



Audit Committee Meeting
August 8, 2019 @ 3:00pm
1st Floor – LaFayette Room
433 Hay Street, Fayetteville, NC 28301

AGENDA

1. Call to Order
2. Approval of Agenda
3. Approval of Meeting Minutes
4. Internal Audit Activities (*Presented by Elizabeth Somerindyke, Internal Audit Director*):
 - a. Code Violation Enforcement and Collections Audit (A2019-06)
5. Quarterly Management Implementation Status Report
6. Adjournment

Attachments:

- a) Draft Meeting Minutes – May 2, 2019
- b) Code Violation Enforcement and Collections Audit Report A2019-06
- c) Quarterly Management Implementation Status Report 4th Quarter FYE19

433 Hay Street
Fayetteville, NC 28301-5537
(910) 433-1672 | (910) 433-1680 Fax
www.cityoffayetteville.org

**AUDIT SUBCOMMITTEE QUARTERLY MEETING MINUTES
LAFAYETTE CONFERENCE ROOM, 1st FLOOR
CITY HALL, 433 HAY STREET, FAYETTEVILLE
THURSDAY, MAY 2, 2019
3:00 P.M.**

Committee Members Present: Darsweil Rogers, PWC Chairman
Council Member Dawkins
Council Member Crisp
Council Member Larry Wright
Amy Samperton, FTCC Director of Procurement & Equipment
Dr. Pamela Jackson, FSU Provost

Committee Members Absent:

Others Present:

Staff Present:

Douglas Hewett, City Manager
Karen McDonald, City Attorney
Telly Whitfield, Assistant City Manager
Elizabeth Somerindyke, Internal Audit Director
Rose Rasmussen, Senior Internal Audit
Jay Toland, Interim Chief Financial Officer
Gerald Newton, Development Services Director
Kim Toon, Purchasing Manager
Assistant Chief Anthony Kelly
Interim Chief Mike Hill
Assistant Fire Chief Hieu Sifford
Michael Gibson, Parks, Recreation, and Maintenance Director
Metoya Scott, Senior Administrative Assistant

1.0 Call to Order

Mr. Darsweil Rogers called the meeting to order at 3:12 p.m.

2.0 Introduction of New Audit Committee Member

Mr. Darsweil Rogers lead the group through introductions.

3.0 Approval of the Agenda

MOTION: Council Member Crisp moved to approve the agenda.

SECOND: Council Member Wright

VOTE: UNANIMOUS (6-0)

**4.0 Approval of the Minutes
JANUARY 30, 2019**

MOTION: Council Member Wright moved to approve the minutes from the January 30, 2019 meeting.

SECOND: Council Member Crisp

VOTE: UNANIMOUS (6-0)

5.0 Internal Audit Activities

5.01 Police Department Confidential Funds Audit (A2019-01)

Ms. Elizabeth Somerindyke, Internal Audit Director stated the purpose of the audit was to evaluate compliance with the organization's policies and procedures; applicable laws, regulations and guidelines, and evaluate internal controls for the Police Department's confidential funds. In addition, the auditors reviewed to determine if sufficient corrective action was taken by management to address recommendations detailed in prior year audit reports. The review period was conducted from October 1, 2017 through December 31, 2018.

Based on audit work, Internal Audit determined the Police Department generally adhered to the organization's policies and procedures; applicable laws, regulations and guidelines during the period. The Police Department's VICE Investigative Division have continually reviewed and updated policies and procedures, which contributed to stronger controls and a general adherence to policies and procedures over confidential funds. However, Internal Audit noted a lack of prior written approvals as required by Operating Procedure 5.8. Internal Audit recommends management review and determine if the policy meets management's needs for prior written approvals, update the policy as deemed appropriate, and develop a process to ensure prior written approvals are obtained when required. In addition, Operating Procedures 6.2 and 5.8 should be updated to address prior year audit findings.

Council Member Crisp asked Chief Kelly if they had a projected date for the updated Operating Procedures to be complete and implement.

Chief Kelly advised the department is awaiting the approval from legal of the updates.

MOTION: Council Member Dawkins moved to accept the Police Department Confidential Funds Audit (A2019-01)

SECOND: Council Member Wright

VOTE: UNANIMOUS (6-0)

5.02 WEX Fuel Card Audit (A2019-05)

Ms. Somerindyke stated the audit was approved in the Fiscal Year 19 Audit Plan. The State of North Carolina has a convenience contract with Wright Express (WEX). Ms. Somerindyke stated in April of 2014 the City executed an agreement to use the convenient contract to purchase gas for City Police and Fire department vehicles. There were 639 WEX Fuel Cards used for a total of \$953,484.00 during the 2018 calendar year. Ms. Somerindyke stated the City has 3 total WEX accounts. 2 for the Police Department and 1 for the Fire Department. 839 employees have a pin number available to use with any fuel card in their account.

Ms. Somerindyke stated the objectives of the audit were to determine if:

- Fuel cards were sufficiently administered in accordance with established laws, regulations, guidelines, policies and procedures.
- Fuel cards issued are needed and periodically accounted for.
- Proper internal controls existed to ensure that only authorized individuals use fuel cards.
- Fuel cards are used to obtain fuel for City purposes only.

Finding 1: Federal and State fuel tax exemptions were not obtained

Ms. Somerindyke stated upon review of the WEX fuel card transaction reports there was no indication the City received eligible tax exemptions, costing the City over \$200,000.00 in fuel taxes. Mr. Jay Toland, Chief Finance Officer and Ms. Somerindyke stated the City is working on reimbursement of fuel taxes.

Discussion ensued.

Management concurred with the recommendation.

Finding 2: Fraud, waste and abuse potentially existed due to lack of internal controls

Ms. Somerindyke stated due to the poor internal controls, the high number of users and the poor oversight, there is a high probability fraud has occurred.

Discussion ensued.

Management concurred with reservation with the recommendations.

Finding 3: City-wide and/or departmental written policies and procedures governing fuel card usage and management were not documented

Ms. Somerindyke stated there were no policies or procedures in place both internally and or City-wide. Policies and procedures can be an important tools to provide accountability for new and experienced employees.

Management concurred with the recommendations.

Finding 4: Departmental management should perform an appropriate level of review

Ms. Somerindyke stated there were multiple areas where management are responsible for reviewing fuel transactions on the monthly statements for reasonableness.

Discussion ensued.

Management concurred with the recommendations

Finding 5: Wex fuel cards were not inventoried and could not be located

Ms. Somerindyke stated adequate oversight and appropriate controls are critical in safeguarding the completeness of the WEX fuel card population and inventories need to be established to address deficiencies.

Discussion ensued.

Management concurred with the recommendations.

Finding 6: Internal controls were lacking in the City's WEX fuel card online program

Ms. Somerindyke stated effective internal controls are required to periodically reconcile the authorizations and issuances.

Management concurred with the recommendation.

Finding 7: Segregation of duties over WEX fuel cards administration and system access were lacking

Ms. Somerindyke stated there needs to be proper segregation of duties and no single individual should have control over two or more phases of a transaction or operation.

Discussion ensued.

Management concurred with the recommendation.

Finding 8: Training and accountability were not required

Ms. Somerindyke stated new personnel's initial training should include information to allow for an accurate understanding of the expectations for use of the WEX fuel card.

Management concurred with the recommendation.

Finding 9: Fraudulent use of WEX fuel card occurred

The audit found fraud did occur with a personal identification number assigned to Police Department personnel totaling \$5,658.26. The Police Department did not file a report nor was an investigation conducted.

Management concurred with the recommendation.

MOTION: Council Member Crisp moved to accept the WEX Fuel Card Audit (A2019-05) with emphasis on the recommendations.

SECOND: Dr. Pamela Jackson

VOTE: UNANIMOUS (6-0)

6.0 Quarterly Management Implementation Status Report

This item was for information only and not information was presented.

Council Member Crisp asked why the partially implemented recommendations pertained to permitting and inspections have not been completely resolved. Mr. Gerald Newton Development Services Director, stated one-third of the partially implemented recommendation is not able to be fixed in house. The department has found a way to deal with the issue, and believes the recommendation can be closed since they have found a successful alternate option.

7.0 Reschedule Audit Committee Meeting July 25, 2019

Ms. Somerindyke stated the committee does not normally meet in July since it is the end of the quarter and has asked if the committee would like to reschedule for August.

The committee was in consensus to reschedule the July meeting for August 8, 2019.

8.0 Adjournment

There being no further business, the meeting adjourned at 4:26 p.m.

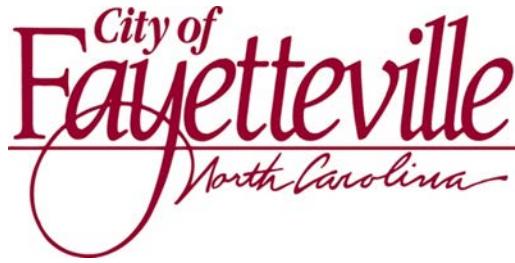
Respectfully submitted,

JENNIFER AYRE
Deputy Clerk
05022019

DARSWEIL ROGERS
Chairman

DRAFT

Office of Internal Audit



Compliance Audit 2019-06 Code Violation Enforcement and Collections

August 2019

Director of Internal Audit
Elizabeth Somerindyke

Senior Internal Auditor
Rose Rasmussen

Internal Auditor
Abby Cerniglia

OUR MISSION

Provide independent, objective assurance and consulting services designed to add value and improve the City of Fayetteville’s operations.

