


Memorandum



Agenda Item No. 2(B)(1)
October 16, 2024

Date: October 1, 2024

To: Honorable Chairman Oliver G. Gilbert, III
and Members, Board of County Commissioners

From: Daniella Levine Cava
Mayor 

Subject: Mayoral Appointment – Director of the Internal Compliance Department

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Clerk of the Court & Comptroller
Miami-Dade County, Florida
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3:02 pm, 10/01/2024
CLERK OF THE BOARD

Pursuant to the authority vested in me under Section 2.02(C) of the Miami-Dade County Home Rule Charter, I hereby appoint Ofelia Tamayo to the position of Director of the Internal Compliance Department, effective October 1, 2024. As the County prepares for the upcoming transition into Constitutional offices and a restructure of certain departments and functions, we have an opportunity to ensure we are streamlining operations and creating efficiencies to better serve residents and taxpayers. I have directed the leadership team to identify operational efficiencies across departments that will reduce cost, improve service levels, and increase accountability. The newly formed Internal Compliance Department was created and approved by the Board in the FY2024-25 Budget to consolidate three core functions under a single leader: the Division of Process and Control Management (formerly the Department of Audit and Management Services), Office of Enterprise Strategies (responsible for managing INFORMS, the County's Enterprise Resources Planning system), and the Division of Credit and Collections (responsible for collections on delinquent accounts and citations).

Ofelia has served as Director of the Audit and Management Services Department since June of 2023, and is an accomplished accounting professional with over 25 years of progressive internal audit experience in big four accounting firms, as well as government and corporate environments. She previously served as Vice President for Internal Audit for Bandai Namco Holdings, USA. Prior to embarking on a successful career in the private sector, Ms. Tamayo served in the Miami-Dade County Audit and Management Services Department as Audit Supervisor, Senior Auditor and Associate Auditor from 1998-2005.

Ofelia holds a Master of Business Administration and Bachelor of Accounting, with a second major in Marketing, from Florida International University, and is a Certified Public Accountant in the States of Florida and California, as well as a Certified Internal Auditor and Certified Information Systems Auditor. She also holds a Certification in Risk Management Assurance and numerous professional affiliations. Given her professionalism and range of compliance experience, I know she will be an excellent leader for this critical department. Her resume is attached for your reference.

Please join me in congratulating Ofelia on this appointment and in thanking her for her continued service to Miami-Dade County.

Attachment

c: Geri Bonzon-Keenan, County Attorney
Gerald Sanchez, First Assistant County Attorney
Jess McCarty, Executive Assistant County Attorney
Office of the Mayor Senior Staff
Department Directors
Theresa Therilus, Interim Chief, Office of Policy and Budgetary Affairs
Yinka Majekodunmi, Commission Auditor
Basia Pruna, Director, Clerk of the Board
Eugene Love, Agenda Coordinator

Ofelia E. Tamayo, CPA, CIA, CISA, CRMA



Profile Highlights

- An accounting professional with over 25 years of progressive internal audit experience in Big 4 accounting firm, government, and corporate environments.
- Acknowledged for proven ability to build strong client relationships and deliver hard communications which are universally accepted. Proven track record of completing complex and challenging assignments on time and within budget.
- Achievement-oriented, with a penchant for business and creativity, and a quick learner. Demonstrated ability to successfully complete a variety of projects within multiple industries including healthcare, finance, technology, banking and local government.
- Knowledgeable of COSO, Sarbanes-Oxley, GAAP, IIA Standards, and GAAS.
- Fluent in English and Spanish.

Professional Experience

Miami-Dade County, Audit and Management Services, Miami, Florida
Director June 2023 – present

- Directed department to achieve goals for value-added reviews of County operations, external companies, contractors, grantees and others as needed to evaluate and encourage compliance with applicable rules and regulations, identify opportunities for improvement, and foster accountability.

Examples of specific accomplishments:

- Assumed team leadership during a difficult transition for the Department and achieved the annual reporting goal of 50 reports, with half accomplished within the first 3 months.
- Completed the implementation of electronic workpaper system which provided efficiencies and resiliency for managing workflow and reporting in a hybrid environment.
- Gained the trust of County Management through collaborative and proactive approach to performing internal reviews.

BANDAI NAMCO Holdings USA, Inc., Irvine, California
(Holding Company of Bandai America Incorporated)

Vice President, Internal Audit
Senior Director, Internal Audit

April 2015 – May 2023
April 2014 – March 2015

- Established the first regional auditor role for the Holdings Company where the scope includes affiliated companies in North, Central and South America.
- Developed the Global Internal Audit Policy and Strategy.
- Coordinated the Global Internal Audit Plan in conjunction with the Holdings Company located in Japan.
- Managed internal completion of J-SOX testing for six of the affiliates in North America, thereby eliminating external professional fees.

- Collaborated with domestic and overseas internal auditors to complete internal audits in North and South American subsidiaries.
- Coordinated and prepare the quarterly Board of Director meetings.
- Collaborated closely with external auditors to reduce fees and audit comments.
- Partnered with external auditors to reduce fees and audit comments.
- Appointed as the business liaison in a significant system upgrade. Coordinated global design, system documentation, user testing and system conversion within time and budgets defined.
- Pioneered a multi-company synergy event to create cross-company collaboration and efficiencies.
- Sought after by executive, management, and staff levels to provide solutions for process and internal control improvements which are efficient and effective.

Bandai America Incorporated, Cypress, California

Senior Director, Internal Audit

March 2012 – March 2014

Director, Internal Audit

March 2009 – March 2012

- Recognized by the Global Chief Financial Officer in 2009, first year, for internal control contributions made to the Company.
- Managed J-SOX compliance, process improvements, transfer pricing analysis, enterprise risk assessment and internal audits for the company and affiliates. Responsibility expanded to include internal audits for company established in Mexico.
- Presented internal audit findings and discussed status with Executive Management and Global Internal Audit Office on a periodic basis.
- Collaborated with external auditors during financial and J-SOX audits.

