers leave or assume office to determine if certain affidavits, authorizations, disclosures, and reports are properly completed and processed. These actions provide for an orderly transition of officers, establish proper accountability for public assets, and promote the County's General Management System (GMS); including its key disciplines of accountability, transparency and ethical conduct, fiscal stability, and continuous improvement and innovation.

METHODOLOGY

OAAS reviewed all the reports filed by the outgoing and incoming officers, obtained supporting documentation, and performed limited internal control testing.

DEPARTMENT'S RESPONSE
(OFFICE OF EMERGENCY SERVICES)



OFFICE OF EMERGENCY SERVICES

5580 OVERLAND AVENUE, SUITE 100, SAN DIEGO, CALIFORNIA 92123
(858) 565-3490

JULIE E. JEAKLE
ACTING DIRECTOR

CYNTHIA LERMA
ACTING ASSISTANT DIRECTOR

October 15, 2025

TO: JUAN R. PEREZ, CHIEF OF AUDITS
Auditor and Controller

FROM: JULIE E. JEAKLE, ACTING DIRECTOR
Office of Emergency Services

DEPARTMENT RESPONSE TO AUDIT RECOMMENDATIONS: OFFICE OF EMERGENCY SERVICES OFFICERS' TRANSITION AUDIT

Finding I: Controls Over Capitalized Assets and Minor Equipment Need Improvement

OAAS Recommendation: To strengthen inventory controls over minor equipment and capitalized assets OES should:

1. Develop and implement written procedures that clearly define employee roles, responsibilities, and processes for tracking, updating, and monitoring inventory listings. This should include reviewing current asset management practices to identify gaps relative to County policy.
2. Provide training to all employees with asset management responsibilities to ensure they understand and comply with County policy requirements.
3. Correct identified exceptions and update both Oracle and Maximo to ensure asset records are accurate, complete, and consistent. This should include:
 - a. Enforcing asset tagging requirements to ensure all items are properly labeled and traceable in inventory systems.
 - b. Assigning valuations for all assets in Maximo to comply with County policy and ensure appropriate insurance coverage.
 - c. Implementing periodic reconciliations between Oracle, Maximo, and physical inventory to strengthen ongoing monitoring beyond the biennial review to prevent discrepancies from accumulating between biennial inventories.

Action Plan: OES agrees with the recommendation to strengthen inventory controls over minor equipment and capitalized assets. OES is in the process of developing written procedures that clearly define employee roles, responsibilities, and processes for tracking, updating, and monitoring inventory listings in both Maximo and Oracle. This effort includes a review of current department asset management practices to identify and correct gaps to ensure compliance with County policy. When completed, OES will ensure that all employees with asset management responsibilities are trained on the updated procedures prior to implementation.

To ensure staff understand and comply with County policy requirements, OES will provide annual training to all staff with asset management responsibilities which will include review of department asset management procedures and practices. This training will be documented to ensure accountability and reinforce compliance with established standards.

OES staff with asset management responsibilities have been instructed on the importance of tagging all minor equipment. All items identified in the audit as missing County of San Diego (COSD) property stickers have since been properly tagged. Asset tagging requirements will continue to be enforced to ensure all items are properly labeled and traceable in both inventory systems.

OES is in the process of correcting identified exceptions in both Oracle and Maximo in compliance with County policy and to ensure accurate insurance coverage. All identified exceptions noted in the report will be resolved by the end of December 2025. OES is also in the process of developing a formal procedure for conducting periodic reconciliations between Oracle, Maximo, and physical inventory to strengthen monitoring and to prevent discrepancies from accumulating between biennial inventories. When completed, OES will ensure that all employees with asset management responsibilities are trained on the formal procedure prior to implementation.

Planned Completion Date: January 30, 2026

Contact Information for Implementation:

Cynthia Lerma, Acting Assistant Director, Office of Emergency Services
Martin Kurian, Finance Officer, Office of Emergency Services

Finding II: Controls Over Petty Cash Need Improvement

OAAS Recommendation: To strengthen internal controls over revolving funds, the department should:

1. Ensure that employees responsible for revolving funds management are trained and understand their duties as required by County policies.
2. Evaluate and enhance current practices following training to identify and address areas for improvement, including the physical safeguarding of petty cash and the documentation of periodic reconciliations.
3. Correct identified exceptions, including:

- a. Strengthen safeguarding controls by securing petty cash in a compliant lockbox and ensuring duplicate keys are properly controlled.
- b. Establish and document periodic reconciliations of the petty cash fund in accordance with Admin Manual 0030-21.

Action Plan: OES agrees with the recommendation to strengthen internal controls over revolving funds and will ensure that all employees responsible for managing revolving funds complete appropriate training on their duties in accordance with County policies and procedures. All employees responsible for revolving funds have been provided with the Treasurer-Tax Collector (TTC) Cash Handling procedures and understand the requirements. Employees who have not yet attended the Cash Handling Workshop will enroll in the next available session. As of this date, no training sessions have been scheduled; however, OES will continue to monitor for availability and ensure timely participation once sessions are offered.

Following completion of the required training, OES staff will review current practices to identify and implement opportunities for improvement, including enhanced physical safeguarding of petty cash and strengthened documentation of periodic reconciliations. Any necessary adjustments will be made promptly to ensure full alignment with County policies and best practices.

To strengthen safeguarding controls, the petty cash fund is now secured in a compliant lockbox, and control measures have been implemented to manage duplicate keys, including storing them in locked locations separate from the lockbox. OES has also begun conducting and documenting periodic reconciliations of the petty cash fund in accordance with Administrative Manual 0030-21. Reconciliation results will be reviewed by management and retained for audit purposes.

Planned Completion Date: January 30, 2026

Contact Information for Implementation:

Cynthia Lerma, Acting Assistant Director, Office of Emergency Services
Martin Kurian, Finance Officer, Office of Emergency Services

If you have any questions, please contact me at (858) 565-3490

Sincerely,



Julie E. Jeakle, Acting Director
Office of Emergency Services

CC: Andrew Strong, Deputy Chief Administrative Officer, Public Safety Group
Kathleen Flannery, Chief Operations Officer, Public Safety Group
Joan Bracci, Chief Financial Officer
Tracy Drager, Auditor and Controller
Lisa Keller-Chiodo, Group Finance Director, Public Safety Group