Director of Internal Audit
Elizabeth Somerindyke

Senior Internal Auditor
Rose Rasmussen

Internal Auditor
Abby Cerniglia

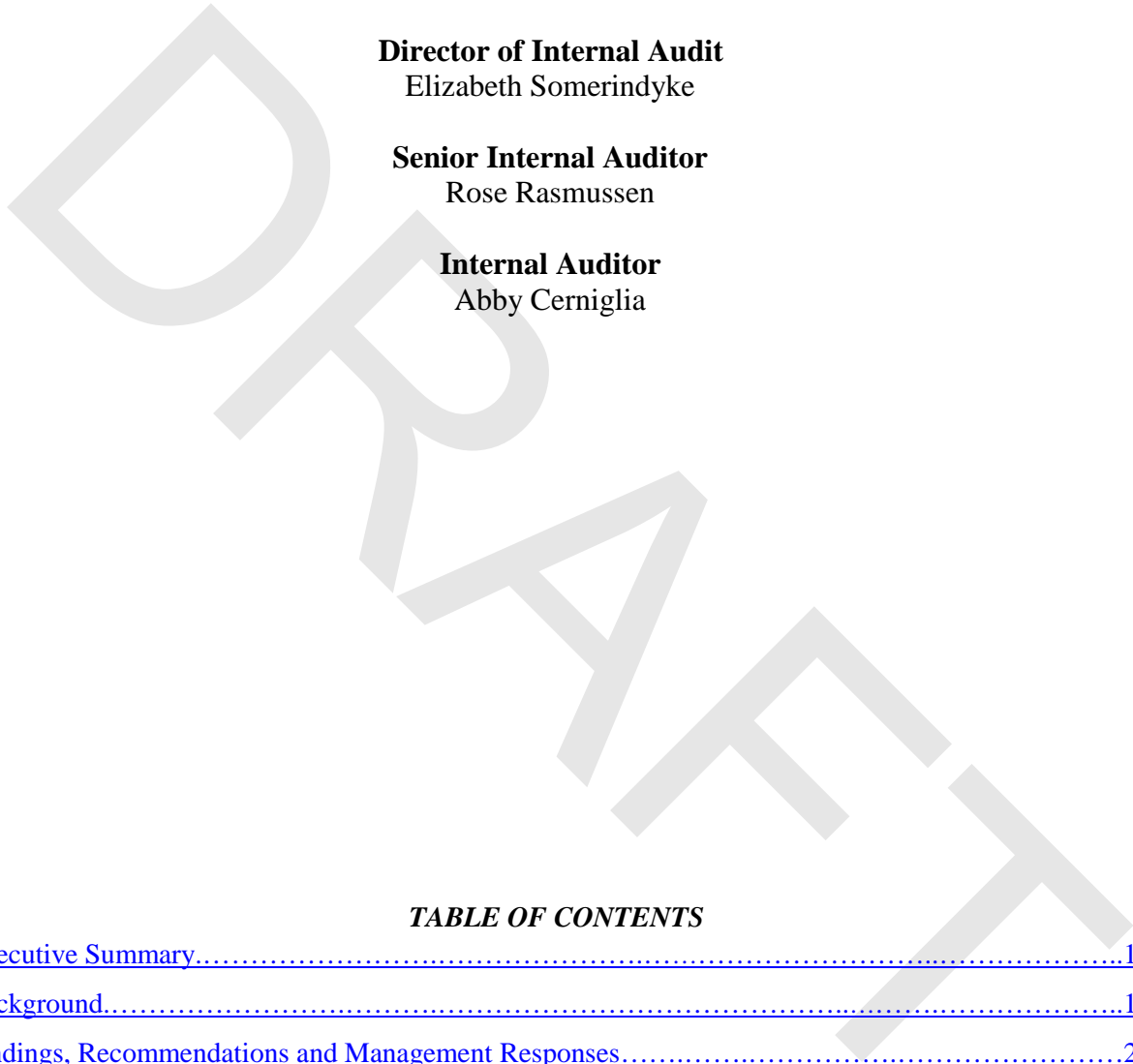


TABLE OF CONTENTS

[Executive Summary.....1](#)

[Background.....1](#)

[Findings, Recommendations and Management Responses.....2](#)

[Conclusion.....6](#)

EXECUTIVE SUMMARY

The Office of Internal Audit conducted a performance audit of code violation enforcement and collections for cases under the City Code of Ordinances Chapter 14 – Housing, Dwellings and Buildings; Chapter 16 – Motor Vehicles and Traffic, and Chapter 22 – Solid Waste. The audit was approved in the Fiscal Year 2018-2019 Internal Audit Plan. The audit period covered code enforcement cases initiated from January 1, 2018 through May 15, 2019. The objectives of the audit were to evaluate whether:

1. Applicable code enforcement penalties and abatement costs were properly and completely imposed following established City adopted fee schedules and ordinances; and
2. The internal controls were sufficient to identify risks.

This report addresses control weaknesses within the code violation enforcement and collection processes that negatively impacted the control environment. As a result, three findings were noted:

1. Current written policies and procedures were not all inclusive causing inconsistent enforcement of City code violations.
2. Processes were not always in compliance with the City Code of Ordinances and adopted fee schedule.
3. Financial oversight for code violation enforcement and collections needed improvement.

Internal Audit determined internal controls related to the code violation enforcement and collection process needed improvement. The audit did not find evidence of intentional fraud. However, because the departmental policies and procedures did not provide enough guidance to ensure code violations were enforced in a consistent manner and the code violation enforcement and collection processes were based on the discretion of Housing and Code Enforcement personnel, Internal Audit could not ensure fraud, waste and abuse did not exist.

BACKGROUND

The Housing and Code Enforcement Division of the Development Services Department provides abatement of a wide variety of housing and nuisance code violations through City ordered cleanups and demolition of blighted and dangerous structures. The Housing and Code Enforcement Division's program objective is to protect and improve the quality of life and environment through efficient and effective violation abatement in support of high quality, affordable housing and revitalized neighborhoods. The Housing and Code Enforcement Division responds to concerns from citizens, and oversees nuisance enforcement and ongoing compliance with City codes and regulations, such as overgrown lots or yards, inoperative vehicles, maintenance of structures, illegal signs and public nuisances.

When code violations are required to be enforced, a series of notices are issued to the property owner. For instances where property owners fail to correct violations and no expectation of privacy exists, Housing and Code Enforcement personnel will abate the nuisance. Abatement efforts are performed by independent contractors as directed by the Housing and Code Enforcement Division and a lien is placed on the real property for the costs incurred and applicable fees.

In circumstances where property owners fail to abate the violation and an expectation of privacy exists, Housing and Code Enforcement personnel assess a civil penalty against the property owner or work with the City Attorney's office on pursuing action through Environmental Court. If the property owner fails to pay the civil penalty, after notice is made, the debt is reported to a collection agency. Additionally, if the violation continues once the civil penalty has been issued and reported, the City Attorney's office prepares a summons which is served requiring the property owner to attend Environmental Court for continued abatement efforts.

AUDIT OBJECTIVES

The objectives of this audit were to evaluate whether applicable code enforcement penalties and abatement costs were properly and completely imposed following North Carolina General Statutes, established City adopted fee schedules and ordinances; and the internal controls were sufficient to identify risks.

AUDIT SCOPE

The scope of the audit included Code Enforcement substandard housing, vehicle and solid waste cases initiated from January 1, 2018 through May 15, 2019.

During the planning phase of the audit, process walkthroughs, to include consultations with Development Services management and case reviews were conducted. Based on information obtained, Internal Audit noted several steps in the code enforcement processes were being performed inconsistently, due to the nature of the enforcement and inspection, and no clear written guidance existed. Therefore, Internal Audit did not select a sample of cases to determine if approvals and necessary documents in support of the penalties and liens were being obtained; penalties were charged correctly; and verify the timeliness of intake, contact, investigation and follow-up.

AUDIT METHODOLOGY

In order to accomplish the objectives of the audit, the Office of Internal Audit performed, but was not limited to, the following:

- Interviewed Development Services personnel;
- Reviewed case files in Cityworks, the software in which the code enforcement cases were maintained;
- Reviewed the City of Fayetteville Municipal Code of Ordinances, North Carolina General Statutes, and departmental policies and procedures for compliance;
- Compared the code violation amounts received in JD Edwards, the City's financial system, against case files in Cityworks;
- Reconciled abatement costs to lien assessment accounts in JD Edwards; and
- Considered risk of fraud, waste and abuse.

FINDINGS, RECOMMENDATIONS, AND MANAGEMENT'S RESPONSES

Finding 1

Current written policies and procedures were not all inclusive causing inconsistent enforcement of City code violations.

Criteria: Policies and procedures are a component of administrative controls and are necessary to ensure sound business practices. Clearly written, readily-available policies and procedures provide accountability for personnel by providing performance expectations to ensure consistent and impartial decisions to avoid the perception of unfair practices to citizens. Formal policies can clearly make the connection between procedures and how they support an organization's goals and strategic plan.

Condition: Steps within the code violation enforcement and collection processes were based on the Housing and Code Enforcement Division Manager's and two Code Enforcement Supervisors' review of individual case evidence, and the discretion of Housing and Code Enforcement personnel. Based on Internal Audit inquiry, the standardization of all code violations to comprehensive departmental policies and procedures did not exist. Internal Audit noted the need for comprehensive departmental policies and procedures in the following areas:

1. Acceptable timeframe to correct code enforcement violations by categories of violations;
2. Inspecting properties for compliance immediately after the compliance due date; and
3. Determining the allowable maximum number of re-inspections and extensions before issuing civil penalties.

Cause: Overall, the current departmental policies and procedures for substandard housing, vehicle and solid waste violations addressed parts of the code violation enforcement and collections processes, but did not provide enough guidance to ensure code violations were enforced in a consistent manner for all like cases.

Effect: Comprehensive policies and procedures are necessary to ensure continuity of operations in often conflicting personal and public property rights. Carefully designed policies and procedures create a balance of competing priority interests for areas with potential limited personnel resources to complete. When code enforcement cases are not enforced consistently, practices can be perceived as unfair by the public and the risk of preferential treatment without detection exists.

Recommendation

The Office of Internal Audit recommends management:

1. Develop comprehensive policies and procedures that provide consistent code enforcement, to include but not limited to: (a) number of re-inspections and extensions allowed; (b) number of days allowed to correct specific code enforcement violations; (c) expectations of timely re-inspections; (d) when exceptions are applicable to the standard enforcement process; and (e) approval and documentation process for exceptions.
2. Ensure personnel are trained on comprehensive policies and procedures.
3. Develop a documented quality review program to ensure compliance with comprehensive policies and procedures.

Management's Response

We concur. Management is in full agreement with the recommendation.

The development of the policies and procedures must be in accord with the city attorney practices which create multiple, non-linear paths for code compliance. We will work various departments to continue creating the balance of not becoming "too policy-constrained to be responsive and one that permits too much freedom to generate focused activity"(O'Malley, 2010) with more written policies and procedures than presently exist. Currently, 69 types of city code violations are handled by the division. Design by category of city ordinance violations will be initially categorized to create designs for code violation types standardizing all case types with the to-be-revised city code ordinances that also will become more standardized.

The immediate application of the city's newly created nuisance properties ordinance is underway. The newly formed nuisance ordinance will have relatable policies and practices to blend in the existing citation letters and then fold this provision into the new procedures. The division will further coordinate with the Fayetteville Police Department in encouraging activities connected to the RAMP program that presents opportunities for additional code enforcement of the most challenging rental housing properties.

The division manager and supervisors presently meet weekly with the code enforcement team. They will immediately begin an element of training as a team and individual inspector training as new written policies are created. Fine tuning of draft policies will occur in conjunction with the front-line enforcement team and the legal team to ensure defensible practices exist with all personnel. Quarterly quality reviews will occur with evidenced reports presented back to the Development Services Assistant Director.

Responsible Party: Housing & Code Enforcement Division Manager

Implementation Date: 06/30/2020

Finding 2

Processes were not always in compliance with the City Code of Ordinances and adopted fee schedule.

Criteria: Processes developed by management should not only ensure proper controls, safeguards and segregation of duties are in place, but that processes comply with federal, state and local requirements. The City Code of Ordinances is local law adopted by City Council to not only assist in compliance with federal and state law, but to also address issues of local concern and priority.

Cause: Based on Internal Audit inquiry, the City Attorney's office provided a proposal in April 2011 to improve the collection efforts of code enforcement civil penalties by allowing for a "realistic" penalty when violations are abated by the property owner and a maximum for non-abated violations due to the likelihood of "exorbitant" penalties. The duration, openness and consistency of these practices, could be considered an implied agreement by continued practice. However, whenever processes are changed, management should ensure the processes still comply with federal and state requirements and meet the local requirements set forth by City Council in the City Code of Ordinance.

Condition: Internal Audit reviewed applicable North Carolina General Statutes and the City Code of Ordinances Chapters 1, 14, 16 and 22 against current processes. Upon review of these guidelines against the processes, the following observations were made:

1. City Code of Ordinances provides each day to be a separate offense and does not provide a maximum number of days for which the penalty will be assessed. However, the on-going practice of City personnel, to include Code Enforcement and the City Attorney's office, did not adhere to these requirements and provided a maximum number of days cited based upon abatement efforts;
2. City Code of Ordinances Section 1-9 Appeal of Civil Penalties allows for the hearing officer to either decide in favor of the individual receiving the citation, or determine the civil penalty is due to the City. However, the hearing officer also reduced code enforcement civil penalties;
3. Civil penalties and abatement liens are allowed to be assessed simultaneously based on the City Code of Ordinances; however, Code Enforcement did not adhere to the defined regulations set forth in the City Code of Ordinances and only charged based upon specific situations;
4. Administrative fees were not assessed when the property owner abated the violation as allowed by City Code of Ordinances;
5. Time periods reflected in the City Code of Ordinances, to include the notices and citations sent to property owners were inconsistent; and
6. Language between City Code of Ordinances and the adopted fee schedule were inconsistent.