Examples of specific accomplishments:

- Established the internal audit function for the Company. The role is well respected within the organization and frequently asked to assist with internal control risks on diverse projects including financial, operations, tax, international business realignments, manufacturing, and transfer pricing.
- Eliminated all external professional fees related to internal audit since assuming the internal audit function and reduced external audit fees related to JSOX audit work (estimated savings of about \$1 million).
- Directed the successful completion of the JSOX testing and results for the Company and two of its affiliates. At initiation in 2009, established and trained an internally sourced team of about 25 employees from across the organization to complete management's testing on an annual basis. Results include increased awareness of risks and controls across operations.
- Contributed to global internal audits as the sole internal auditor representing affiliated companies in North, Central and South America. Completed internal audits for affiliates and provided testing and results to be included in the global report.
- Identified risks, including business and tax, during the establishment of the distribution company in Mexico City to mitigate risks in foreign country as well as North American Company.
- Developed methodology for the company's annual risk assessment.
- Managed internal audits conducted by external parties for the company's licensor partners, tax authorities and vendors. Successfully defended results on significant licensor audit to save the company over \$2 million.

- Organized employee participation in an annual charity event for the past 5 years. Increased attendance and fundraising consistently year over year. This has been the event with the most employee representation in the company.

Deloitte & Touche, LLP, Costa Mesa, California

Manager, Enterprise Risk Services

August 2007 – February 2009

Senior Consultant, Enterprise Risk Services

December 2005 – August 2007

- Managed multiple client engagements for a variety of projects including Sarbanes-Oxley (SOX) compliance, J-SOX compliance and internal audits. Planned, staffed and executed internal audit projects while managing revenue.
- Presented internal audit findings and discussed status with Audit Committees on a periodic basis.

Examples of specific accomplishments:

- Directed the successful completion of CEO declarations of internal controls for each of the six subsidiaries of a client within a shortened timeframe, using remote teams, and significantly under budget.
- Managed day-to-day activities during the completion of testing for client's first year of J-SOX compliance. Adapted testing workplans, communicated project issues with local and global engagement and client management. Structured tasks for project staff and created engagement deliverables for client's compliance framework.
- Managed a foreign-based team to undergo a SOX Control Rationalization project within an SAP implementation at the client's Mexico operations. Led frequent meetings with the company's Senior Management and external auditors to review and approve final controls and operating policies. Reduced the company's global key controls from over 1,000 to approximately 150.
- Identified, developed and implemented new policies and procedures for more efficient and timely completion of required valuation reviews by the Financial Advisory Services function for the firm's attest clients. Policies and procedures were considered for National implementation. Awarded an Outstanding Performance Award by the Office Managing Partner.
- Built an extremely robust revenue process flow to identify internal controls, responsibilities, and systems to address the client's prior material weaknesses.
- Managed a multi-state engagement with teams located nationally to deliver a consistent product despite diverse teams and locations. Monitored the budget and resources to remain under budget.

Miami-Dade County, Audit and Management Services, Miami, Florida

Audit Supervisor

March 2003 – November 2005

Senior Auditor

September 1999 – March 2003

Associate Auditor

January 1998 – September 1999

- Directed and mentored internal audit teams during planning, fieldwork, and reporting cycles on compliance, contractual, financial and operational audits. Identified concerns and savings for a variety of departments including Fire Rescue, Police, Elections and the Transit Agency.

Examples of specific accomplishments:

- Led internal audit team to analyze data collected from the electronic elections hardware using ACL (Audit Command Language) which highlighted errors in official election results and triggered changes to vendor's software used nationally.
- Identified over \$500,000 due to the County based on a contractor calculation error not in accordance with the factor included in the agreement. The amount was subsequently collected by the County including an additional estimated \$2 million savings due to a contract revision.
- Assisted Department and County Senior Management in responding to a federal government audit regarding \$2.9 million received for services rendered.
- Recovered \$25,000 in overcharges based on results of first internal audit assignment.

Ocean Bank, Internal Audit Department, Miami, Florida
Assistant Auditor

March 1995 – January 1998

- Executed work plans to validate security of bank assets through on-site audits and document review, including commercial loans, branch operations, accounting and bookkeeping. Assigned by management to endorse acquisition of automated teller machines, testing of new teller system, and internal controls of new branches. Completed compliance and financial audits to assist external auditors during annual review.

Education

Florida International University, Miami, Florida

- Masters of Business Administration, December 1998
- Bachelor of Accounting, Second Major in Marketing, December 1994

Certifications

Certified Public Accountant (CPA) – State of Florida, State of California

Certified Internal Auditor (CIA) – April 2009

Certification in Risk Management Assurance (CRMA) – August 2013

Certified Information Systems Auditor (CISA) – March 2017

Professional Affiliations

Institute of Internal Auditors (IIA)

- North America Nominating Committee Member – 2024 – present
- Chair, Chapter Relations Committee – 2021 - 2023
- Co-Host of the 2019 International Conference Committee – Anaheim, California
- National Chapter Relations Committee District Advisor – 2017 - 2021
- National Chapter Relations Committee District Representative – 2013 – 2017
- National Board Information Technology Policy Committee – 2013 – 2017
- Orange County Chapter – Board of Governors 2009 – 2017; President 2008 – 2009 – Featured in the IIA 2012 Global Annual Report

Information Systems Audit and Control Association (ISACA)

- Miami Chapter – 2016 - present