Effect: Without policies and procedures in place for exceptions to the City Code of Ordinances (See Finding No. 1), personnel can be placed in situations which deviate from the City Code of Ordinances, resulting in practices that are not equitable.

Recommendation

The Office of Internal Audit recommends:

1. Development Services management should coordinate with the City Attorney's office to update the City Code of Ordinances as deemed necessary and ensure comprehensive policies and procedures are in agreement. Any updates to the City Code of Ordinances should ensure compliance with North Carolina General Statutes.
2. Management should obtain written guidance from the City Attorney's office for the enforcement of code violations that deviate from the standard code enforcement cases.
3. Management should develop a process for reviewing the City's Code of Ordinances, as it pertains to code enforcement, to ensure updates are made as necessary.

Management's Response

We concur. Management is in full agreement with the recommendation.

The current city ordinances create varying times for compliance and different citation charges. US Supreme Court (Timbs v. Indiana, 2019) implications of due process and prohibiting excessive fines will help frame the review of existing ordinances, fee schedules, and practices.

Development Services will coordinate with the City Attorney's office in producing suggested City Ordinance changes to address existing incongruities. Prior city policies will be updated with the City Attorney's office as in prior practice. City Ordinance revisions and adjustments will need City Council approval.

Existing practices will be converted to more formal written processes dealing with site and structure specific circumstances and general best practices for case management.

An existing practice of an annual review of betterment practices for the department will continue to fold in the meetings with the City Attorney's office has occurred prior to this audit which identified this need, independent of the audit, and has resulted in City Ordinance changes earlier in 2019.

Responsible Party: Assistant Director, Development Services

Implementation Date: 03/30/2020

Finding 3

Financial oversight for code violation enforcement and collections needed improvement.

Criteria: Comprehensive policies and procedures showing clear lines of responsibility on the code violation and enforcement processes should exist. When processes cross departmental boundaries, all departments involved must discuss and come to an agreement on the processes that will be established. These processes must include controls over the assessment and collections of the abatements costs, civil penalties and administrative fees. Periodic reconciliations should be established within these processes.

Condition: Internal Audit conducted several reconciliations to determine if all abatement costs and administrative fees paid by the City were levied and collected from the property owner; all citations were assessed a civil penalty, and the civil penalties were either collected or sent to a collection agency. Based on these reconciliations, Internal Audit noted sufficient controls were not in place which allowed the following:

1. Abatement costs waived/reduced with no policies and procedures identifying authority; and
2. Insufficiently tracked civil penalties, to include collection agency reporting.

Cause: Policies and procedures were not established that clearly outlined departmental expectations in the tracking and collecting of abatement liens and civil penalties.

Effect: Without adequate policies and procedures in place to track abatement liens and civil penalties, personnel responsible for assigning and releasing liens and civil penalties are not able to track the monies appropriately and could potentially impact abatement liens and collection agency records being erroneously recorded or not being released.

Recommendation

The Office of Internal Audit recommends:

Development Services management should coordinate with the Finance Department to develop comprehensive policies and procedures showing clear lines of departmental responsibilities regarding the assessment and collections of abatements costs, civil penalties and administrative fees, to include but not

limited to the authority to waive/reduce abatement costs, collection agency reporting and periodic reconciliations.

Management's Response

We concur. Management is in full agreement with the recommendation.

The lack of delineation was determined in January 2019 by the Development Services Director and Assistant Director. Coordination began with the newly appointed Chief Financial Officer to work through the roles of each department. The formalizing of these policies is targeted to occur within the first six months of the current vacant position being filled. The first three months of the new person as the Assistant Director will allow an acclimation of overall duties and documentation of the process in place and issues to resolve.

Responsible Party: Assistant Director, Development Service

Implementation Date: 03/30/2020

CONCLUSION

Internal Audit has concluded work on the audit of code violation enforcement and collections. Based on Internal Audit's review, the internal controls surrounding the processes require improvements in order to provide reasonable assurance that continuity of operations exists. The implementation of the audit recommendations should result in consistent enforcement of code violations, to include the collection of civil penalties and abatement costs. In particular, comprehensive policies and procedures should be established, followed and provide for exceptions to the City Code of Ordinances.

Although the management responses are included in the audit report, Internal Audit does not take responsibility for the sufficiency of these responses or the effective implementation of any corrective actions.

Internal Audit would like to thank Department personnel for their assistance and numerous courtesies extended during the completion of this audit.

Signature on File

Elizabeth H. Somerindyke
Director of Internal Audit

Signature on File

Rose Rasmussen
Senior Internal Auditor

Signature on File

Abby Cerniglia
Internal Auditor

Distribution:

Audit Committee
Douglas J. Hewett, City Manager
Kristoff T. Bauer, Deputy City Manager
Gerald A. Newton, Development Services Director



MEMORANDUM

August 8, 2019

TO: Audit Committee Members

FROM: Elizabeth Somerindyke, Internal Audit Director

RE: Quarterly Management Implementation Status Report

PURPOSE OF REPORT

The attached report provides members of the Audit Committee with an update on the progress of management's implementation of recommendations made by the Office of Internal Audit. Departmental management updates will be provided quarterly at each regularly scheduled Audit Committee Meeting.

The short summary of the progress updates is provided to allow a quick assessment for all recommendations. The attached report represents updates given by management on the progress made to implement Internal Audit's recommendations. Except as otherwise noted, no assessment on the progress of the recommendations has been performed by the Office of Internal Audit.

We welcome any questions, suggestions or recommendations for improving this report to enhance your ability to monitor the effective implementation of recommendations.

RECOMMENDATIONS

This information will not be presented. However, we encourage Committee Members to prepare questions and comments on this report prior to the Audit Committee Meeting for discussion with departmental staff at the meeting. Staff from the Development Services; Parks, Recreation and Maintenance; Public Services; Finance and Police Departments have been requested to attend.

433 Hay Street
Fayetteville, NC 28301-5537
(910) 433-1672 | (910) 433-1680 Fax
www.cityoffayetteville.org

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018 - 2019 (4th Quarter)

<u>Audit Title</u>	<u>Date Released</u>	<u>Issued</u>	<u>Accepted</u>	<u>Recommendations</u>		
				<u>Implemented</u>	<u>Partially Implemented</u>	<u>Not Implemented</u>
Permitting and Inspections A2016-02	October 2016	35	35	35	0	0
Contract Practices and Procedures A2016-06	October 2017	3	3	3	0	0
Evidence and Property Management A2018-01	June 2018	37	36	4	4	28
Performances Measures A2018-04	January 2019	4	4	4	0	0
PRM Nonresident Fees A2016-05	January 2019	7	7	2	0	5
WEX Fuel Cards A2019-05	May 2019					
Finance Department		3	3	2	0	1
Fire Department		18	18	12	5	1
Police Department		21	21	1	13	7

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

1	<p>Permitting and Inspections management should perform a self-assessment of internal controls. Once risk areas are identified, steps should be taken to correct control deficiencies so departmental objectives are achieved and departmental responsibilities are met. Identifying risks and implementing control procedures will not protect assets and produce reliable information if personnel are not following established procedures. To ensure that controls are effective, Permitting and Inspections management should regularly review available documentation to confirm controls are being executed as designed. All documentation should be reviewed and signed off on by a supervisor to ensure completeness and accuracy. In addition, the self-assessment of internal controls should be performed periodically to address additional control deficiencies as they arise.</p>	<p>Workflow processes will be mapped and application-specific permitting procedures will be identified and placed in a checklist format that will be included in a manual of standard operating procedures. Weekly testing by the Building Official, Inspection Supervisors, and the Senior Administrative Assistant will be conducted and documented to identify any risk areas and to correct control deficiencies. Follow-up training will be provided in areas where control problems are identified.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already</i></p>	<p>Implemented</p> <p>Findings #1 and #2 are considered by management to be the capstone of the internal audit reconciliation program, as these two findings culminate the requirements for internal policies/procedures, and the periodic self-assessment.</p> <p>Implementation Date: 10/1/2018</p>	<p>Implemented</p> <p>Findings #1 and #2 are considered by management to be the capstone of the internal audit reconciliation program, as these two findings culminate the requirements for internal policies/procedures, and the periodic self-assessment.</p> <p>Implementation Date: 10/1/2018</p>
---	--	---	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p><i>identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Building Official; Senior Administrative Assistant</p> <p>Implementation Date: 6/30/2017</p>		
2	<p>Written policies for the Permitting and Inspections Department should be developed to set forth requirements; to ensure consistency and reliability of information; provide adherence to laws and regulations, and include provisions for performance measure collection, calculation, review and reporting. The procedures should be updated and include sufficient information to allow an individual who is unfamiliar with the operations to perform the necessary activities. Policies and procedures should be</p>	<p>A comprehensive review of the existing Standard Operating Procedures for both the Permitting and Inspections divisions is currently underway because of major adjustments to procedures and work flows resulting from a substantial effort to simplify procedures and to more fully implement Cityworks, including the scheduling and online permit application functions. Upon completion of the review and revisions, each division's procedural manuals will include step-by-step instructions and</p>	<p style="text-align: center;">Implemented</p> <p>Findings #1 and #2 are considered by management to be the capstone of the internal audit reconciliation program, as these two findings culminate the requirements for internal policies/procedures, and the periodic self-assessment.</p> <p style="text-align: center;">Implementation Date: 10/1/2018</p>	<p style="text-align: center;">Implemented</p> <p>Findings #1 and #2 are considered by management to be the capstone of the internal audit reconciliation program, as these two findings culminate the requirements for internal policies/procedures, and the periodic self-assessment.</p> <p style="text-align: center;">Implementation Date: 10/1/2018</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>revised to account for any changes in business processes. This is particularly important when new systems are developed and implemented or other organizational changes occur.</p>	<p>resources in order for existing and new staff to effectively perform their daily functions. This effort will take some time as it will require coordination with two vendors, in addition to multiple departments. Similarly, departmental policies will be developed in conjunction with this effort to govern issues identified in this Compliance Audit in Recommendations 1, 3 7, 9, 16, 20, 22, 26, 29, 31 and 32.</p> <p>The ultimate plan will be to expand this initiative to the inter-departmental level, with policies and procedures in place in order to provide consistent and positive customer service that is seamless across departmental lines. This will be pursued after the development of department policies and procedures and is not considered a direct response to this Audit.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL</i></p>		
--	---	--	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p><i>software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Senior Administrative Assistant (for Permitting); Building Official (for Inspections)</p> <p>Implementation Date: 6/30/2017</p>		
3	Permitting and Inspections management should take specific measures to comply with records retention rules as governed by North Carolina General Statutes, North Carolina State Building	A departmental policy has been drafted to provide clear guidance to all staff members with regard to relevant records retention matters. Documentation of records retention will be consistent with State law	<p>Implemented</p> <p>Our current operating practices have been revised and a department-specific records policy has been developed.</p>	<p>Implemented</p> <p>Our current operating practices have been revised and a department-specific records policy has been developed.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>Code; North Carolina Department of Cultural Resources Records Retention and Disposition Schedule, Fayetteville City Code, and City of Fayetteville Policies. Procedures should be outlined for retaining all supporting documentation and where the documentation will be kept taking into account records retention rules. Cityworks electronic files should be updated to include all available documentation not yet attached to a permit file within the system.</p>	<p>and City policy and will be managed by the Senior Administrative Assistant. Permission to utilize digital records as the primary method of retaining documents for building permit applications, building permits, construction plans, and associated correspondence will be sought from the NC Division of Cultural Affairs. Assuming permission is granted, hardcopy applications, plans, and correspondence will be retained in Permitting and Inspections Department files until testing confirms the security and accessibility of digital records in the Cityworks system and/or the records retention dates are exceeded.</p> <p>If permission is not granted by the NC Division of Cultural Affairs for digital records retention, hardcopy files will be retained in Permitting and Inspections Department files or in remote file storage in accordance with departmental policy.</p>	<p>Implementation Date: 10/1/2018</p>	<p>Implementation Date: 10/1/2018</p>
--	---	--	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Senior Administrative Assistant</p> <p>Implementation Date: 6/30/2017</p>		
4	To ensure compliance with the Fayetteville City Code, senior management should consider reorganizing the structure of the Permitting and Inspection and the Planning Services and Code	The NC Building Code must be interpreted by someone certified to perform such interpretations, but this training may not qualify the individual to manage the enforcement of City codes	<p>Implemented</p> <p>As of 8/31/2017, this recommendation has been fully implemented.</p>	<p>Implemented</p> <p>As of 8/31/2017, this recommendation has been fully implemented.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>Enforcement Departments so the Permitting and Inspections Director oversees all matters related to interpretation and enforcement of North Carolina State Building Code, to include (if applicable) zoning, building plan review, permits, inspections and code enforcement, as provided in the Fayetteville City Code.</p>	<p>regarding code enforcement and zoning. We believe it is imperative that the management of these related functions should be centralized to enhance customer service but such centralization may not be best handled through the structure proposed by Internal Audit due to the complex nature of the various laws and codes. Once a determination is made regarding reorganization, the PCE Director will take responsibility for amending the City Code as needed to reflect the organizational structure as necessary.</p> <p>As of November 15, 2016, departmental personnel will coordinate all NC Building Codes through the City’s Building Official. A review of the City’s entire development review process will be conducted on the organizational structure and an implementation of the recommendation is anticipated to be completed in early 2017 with the</p>		
--	--	--	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

		<p>FY18 budget.</p> <p>Responsible Party: City Manager</p> <p>Implementation Date: 6/30/2017</p>		
5	<p>Permitting and Inspections personnel should ensure compliance with the Fayetteville City Code Chapter 7, Building Code, Part II, Article III Enforcement, Section 7-62(a)(1) Permits Required, by requiring a bond be posted at the time of demolition permit application. Additionally, the City Code should be updated to define the amount of the bond, whereas; currently the amount is defined as “good and sufficient”.</p> <p>However, if Permitting and Inspections management determine bonding requirements for demolition permits are not required as provided in the Fayetteville City Code Chapter 7, Building Code, Part II, Article III Enforcement, Section 7-62(a)(1)</p>	<p>The City Code provides for a requirement that is no longer generally needed. Small-scale demolitions are currently managed through contracts that require the contractor to carry liability insurance sufficient to cover any claims that result. We will propose revising the City Code to delete the bonding requirements except in unusual circumstances, such as where the structure to be demolished shares a common wall with another structure or for larger projects that go through the formal bid process.</p> <p>Responsible Party: Planning and Code Enforcement Director</p> <p>Implementation Date: 4/30/2017</p>	<p>Implemented</p> <p>Our internal processes and ordinances have been and are currently being modified to reflect the chance in the code of ordinances.</p> <p>To limit the individual discretion to the maximum limit as possible, an internal policy has been developed to provide guidance on when bonds (in general) may be required.</p>	<p>Implemented</p> <p>Our internal processes and ordinances have been and are currently being modified to reflect the chance in the code of ordinances.</p> <p>To limit the individual discretion to the maximum limit as possible, an internal policy has being developed to provide guidance on when bonds (in general) may be required.</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	Permits Required, then the Fayetteville City Code should be updated to reflect current requirements.			
6	Internal Audit recommends the Permitting and Inspections Department work with the Information Technology Department to develop and implement a process to ensure certificates of occupancy/compliance are not issued prior to all inspections being documented as finalized. Permitting and Inspections management should also streamline and automate documentation for certificate of occupancy and certificate of compliance and encourage appropriate utilization of automated resources to promote efficiency and accountability in the inspection approval process for temporary and final certificates of occupancy and certificates of compliance.	While report creation is part of the Information Technology Department’s top priorities for Cityworks “fixes,” locking out the report is a customization that will require additional funding to complete. Information Technology has completed the process of watermarking the reports in question with a watermark that says INVALID if the report is printed before all the required inspections, payments, or documents are completed. <i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another</i>	Implemented The process-related component of this finding has been revised with the marking of all invalid permits. The procedural component has been implemented by development of a policy on how staff is to mitigate permits that have expired or are invalid.	Implemented The process-related component of this finding has been revised with the marking of all invalid permits. The procedural component has been implemented by development of a policy on how staff is to mitigate permits that have expired or are invalid.

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p><i>PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Information Technology Information Manager</p> <p>Implementation Date: 11/30/2016 (workaround) TBD ultimate resolution</p>		
7	The Permitting and Inspections Department should ensure compliance with North Carolina General Statutes and the North Carolina State Building Code and create formal procedures for the certificate of compliance and certificate of occupancy process.	Management has reached out to the Supervisor of the Code Inspections Section of the Department of Insurance for clarification on this finding. Section 204.8 Certificate of Compliance of the Administration Code gives a guideline for issuing Certificates of Compliance and Certificates of Occupancy. The Inspections Department is meeting all requirements for the issuance of Certificate of Compliance for	<p>Implemented</p> <p>While this recommendation was implemented by verification with the North Carolina Department of Insurance, the recent organizational change has led us to re-examine the issuance of C/O's and other types of occupancy allowances.</p> <p>Internal policies have been developed and re-designed to</p>	<p>Implemented</p> <p>While this recommendation was implemented by verification with the North Carolina Department of Insurance, the recent organizational change has led us to re-examine the issuance of C/O's and other types of occupancy allowances.</p> <p>Internal policies have been developed and re-designed to</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p>Electrical, Mechanical, and Plumbing by issuing a final sticker notice that is placed at the jobsite. We also meet the requirements for the issuance of the Certificate of Occupancy for the Building trade. The referenced General Statute was written in 1993 whereas the referenced code sections are updated every three years.</p> <p>Responsible Party: Building Official</p> <p>Implementation Date: 10/5/2016</p>	<p>incorporate the revised development process and system.</p> <p>Completion Date: 10/1/2018</p>	<p>incorporate the revised development process and system.</p> <p>Completion Date: 10/1/2018</p>
8	Update enforcement actions within Fayetteville City Code to ensure contractors comply with the North Carolina State Building Code.	<p>Management will recommend to the City Council that the City Code be revised to eliminate this section since privilege licenses are no longer required. The Inspections Department uses Section 204.10 Stop Work Orders of the Administration Code to ensure the contractors comply with the Building Code.</p> <p>Responsible Party: Planning and Code Enforcement Director</p> <p>Implementation Date: 4/30/2017</p>	<p>Implemented</p> <p>This recommendation was implemented on 5/8/17.</p>	<p>Implemented</p> <p>This recommendation was implemented on 5/8/17.</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
9	<p>Testing performed by Internal Audit in Cityworks revealed deficiencies, whereas, there were areas where Internal Audit was not able to determine compliance with laws and regulations. Therefore, Permitting and Inspections management should consider having a specialized audit of the Cityworks software to ensure the deficiencies revealed in Cityworks are remedied and will provide an adequate level of control, ensure processes are put in place to address controls in which Cityworks is unable to perform, and the software is utilized to its maximum efficiency.</p> <p>The Office of Internal Audit recommends Permitting and Inspections management review the permitting and inspections process to determine key personnel who will have the ability to override the Cityworks system setup by adding, modifying and deleting fees, inspections and</p>	<p>While a number of the aspects of this finding have been addressed, the Permitting and Inspections Department will seek assistance from the Information Technology department in order to fulfill this recommendation in its totality. In particular, Information Technology will work with all PLL user areas and Internal Audit Staff to ensure that the necessary controls and permissions are in place.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts</i></p>	<p>Implemented</p> <p>All of the sub-findings within this finding have been resolved, to include 9-3 as reflected below</p> <p>9-3: Cityworks and Timmons Group were on-site on June 24th, 2019 to discuss with Internal Audit, Information Technology and Development Services the implementation of the findings presented in the Permitting and Inspections Audit report, dated October 2016. The below outlines the status of implementing the inspector scheduling feature within Cityworks:</p> <ul style="list-style-type: none"> The City's Information Technology Department in conjunction with Timmons Group is working through completing the implementation of the on-line scheduling using the Timmons Group portal; 	<p>Partially Implemented</p> <p>While most of the sub-findings within this category have been resolved, the following items are considered partially implemented:</p> <p>9-3: The Permitting and Inspection Division continues to work through the inspector scheduling, so all requested inspections called in by 4:30 PM will be inspected the following day. On building inspections, calls in by 8:30 AM continue to receive same day service. Permitting continues to create the schedule coordinating the inspections and trades with other software. IT continues to design a system in CityWorks. The process in place creates no delays for projects within the city.</p> <p>Revised Implementation Date: 1/30/2019</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>permits within Cityworks. Prior to developing and implementing a process related to access controls, Permitting and Inspections management should assess Cityworks setup related to Permitting and Inspection fees and inspection workflows to ensure consistency with current practice while taking compliance to North Carolina General Statutes, the North Carolina Building Code and the Fayetteville City Code into consideration. Alignment of the required processes with the setup in Cityworks should mean that overriding Cityworks setup by adding, modifying and deleting is an exception and not the rule.</p> <p>Permitting and Inspections management should ensure Permitting and Inspections personnel read and understand the City of Fayetteville Policy # 114 Information Technology Appropriate Usage, and stress the</p>	<p><i>to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Senior Administrative Assistant (for Permitting); Building Official (for Inspections); PCE Director (for code changes); Information Technology Director; Assistant and Deputy City Manager</p> <p>Implementation Date: 6/30/2017</p>	<ul style="list-style-type: none"> • Cityworks offered new applications (Workload and Respond) to improve the scheduling function, whereas, the scheduling function through Cityworks is not being upgraded; • The Permitting and Inspection Division (P&I) continue with the workaround allowing timely inspections as submitted in the April 25, 2019 response. P&I acknowledges the resolution of CityWorks issues are not within their authority as an end-user of the product. IT continues to work on developing an actionable scheduling function. P&I is active in this effort and is not dependent upon this function of CityWorks. P&I worked with IT to further develop the workarounds to CityWorks by establishing 	
--	---	--	---	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
	importance of not allowing others to use their access, and protecting all passwords. In addition, written policies and procedures should be documented on how accesses will be requested, who will approve the access and how access will be removed when it's no longer needed.		more phone call service for scheduling. Management accepts the limitations of the existing CityWorks programs, has found ways to not be hampered by the delayed rollout, and expresses appreciation to the IT personnel working to resolve the issues. Revised Implementation Date: 1/30/2019	
10	Internal Audit recommends a work quality review program be developed and an adequate number of appropriate quality reviews of all permits and inspections be conducted in a timely manner. Documented results should be maintained and utilized as measures of effectiveness during performance evaluations.	The Senior Administrative Assistant will collect samples of work of a variety of permits issued by the Permitting Technicians on a quarterly basis. The reviews will be to ensure that the Permit Technicians are applying the requested work via the permit application within the generated permit issued by the technicians. The review of fees will also be observed ensuring that fee calculations are correct and applied to the proper revenue account. The Senior Administrative Assistant	Implemented Our Work Quality Review Policy has been expanded to encompass the recent organizational change and will tie together other related items such as Training, Work Quality Review, and Performance Measurement. Implementation Date: 10/1/2018	Implemented Our Work Quality Review Policy has been expanded to encompass the recent organizational change and will tie together other related items such as Training, Work Quality Review, and Performance Measurement. Implementation Date: 10/1/2018

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

		<p>will also conduct monthly reviews of the cash drawers by randomly choosing dates, and times, to count down cash drawers of Permit Technicians that carry out an open cash drawer. A report of such reviews will be created to serve as backup for future auditing purposes.</p> <p>The Building Official has adjusted Inspections Supervisors workloads to allow for field-checking for work performed by subordinate inspectors. Until Cityworks can be configured to track and report on these field-checks, the Building Official will instruct the Inspections Supervisors to document the inspections which have been checked in a spreadsheet format. Additionally, Inspections Supervisors are providing one-hour weekly training sessions for subordinate personnel (non-inspector personnel also attend these sessions; see management response to Recommendation 13.)</p>		
--	--	--	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Senior Administrative Assistant (Permitting); Building Official (Inspections)</p> <p>Implementation Date: 11/30/2017</p>		
11	The Permitting and Inspections Department should establish measurable and achievable performance goals and service	The Building Official is working with Information Technology's project manager and our Cityworks vendors to develop an accurate and	Implemented The department has created a policy to define what our data	Implemented The department has created a policy to define what our data

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>standards. Permitting and Inspections management should establish formal processes to collect performance information and provide adequate training to ensure accurate input of the data used to quantify each performance measure. Once appropriate performance information is available it should be used to better inform management for decision-making and should also enable the Permitting and Inspections Department to better manage its operations and determine the appropriate balance between service level and resources.</p>	<p>efficient system for gathering reporting information. This information may require adjustment to ensure that accurate, obtainable, and reliable information is measured and that this information represents appropriate performance measurement and service standards. Once these reports are installed in Cityworks, we will be able to analyze workload efficiency and effectiveness performance measures to utilize in management and reporting. The Strategy and Performance Analytics Office will be utilized as a resource moving forward. This initiative is part of Information Technology’s priority project list.</p> <p style="color: red;"><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and</i></p>	<p>is, how we track our data, and how we use the data for performance measurement.</p> <p style="color: red;">Implementation Date: 10/1/2018</p>	<p>is, how we track our data, and how we use the data for performance measurement.</p> <p style="color: red;">Implementation Date: 10/1/2018</p>
--	--	---	---	---

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p><i>refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Senior Administrative Assistant (for Permitting); Building Official (for Inspections)</p> <p>Implementation Date: 6/30/2017</p>		
12	The Office of Internal Audit recommends Permitting and Inspections management consult with Information Technology personnel to review the impact on Cityworks regarding this instance and any other changes made by the 2015 update. Any data integrity issues should be reviewed to determine if any data needs 'cleaned' and fix any 'clean up' considered necessary.	<p>This will require a great deal of input and assistance from Information Technology.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and</i></p>	<p>Implemented</p> <p>Items from the 2015 Cityworks upgrade have been repaired. Additional processes (such as the creation of a test environment and regression testing) have been developed to gauge and minimize the impacts of any future upgrades. A policy is being developed that is specific to Development</p>	<p>Implemented</p> <p>Items from the 2015 Cityworks upgrade have been repaired. Additional processes (such as the creation of a test environment and regression testing) have been developed to gauge and minimize the impacts of any future upgrades. A policy is being developed that is specific to Development</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p><i>refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: IT Project Manager</p> <p>Implementation Date: 6/30/2017</p>	<p>Services concerning the calculation of fees and the integrity of data (as discussed in finding 11).</p> <p>Implementation Date: 10/1/2018</p>	<p>Services concerning the calculation of fees and the integrity of data (as discussed in finding 11).</p> <p>Implementation Date: 10/1/2018</p>
13	<p>While inspector training may be driven by certification requirements, non-inspector personnel training needs are not. Conduct a personnel training assessment and develop or provide training opportunities to meet the needs identified. Permitting and Inspections management should dedicate the appropriate resources and time to ensure proper training for department personnel. An important part of any training program includes basic product</p>	<p>Training for non-inspector personnel will consist of the following training types, to be implemented as funding and operational considerations allow:</p> <ul style="list-style-type: none"> • Annual training conducted by the Building Official regarding the administrative requirements and standards of the North Carolina Building Code. • Non-inspector personnel currently participate in the weekly one-hour training of inspectors by the Inspections 	<p>Implemented</p> <p>The department has incorporated internal training to detail training and proficiency expectations.</p> <p>Implementation Date: 10/1/2018</p>	<p>Implemented</p> <p>The department has incorporated internal training to detail training and proficiency expectations.</p> <p>Implementation Date: 10/1/2018</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>knowledge. Each member of the department should be familiar with the services offered in order to competently satisfy customer needs by providing accurate information and good customer service. Training should also include an understanding of the entire permitting and inspections process and how activities in each area of the Permitting and Inspections Department affect actions taken in other areas both within the department and across other departments. In addition, formal training on the Cityworks software program should be instituted to provide familiarity with the system.</p>	<p>Supervisors.</p> <ul style="list-style-type: none"> • Periodic non-inspector personnel “ride-alongs” with inspectors to establish familiarity with the practical challenges of construction inspection from the perspective of certified inspectors. • Formal training in the administration of construction permitting through the Certified Permit Technician coursework developed by the NC Department of Insurance. • Continuation of prior training in customer service “soft skills” provided by an outside consultant chosen by the Interim Department Director. In the prior training, each staff member was provided an “Inspector Skills” training guide booklet and a study guide questionnaire. Upon completion of the questionnaire, the consultant held employee training of both inspectors and permitting staff 		
--	---	---	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

		<p>on the related materials.</p> <ul style="list-style-type: none"> • Cityworks-specific training in the form of online courses, on-site training, and webinars offered by the software integrator and the software developer. • Annual review of relevant City and departmental policies conducted by the Senior Administrative Assistant. • Personnel from the State Licensing Board can be requested to provide periodic training on licensing issues. • The Building Official is compiling a portfolio of photographs illustrating various inspection types that will be used to help familiarize non-inspector personnel with different inspection types. <p style="color: red; font-style: italic;">As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of</p>		
--	--	--	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p><i>Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Interim Permitting and Inspections Director</p> <p>Implementation Date: 6/30/2017</p>		
14	Permitting and Inspections management should identify the kinds of reporting information needed in order to adequately track and assess the efficiency of the permitting process. Internal Audit recommends Permitting and Inspections management work with the Information Technology Department and/or the software developer to improve standard	We will perform a comprehensive review of existing policies and procedures and make the necessary adjustments to comply with the purpose and intent of this audit. Reporting will be a component of this initiative. Reporting is part of the Information Technology Department's priority "fix" list. As modifications to the case types, workflows, and data groups are	<p>Implemented</p> <p>As discussed in Finding #11, the department has developed a policy that defines how the data is defined, how to preserve the integrity of the data, and how to use the data to measure performance.</p> <p>Implementation Date:</p>	<p>Implemented</p> <p>As discussed in Finding #11, the department has developed a policy that defines how the data is defined, how to preserve the integrity of the data, and how to use the data to measure performance.</p> <p>Implementation Date:</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
	reports that can be used on an ongoing basis to ensure the information needed to manage the permitting and inspections processes will be available to those charged with the responsibility.	<p>complete, we will be able to develop the necessary reports for daily and management use.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Information Technology Project Manager</p> <p>Implementation Date: 6/30/2017</p>	10/1/2018	10/1/2018
15	The Office of Internal Audit recommends Permitting and	We will coordinate with other departments to establish a program	Implemented	Implemented

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>Inspections management collaborate with all departments involved in the City’s permitting and inspections process to develop routine customer training sessions to be held at least annually. These sessions should, at a minimum, cover information within the entire permitting and inspections process which cause the most customer confusion, such as re-inspections and frequently asked questions. In addition, any new laws, regulations, and requirements should be included in the training sessions.</p>	<p>of customer training sessions. There are a variety of existing models to choose from in implementing customer training, including webinars, presentations before trade or homebuilders organizations, and online tutorials to help train our customers. Some of the timing for this initiative will depend upon when the Public Portal and plan review software is implemented by Information Technology.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology’s project priority list will be completed. All other efforts</i></p>	<p>The department is currently in deployment of an electronic plan review platform. In development of this platform, we have defined visual workflows that illustrate the development review and permitting process as it relates to the online review and permitting system.</p> <p>Implementation Date: 10/1/2018</p>	<p>The department is currently in deployment of an electronic plan review platform. In development of this platform, we have defined visual workflows that illustrate the development review and permitting process as it relates to the online review and permitting system.</p> <p>Implementation Date: 10/1/2018</p>
--	--	---	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

		<p><i>to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Interim Permitting and Inspections Director</p> <p>Implementation Date: 6/30/2017</p>		
16	<p>The written policies and procedures recommended in Finding 2 should include practices for closing or otherwise terminating permits that have been abandoned past a certain time threshold as such jobs may require the project to comply with newer, safer building codes and would help protect the public safety. Permitting and Inspections management should continue working with the Information Technology Department and the software developer to implement changes that would update a permit status as it is moved through permitting and inspections processes. Once these changes have been completed and</p>	<p>The Information Technology Department is currently working on implementing an automated expiration process for permits that have not received an inspection within six months or that exceed the expiration date after issuance of the permit. Until the automation of expiring permits is implemented, the Permit Technicians are able to query a report to manually expire permits, as well as, export an excel report capturing the number of cases that were manually expired per Permit Technician. The Senior Administrative Assistant will draft a written procedure and policies as set forth in the recommendation and for compiling data for performance measuring purposes.</p>	Implemented	Implemented
			<p>While the process-related content of this finding has been mitigated, the department has also developed a policy on the issuance and maintenance of open permits.</p>	<p>While the process-related content of this finding has been mitigated, the department has also developed a policy on the issuance and maintenance of open permits.</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
	thoroughly tested, the impact on historical information that may occur should be assessed before implementing such changes.	<p style="color: red;"><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Senior Administrative Assistant</p> <p>Implementation Date: 11/30/2017</p>		
17	Allowing permits to expire should not be an easy method to avoid inspection and circumvent established controls. Permitting and Inspections management	Cityworks procedure changes are necessary to effectuate compliance with this finding. Permits that have not had an inspection within 6 months will be automatically	Implemented Implemented per last follow-up response.	Implemented Implemented per last follow-up response.

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>should establish controls to ensure failed inspections are followed to conclusion so the permit holder and/or contractor seek and receive final approval of the project.</p> <p>The Cityworks software should be configured to automatically expire permits based on specific criteria. A risk assessment should be prepared before permits within Cityworks are automatically expired, whereas, implementing this program could have a significant impact on permits.</p> <p>A report should be created and run at some stated interval to resolve expired permits and impose a terminal status of EXPIRED. Some consideration should also be given to sending a notice to the permit holder advising of the expiration of the permit due to lack of activity and giving the permit holder an opportunity to respond.</p> <p>Permitting and Inspections</p>	<p>expired and the status changed to Closed - Expired. An email will be sent to the applicant 30 days prior to the expiration and then again up on expiration. If a permit has had at least one inspection, the permit expiration will be extended for 12 months in keeping with the NC Building Code. This feature is currently in test and will be moved into production shortly.</p> <p>Staff will propose revisions to the City Code to ensure compliance with the NC Building Code.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting</i></p>		
--	---	---	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
	personnel should ensure compliance with the Fayetteville City Code Chapter 7, Building Code, Part II, Article III Enforcement, Section 7-68, Time Limitations on Validity of Permits, by expiring permits 60 days from issuance if the work authorized by the permit has not been commenced or update the Fayetteville City Code to be consistent with the North Carolina State Building Code requiring the time limitation for a permit to expire as six months after the date of issuance if the work authorized by the permit has not been commenced.	<p><i>and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: IT Project Manager for permit expiration notices; Planning and Code Enforcement Director for changes to City Code.</p> <p>Implementation Date: 4/30/2017</p>		
18	Permitting and Inspection management should coordinate with the Information Technology Department and/or the software developer to develop controls within Cityworks to verify the correct PIN is present on permit records. Should Cityworks not have this capability, Permitting and Inspections management	<p>Cityworks procedure changes are necessary to effectuate compliance with this finding. Permitting and Inspections will require considerable assistance from Information Technology in the testing of Cityworks upgrades.</p> <p>This was an issue that was discussed during a December</p>	<p>Implemented</p> <p>Implemented per last follow up response</p>	<p>Implemented</p> <p>Implemented per last follow up response</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>should develop mitigating controls to ensure the validity of PIN's during the review and approval process for permit applications. In addition, Permitting and Inspections management should develop a process for consistent and accurate input of address information and work with the Information Technology Department and/or the software developer to fully integrate the GIS mapping function within Cityworks. In the interim it may be beneficial to enter information in the "Notes" section of a permit to indicate that the address will not match the County records and why. Thorough testing of all upgrades should be performed to ensure the product is performing at an acceptable level to achieve departmental goals.</p>	<p>meeting and there was no clear resolution because the GIS Data that contains the PIN information is provided by Cumberland County GIS because the Register of Deed and the County GIS use different systems. The update from the Register of Deed to the County GIS is not always as timely as the city would like it. City and County GIS have been working together to resolve this, the city receives a nightly update from the county, and as long as the Register of Deed has updated County GIS then the City GIS and Cityworks will be correct. City GIS also has a GIS Road Map project to develop a collaborative GIS Environment with the county to help with this.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to</i></p>		
--	---	--	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p><i>continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Chief Information Officer</p> <p>Implementation Date: 6/30/2017</p>		
19	The Office of Internal Audit recommends Permitting and Inspections management review the existing Fee Schedule to determine whether enhancements would provide additional transparency and clarity for citizens and contractors. In addition, Permitting and Inspections management should ensure consistency among the permit application, Fayetteville City Code and the Fee Schedule.	<p>Management is currently reviewing the permit fees and the permit applications for all four trades. Once we have corrected our fee schedule and permit applications, we will write the policy and procedures to make sure all permits are accurately issued and valued.</p> <p>Responsible Party: Building Official</p> <p>Implementation Date: 6/30/2017</p>	<p>Implemented</p> <p>The department has currently reviewed the fee scheduling and cross-examining it with our permit applications to ensure that all language is consistent, clear, and transparent. This process was concurrent with the implementation of our online Cityworks and idtPlans portal.</p> <p>Implementation Date:</p>	<p>Implemented</p> <p>The department has currently reviewed the fee scheduling and cross-examining it with our permit applications to ensure that all language is consistent, clear, and transparent. This process was concurrent with the implementation of our online Cityworks and idtPlans portal.</p> <p>Implementation Date:</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

20	<p>Permitting and Inspections management should determine if Cityworks has the capability to provide reports by subsidiary ledger for fees charged to customers, which could be used to reconcile to the City’s general ledger.</p> <p>Permitting and Inspections management should develop written procedures which should be followed to ensure a documented reconciliation between the amounts billed/refunded in Cityworks and actual revenue posted in the general ledger is performed at regular intervals. The reconciliation should be completed with verification of the balances by a second authorized individual including initialing and dating reports to document a review and reconciliation was performed.</p> <p>In addition, Permitting and</p>	<p>There is a lack of integration between the accounting software programs that the City uses that requires manual procedures to reconcile revenues across Cityworks, JDE, and the Point of Sale program. The reconciliation process of this report is completed by the Senior Administrative Assistant and, upon completion of the reconciliation, the Senior Administrative Assistant records her signature and has an employee unassociated with cash handling, approve the reconciliation report. The Senior Administrative Assistant will develop written procedures on the processes of this reconciliation procedure.</p> <p>The Permit Technicians have previously trained on the reset procedures of the Point of Sale cash drawers. A draft procedure on “Reconciliation Cash Drawers” has been prepared for review and approval by the Interim Permitting</p>	<p>10/1/2018 Implemented</p> <p>The IT department worked with the Cityworks developers to ensure that the date of transactions matches the date on other financial software systems.</p> <p>The department developed policies that incorporate the City’s Financial Policies to a department specific level to include the required reconciliation of all financial transactions with the general ledger.</p>	<p>10/1/2018 Implemented</p> <p>The IT department worked with the Cityworks developers to ensure that the date of transactions matches the date on other financial software systems.</p> <p>The department developed policies that incorporate the City’s Financial Policies to a department specific level to include the required reconciliation of all financial transactions with the general ledger.</p>
----	--	--	---	---

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
	<p>Inspections management should develop written policies and procedures to document the process and the importance of closing the POS register nightly.</p> <p>Once these processes are established, Permitting and Inspections management should ensure personnel are adequately trained on them.</p>	<p>and Inspections Director. Compliance with these procedures will be included as a performance measure.</p> <p>Responsible Party: Senior Administrative Assistant</p> <p>Implementation Date: 6/30/2017</p>		
21	<p>Permitting and Inspections personnel should ensure, when submitting payment to the North Carolina Licensing Board on a quarterly basis, that correct amounts are submitted based on a reconciliation of information in Cityworks and the general ledger. Any Homeowner Recovery Fund fee refunds should be taken into consideration when completing the reconciliation.</p>	<p>The Information Technology Department created a new Account Payables subsidiary code to capture the \$9 fee that is paid to the NC Licensing Board. The existing revenue account captures the remaining \$1 recognized as revenue. The recent segregation of the Homeowner Recovery Fee was implemented October 3, 2016. The Senior Administrative Assistant will continue to submit quarterly payments to the N.C. Licensing Board but, beforehand, the Senior Administrative Assistant will ensure that the payment is accurately reconciled amongst the</p>	Implemented	Implemented
			<p>The department has developed and refined policies that incorporate the City’s Financial Policies to a department specific level.</p>	<p>The department has developed and refined policies that incorporate the City’s Financial Policies to a department specific level.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p>Cityworks Revenue Report and General Ledger within JDE.</p> <p>The same will apply to refunds. The Senior Administrator will ensure refunds of the Homeowner Recovery Fee are properly processed and applied to the appropriate fund accounts within JDE and revenue accounts with Cityworks.</p> <p>Responsible Party: Senior Administrative Assistant</p> <p>Implementation Date: 10/3/2016</p>		
22	<p>Permitting and Inspections management should require, annually, all personnel who handle cash receipts to read the Cash Handling General Procedures and sign acknowledging receipt and understanding of the procedures.</p> <p>A formal written refund policy to provide guidance and direction on how to process refunds should be developed. In addition, Permitting</p>	<p>The Senior Administrative Assistant provided Permit Technicians copies of the city’s Cash Handling General Procedures. Each of the technicians received, reviewed, and signed the Cash Handling General Procedures Acknowledgement form. A copy of the Cash Handling General Procedures is readily accessible to the Permit Technicians and such policy will be reviewed and signed</p>	<p>Implemented</p> <p>The department has developed and refined policies that incorporate the City’s Financial Policies to a department specific level. We have been working with Finance Department staff to adequately develop these procedures that are consistent across</p>	<p>Implemented</p> <p>The department has developed and refined policies that incorporate the City’s Financial Policies to a department specific level. We have been working with Finance Department staff to adequately develop these procedures that are consistent across</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
	<p>and Inspections personnel should be trained on these policies.</p> <p>Permitting and Inspections management should ensure quality reviews are done for all cash receipt processes.</p>	<p>on an annual basis as recommended by the Finance Department.</p> <p>The Senior Administrative Assistant prepared a department Refund Procedures & Policy. Upon review and approval by the Permitting and Inspections Director, the Senior Administrative Assistant will conduct mandatory training for all Permit Technicians in two weeks following the policy adoption.</p> <p>The Senior Administrative Assistant will conduct quarterly quality reviews of the issuance process which will include cash handling procedures. This process will begin the third quarter of FY17.</p> <p>Responsible Party: Senior Administrative Assistant</p> <p>Implementation Date: 6/30/2017</p>	<p>department lines.</p> <p>Implementation Date: 10/1/2018</p>	<p>department lines.</p> <p>Implementation Date: 10/1/2018</p>
23	Internal Audit recommends Permitting and Inspections personnel responsibilities be	Personnel duties will be defined to require the front line permit technicians assigned to permit	Implemented The department has developed	Implemented The department has developed

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
	<p>reassigned in order to achieve an effective separation between opening the mail and recording transactions. In addition, Permitting and Inspections management should consider checks being opened in dual custody to further strengthen controls.</p> <p>Additionally, Permitting and Inspections management should assess the Administrative Assistant’s job description and determine if additional education, experience or knowledge related to internal controls is needed due to the supervision of cash handling functions and update the job description or position as deemed appropriate.</p>	<p>issuance to record transactions, and daily dispatch permit technicians will have mail duties to address this issue. The Senior Administrative Assistant will supervise and ensure compliance.</p> <p>Management is reviewing a vacant Permitting and Inspections position against the recommendation and will request a study from the Human Resource Department. Once the study is complete, management will recruit for this position in November 2016.</p> <p>Responsible Party: Interim Permitting and Inspections Director</p> <p>Implementation Date: 9/30/2017</p>	<p>and refined policies that incorporate the City’s Financial Policies to a department specific level. We have been working with Finance Department staff to adequately develop these procedures that are consistent across department lines.</p> <p>Implementation Date: 10/1/18</p>	<p>and refined policies that incorporate the City’s Financial Policies to a department specific level. We have been working with Finance Department staff to adequately develop these procedures that are consistent across department lines.</p> <p>Implementation Date: 10/1/18</p>
24	The Office of Internal Audit recommends Permitting and Inspections management work with the Information Technology Department to establish a process for security of faxed information. Such a process could include faxes	The fax machine vendor programmed the Permitting Multi-Functional Device (fax machine) so permit applications received can only be printed by means of entering a security code. Faxes are secured within the device until the	Implemented The department has developed and refined policies that incorporate the City’s Financial Policies to a department	Implemented The department has developed and refined policies that incorporate the City’s Financial Policies to a department

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>being printed only when the appropriate security code is entered or having a dedicated fax machine for the Permitting and Inspections Department in a secure location with limited access. Permitting and Inspections management should ensure the faxes are destroyed in accordance with City’s Administrative Policy # 311 - <i>Security of Sensitive and Confidential Information and Breach Response Plan</i>.</p>	<p>security code is applied. Permit Technicians and the Senior Administrative Assistant are only privy to such code, and if at any time the code may be breached, a new security code can be reassigned.</p> <p>The Finance Department provided the Senior Administrative Assistant a copy of the city’s policy #311, Security of Sensitive and Confidential Information and Breach Response Plan. Each technician received, reviewed, and signed the Acknowledge form. The Senior Administrative Assistant also prepared a draft policy of a Security and Confidential Information for review by the Permitting and Inspection Director. Upon review and approval of the policy, the Senior Administrative Assistant will conduct mandatory training to all Permit Technicians within two weeks following adoption. The Senior Administrative Assistant will also</p>	<p>specific level.</p> <p>Implementation Date: 10/1/2018</p>	<p>specific level.</p> <p>Implementation Date: 10/1/2018</p>
--	---	--	---	---

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p>conduct quarterly quality reviews of the Security and Confidential Information. Additionally, and in accordance to the Security of Sensitive and Confidential Information and Breach Response Plan, the Permit Technicians destroy (shred) faxes that contain confidential financial information following the completion of the issuance process of every permit.</p> <p>Responsible Party: Senior Administrative Assistant</p> <p>Implementation Date: 9/30/2016</p>		
25	<p>Permitting and Inspections management should coordinate with the Information Technology Department and/or the software developer to develop controls within Cityworks to ensure permits are not printed before all pre-permitting requirements are met and the hardcoded status on the permit should read the status within Cityworks.</p>	<p>While report creation is part of the Information Technology Department’s top priorities for Cityworks “fixes,” locking out the report is a customization that will require additional funding to complete. IT has completed the process of watermarking the reports in question with a watermark that says INVALID if the report is printed before all the required inspections, payments, or</p>	<p>Implemented</p> <p>The process-related content of this finding has been addressed,</p> <p>Implementation Date: 10/1/2018</p>	<p>Implemented</p> <p>The process-related content of this finding has been addressed,</p> <p>Implementation Date: 10/1/2018</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>Additionally, Internal Audit recommends the appropriate inspector review all written applications as defined by NCGS and Fayetteville City Code, Chapter 7, Article III before a permit is issued.</p>	<p>documents are completed.</p> <p>We will coordinate with the Department of Insurance to determine the need for building inspectors to issue trade permits.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: IT Project Manager</p>		
--	---	---	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

		Implementation Date: 11/30/2016 for the workaround. TBD for the ultimate resolution.		
26	<p>Internal Audit recommends Permitting and Inspections management review applications, the Fee Schedule and Cityworks, and ensure they are consistent with one another. In addition, Permitting and Inspections management should review all permit applications to ensure all necessary information is required on the applications, applications are clear, and assess whether any unnecessary information should be removed from the applications. Once the applications are updated and made available to the contractors/homeowners, their use should be enforced.</p> <p>In order to be in compliance with North Carolina General Statutes, Inspectors should issue permits. However, prior to permit issuance, Permitting and Inspections personnel should ensure permit</p>	<p>We will coordinate with the Department of Insurance to determine the need for building inspectors to issue trade permits. Staffing and workload issues may preclude quality control by inspection supervisors without additional resources as has been noted in responses to prior findings. Staff will work with Information Technology to see if exceptions can be identified for quality control purposes. Once these issues are resolved, policies and procedures will be developed and training conducted to ensure subordinate staff adherence to the policies and procedures.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make</i></p>	<p>Implemented</p> <p>The department has reviewed the fee schedule and cross-examined it with our permit applications to ensure that all language is consistent, clear, and transparent.</p> <p>An internal policy has been developed in regards to permit issuance and work-quality review to address the human-related consistency component of permitting.</p> <p>Implementation Date: 10/1/2018</p>	<p>Implemented</p> <p>The department has reviewed the fee schedule and cross-examined it with our permit applications to ensure that all language is consistent, clear, and transparent.</p> <p>An internal policy has been developed in regards to permit issuance and work-quality review to address the human-related consistency component of permitting.</p> <p>Implementation Date: 10/1/2018</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>applications are completed with all information necessary to calculate fees. If information on the application is unclear, Permitting and Inspections personnel should ask the applicant for clarification. Any updated information should be clearly documented for future reference.</p> <p>Permitting and Inspections management should establish a quality review process for the Permitting and Inspections Department. Due to the high volume of applications, the likelihood of finding an exception by spot checking is statistically low. Therefore, when establishing a quality review process, Permitting and Inspections management could consider exception-based reporting from Cityworks which could identify unusual transactions, such as a residential building permit without a homeowner recover fee charged.</p>	<p><i>recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Building Official; Senior Administrative Assistant</p> <p>Implementation Date: 6/30/2017</p>		
--	--	---	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
	Policies and procedures should be written to provide clear guidance on accurate and consistent application of fees. Training should be given to Permitting and Inspections personnel to ensure understanding and adherence to policies and procedures.			
27	<p>Internal Audit recommends the appropriate inspector review all written applications as defined by NCGS and Fayetteville City Code, Chapter 7, Article III before a permit is issued. This review should include the status of the contractor’s license.</p> <p>Additionally, Internal Audit recommends Permitting and Inspections personnel establish and follow written procedures to ensure each contractor’s license is valid when issuing a permit. Since permits expire December 31 each year and become invalid 60 days from that date unless renewed, Permitting and Inspections should establish and follow written</p>	<p>The Planning and Code Enforcement Director will review the City Code and propose any modifications that are necessary to modernize and ensure consistency between the City Code, the NC Building Code, and departmental procedures and policies.</p> <p>Management has reached out to the Supervisor of the Code Inspections Section of the Department of Insurance for clarification on inspector issuance of permits. The Permitting and Inspections Department is meeting all requirements for the issuance of trade and building permits in our current practice.</p>	<p>Implemented</p> <p>While the process-related component of license review has been implemented, a policy was also revised to incorporate consistent research of contractor’s license within the issuance of permits.</p> <p>In addition, the City Attorney’s Office provided guidance that once the permit has been issued, it is the contractor’s responsibility to maintain his license in accordance with the 2012 North Carolina Administrative Code and Policies Section 204.3.6 which reads “<i>It shall be the duty of</i></p>	<p>Implemented</p> <p>While the process-related component of license review has been implemented, a policy was also revised to incorporate consistent research of contractor’s license within the issuance of permits.</p> <p>In addition, the City Attorney’s Office provided guidance that once the permit has been issued, it is the contractor’s responsibility to maintain his license in accordance with the 2012 North Carolina Administrative Code and Policies Section 204.3.6 which reads “<i>It shall be the duty of</i></p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>procedures to ensure all general contractors with active permits still have valid licenses in March of each year. For any active permits determined to be issued to general contractors with invalid licenses, Permitting and Inspections personnel should establish written procedures to comply with NCGS 160-422 relating to the revocation of permits.</p>	<p>Management is currently reviewing the permit fees and the permit applications for all four trades. Once we have corrected our fee schedule and permit applications, we will write the policy and procedures to make sure the permit is accurately issued and valued.</p> <p>The Permit Technicians are currently following procedures of verifying contractors licenses prior to the issuance of permits. The Senior Administrative Assistant will draft a policy and procedures to ensure that this process is being validated. The Senior Administrative Assistant will complete monthly random quality control checks to ensure that this recommendation is followed through.</p> <p>In speaking with the North Carolina Licensing Board for General Contractors, they are looking into developing a WebService with which we would be able to</p>	<p><i>every person who contracts for the installation or repair of a building or service system to comply with State or local rules and regulations concerning licensing.”</i></p> <p>Implementation Date: 10/1/2018</p>	<p><i>every person who contracts for the installation or repair of a building or service system to comply with State or local rules and regulations concerning licensing.”</i></p> <p>Implementation Date: 10/1/2018</p>
--	---	--	---	---

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

		<p>programmatically interface with in order to validate the contractor in real time. At this time there is no ETA for the availability of this WebService. Such an arrangement with other trades is being explored. Currently Information Technology has investigated other methods of automatically validating the Contractor License, however, there would be additional funding needed to do this.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts</i></p>		
--	--	--	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

		<p><i>to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Planning and Code Enforcement Director (code changes); Senior Administrative Assistant (procedures)</p> <p>Implementation Date: 9/30/2017</p>		
28	<p>Permitting and Inspections management should coordinate with the Information Technology Department and/or the software developer to develop controls within Cityworks to prevent creating duplicate permits. Should Cityworks not have this capability; Permitting and Inspections management should work with personnel within the department on mitigating controls to ensure duplicate permits are not being created. All permit applications should be reviewed by an appropriate level inspector before a permit is issued at which time, the inspector can verify that a duplicate permit is not being</p>	<p>Cityworks cannot currently prevent the creation of duplicate permits, however, it will allow you to see all the existing permits, cases, service requests and work orders at a given address.</p> <p>Resolution of this issue is dependent on a vendor's schedule. Additionally, consideration should be given to distinguishing between a trade permit and a building permit with regard to the qualifications of the issuing authority. If inspectors have to sign off on all permits prior to their issuance, a significant resource issue will be created due to permit volume. If this is the direction of the Interim City Manager, we will produce a plan</p>	<p>Implemented</p> <p>A project may require more than one of a specific trade permit (multiple electrical permits may be issued for one job).</p> <p>Staff is familiar with the requirements for each permit, and the differentiation of each permit type. Although trade permits may appear to be the same at first glance, staff includes notes and other items to differentiate each permit from another to avoid duplication.</p>	<p>Implemented</p> <p>A project may require more than one of a specific trade permit (multiple electrical permits may be issued for one job).</p> <p>Staff is familiar with the requirements for each permit, and the differentiation of each permit type. Although trade permits may appear to be the same at first glance, staff includes notes and other items to differentiate each permit from another to avoid duplication.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	created.	<p>for implementation for consideration during the FY18 budget cycle. Information Technology is working with software developer to bring a Cityworks PLL trainer on site to provide specialized PLL training.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Interim Permitting and Inspections Director</p>	<p>Implementation Date: 10/1/2018</p>	<p>Implementation Date: 10/1/2018</p>
--	----------	---	---	---

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

		and Information Technology Director Implementation Date: 11/15/2016		
29	Procedures should be established requiring inspectors to document within Cityworks when the inspector reaches the location and the results of the inspection before going to the next assignment. Cityworks should be configured, if necessary, to facilitate this type of documentation. Training should be provided to improve inspectors' documentation, to establish parameters and guidelines and the use of laptops in the field to result the inspections.	Permitting and Inspections has purchased laptop computers for all the field inspectors to eliminate the problem of limited or no connectivity in some areas of the City. Since that time, the inspectors have been trained and directed by management to log into Cityworks and do all of their inspection postings at the jobsite. Management is working with Cityworks to be able to have this measurable data extracted in several types of reports. This will give management valuable information that we will be able to use in determining if the department is adequately staffed. <i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of</i>	Implemented The process and policy related content of this finding has been remedied Also, technology has also being evaluated to ensure that the inspectors can result the inspections in real time after the inspection is conducted. Implementation Date: 10/1/2018	Implemented The process and policy related content of this finding has been remedied Also, technology has also being evaluated to ensure that the inspectors can result the inspections in real time after the inspection is conducted. Implementation Date: 10/1/2018

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p><i>Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Building Official</p> <p>Implementation Date: 6/30/2017</p>		
30	Internal Audit recommends the Permitting and Inspections Department prohibit the practice of bypassing system controls by deleting and/or resulting inspections on the workflow as "NA". Quality reviews should be conducted by management to ensure all inspections are completed and resulted for each type of permit on the workflow.	The inspections workflows are currently under modification. It is the intent to modify and simplify each of the workflows per permit type. Until this occurs, an "N/A" will be placed on inspections tasks not related to the inspection. The Permitting and Inspections department is working closely with the IT department as well as with Cityworks in order to address this	<p>Implemented</p> <p>With the assistance of IT, the department has implemented the recommendation preventing the bypassing of system controls.</p>	<p>Implemented</p> <p>With the assistance of IT, the department has implemented the recommendation preventing the bypassing of system controls.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>Cityworks workflows should be updated for each permit type to include only required inspections for that permit type.</p>	<p>issue.</p> <p>As we modify the case types and workflows additional security will be added which will prohibit the addition or deletions of task in the workflow.</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Building Official</p>		
--	--	---	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
		Implementation Date: 6/30/2017		
31	<p>Permitting and Inspections management should develop procedures to clarify expectations, including established start times and locations to begin inspections for the workday. The procedures should also give general guidance on how to conduct inspections. Once these procedures are established, Permitting and Inspections management should ensure personnel are adequately trained on them.</p> <p>The AVL technology should be fitted and fully operational on all Permitting and Inspections Department vehicles. This data should be used by management in conjunction with monitoring inspector output as a measure of overall productivity.</p>	<p>The Permitting and Inspections Department will implement policies and procedures to ensure that inspections staff have clear and concise instruction regarding daily expectations, standards for training new staff, and policies as it relates to enforcement of the NC Building Code. The AVL systems are currently installed in all inspectors' assigned vehicles. The existing AVL system could not be permanently installed without voiding the manufacturer's warranty. Reporting is currently being addressed by the Information Technology Project Manager. The inspections staff will receive training on how to review and monitor the AVL system. Additionally, the real-time resulting of inspections will help confirm inspector location.</p> <p>Responsible Party: Building Official</p>	<p style="text-align: center;">Implemented</p> <p>Accountability procedures are currently in place to satisfy the process-related content of this finding.</p> <p style="text-align: center;">Implementation Date: 10/1/2018</p>	<p style="text-align: center;">Implemented</p> <p>Accountability procedures are currently in place to satisfy the process-related content of this finding.</p> <p style="text-align: center;">Implementation Date: 10/1/2018</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

		Implementation Date: 6/30/2017		
32	Permitting and Inspections management should develop procedures to ensure all permitted projects are inspected or permits are properly cancelled if the permitted work is not commenced.	All full demolition permits are inspected by the Code Enforcement Division of the Planning and Code Enforcement Department. Cityworks has been modified to notify the contractor when a permit is about to expire. This modification reflects the standards of the NC Building Code with regard to permit expiration. A procedure will be developed in order to provide clear and concise instruction on how to post inspections once the permit is completed, voided, or expired. An amendment to the City Code will be proposed to reflect the standards of the NC Building Code with regard to permit expiration. <i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make</i>	Implemented The process-related content was addressed by ordinance amendment and Cityworks modification Implementation Date: 10/1/18	Implemented The process-related content was addressed by ordinance amendment and Cityworks modification Implementation Date: 10/1/18

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p><i>recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Senior Administrative Assistant (for Permitting); Building Official (for Inspections); PCE Director (for code changes and PCE policies and procedures)</p> <p>Implementation Date: 11/15/2016, with the City Code Changes to occur in January 2017</p>		
33	Internal Audit recommends Permitting and Inspections management develop processes to ensure square footage and construction costs are validated prior to permit issuance and again	We agree that enhancements can be made to better confirm fee calculations from various measures, however, the proposed redundancy is unnecessary as any deviations will be caught during the inspection	<p>Implemented</p> <p>The fee schedule has been modified to reflect permit fees based upon heated and non-heated area.</p>	<p>Implemented</p> <p>The fee schedule has been modified to reflect permit fees based upon heated and non-heated area.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

	<p>prior to issuance of the certificate of occupancy/compliance. The process should include recording adjustments in Cityworks and collecting or refunding any fees based on these adjustments. These processes should be documented in written policies and procedures and personnel should be trained on them.</p>	<p>process. We agree that adjustments to the Fee Schedule need to be made to simplify calculation procedures; this will require coordination with Information Technology, and such changes will be made at midyear, if possible, or proposed as part of the FY18 budget</p> <p><i>As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list will be completed. All other efforts to refine Cityworks will be discontinued.</i></p>	<p>In addition to the fee schedule modification, the building inspectors have initiated a process to evaluate and compare area and value based upon footings and the current fair market value.</p> <p>Implementation Date: 10/1/2018</p>	<p>In addition to the fee schedule modification, the building inspectors have initiated a process to evaluate and compare area and value based upon footings and the current fair market value.</p> <p>Implementation Date: 10/1/2018</p>
--	--	--	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

		Responsible Party: Building Official Implementation Date: 6/30/2017		
34	<p>A formal written callback policy to provide guidance and direction on how to impose callback fees should be developed and communicated to contractors/home owners. In addition, Permitting and Inspections personnel should be trained on this new policy.</p>	<p>Management is writing a formal callback policy. Once this policy is completed, we will modify Cityworks so that a callback fee will be automatically issued in accordance to the policy. Once this callback policy is completed, then management will notify the contractors and train the inspectors.</p> <p style="color: red; font-style: italic;">As it relates to the deficiencies that address the Cityworks PLL software, the City Manager has authorized a project assessment to evaluate the current state of Cityworks and make recommendations on whether to continue implementation and refinement efforts or seek another PLL solution. Until the assessment is completed, only issues already identified as a part of Permitting and Inspections and Information Technology's project priority list</p>	<p style="text-align: center;">Implemented</p> <p>In addition to the callback fee, a policy has been implemented for staff knowledge on the consistent implementation of call-back fees.</p> <p style="color: red; text-align: center;">Implementation Date: 9/30/2018</p>	<p style="text-align: center;">Implemented</p> <p>In addition to the callback fee, a policy has been implemented for staff knowledge on the consistent implementation of call-back fees.</p> <p style="color: red; text-align: center;">Implementation Date: 9/30/2018</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-02 Permitting and Inspections				
		<p><i>will be completed. All other efforts to refine Cityworks will be discontinued.</i></p> <p>Responsible Party: Building Official</p> <p>Implementation Date: 6/30/2017</p>		
35	Consider implementing multi-trade inspections, specifically HVAC permits, to enhance scheduling flexibility, reduce drive times and improve response times.	The Permitting and Inspections Department is now performing multi-trade inspections for two permit types. One is the mechanical change out permit when the mechanical inspector inspects both the mechanical and electrical installations. The other is the gas water heater permit when the plumbing inspector inspects the water heater, vent piping and the gas piping. A policy and procedure will be written to ensure both permits are ready before the inspector goes on the inspection. Management also utilizes this cross training when a trade section is shorthanded. Out of a department of 18 inspectors, we have 7 inspectors who have more than one	<p>Implemented</p> <p>Current scheduling practices have been modified to support multi-trade inspections in unit installs and change outs.</p> <p>We have also developed a multi-trade permit</p> <p>Implementation Date: 10/1/18</p>	<p>Implemented</p> <p>Current scheduling practices have been modified to support multi-trade inspections in unit installs and change outs.</p> <p>We have also developed a multi-trade permit</p> <p>Implementation Date: 10/1/18</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-02 Permitting and Inspections

		<p>standard certification. Management hopes to expand this concept to more permit types as we get more inspectors certified.</p> <p>Responsible Party: Building Official</p> <p>Implementation Date: 10/1/2016</p>		
--	--	--	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-06 Contract Practices and Procedures

1	<p>The Office of Internal Audit recommends management determine if the City Manager’s Office is the most appropriate department to be responsible for <i>Policy #120 City of Fayetteville General Contracting Practices and Procedure</i> based on the ability to provide oversight and management of all policy provisions and appendices. Once determined, management should designate personnel/positions responsible for the oversight and management of the policy and ensure the personnel/positions responsible have the ability to enforce contract policy provisions. This recommendation is applicable for all findings within this report and will have a direct impact on the management responses for oversight and monitoring of compliance with the policy.</p>	<p>The approvals required and the procedures within Policy #120 City of Fayetteville General Contracting Practices and Procedure were initially assigned to the City Manager’s Office; however, after further review and evaluation, the oversight and management of the policy to include the appendices is being assigned to the Finance department. Currently, the Finance department is responsible for the Purchasing function along with playing a major role with citywide contracting. Furthermore, Policy #120 City of Fayetteville General Contracting Practices and Procedure will continue to require the City Manager to approve all delegation of contract signature authority as authorized by the City’s Code of Ordinances Chapter 2 Article III Section 2-61.</p> <p>Responsible Party: Chief Financial Officer or designee</p> <p>Implementation Date: 01/31/2018</p>	<p>Implemented</p> <p>A contract committee (parks and recreation, finance, legal, SPA, CMO, airport, and internal audit) has been created which has put into motion certain changes to the contracting process. An updated policy will be drafted and circulated/presented to SMT on 4.25.19 for a 10 day review process. All comments were recorded and policy signed/approved by City Manager.</p>	<p>Partially Implemented</p> <p>A contract committee (parks and recreation, finance, legal, SPA, CMO, airport, and internal audit) has been created which has put into motion certain changes to the contracting process. An updated policy will be drafted and circulated/presented to SMT on 4.25.19 for a 10 day review process.</p>
---	--	--	---	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-06 Contract Practices and Procedures

2	<p>1. Clarification should be added to <i>Policy #120 City of Fayetteville General Contracting Practices and Procedures</i> to:</p> <ul style="list-style-type: none"> a. Define the conditions under which a purchase order is required; and b. Require all signatures on contracts in Laserfiche be dated. <p>2. Training and monitoring practices to ensure procedures are being followed by all user departments should be improved.</p> <p>3. A quality control program should be developed to help ensure purchase orders are obtained prior to purchase or start of service, and all contracts are fully executed with all required approvals, signatures and the City Seal.</p>	<p>1. To ensure full implementation and compliance, the City Manager will assign the Chief Financial Officer the responsibility to define the conditions under which a purchase order is required and to require that all signatures on contracts in LaserFiche be dated.</p> <p>2. To ensure full implementation and compliance, the City Manager will assign the Chief Financial Officer the responsibility of providing training and monitoring practices to ensure purchase order procedures are being followed by all user departments.</p> <p>3. To ensure full implementation and compliance, the City Manager will assign the Chief Financial Officer the responsibility to develop a quality control program to help</p>	<p style="text-align: center;">Implemented</p> <p><i>Policy #120 City of Fayetteville General Contracting Practices and Procedures</i> was updated and subsequently approved by the City Manager.</p> <p>Training was held 11.16.18, 3.29.19 and will continue to be held now that the policy has been developed and approved.</p>	<p style="text-align: center;">Partially Implemented</p> <p>A contract committee (parks and recreation, finance, legal, SPA, CMO, airport, and internal audit) has been created which has put into motion certain changes to the contracting process. An updated policy will be drafted and circulated/presented to SMT.</p> <p>Training was held 11.16.18, 3.29.19 and will continue to be held after new process/policy is developed.</p> <p>A quality control program is being developed and tested to ensure purchase orders are obtained prior to purchase or start of service.</p>
---	---	---	---	---

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-06 Contract Practices and Procedures

		<p>ensure purchase orders obtained prior to purchase or start of service, and all contracts are fully executed with all required approvals, signatures and the City Seal.</p> <p>Responsible Party: Chief Financial Officer or designee</p> <p>Implementation Date: 03/31/2018</p>		
3	<ol style="list-style-type: none"> Clarification should be added to <i>Policy #120 City of Fayetteville General Contracting Practices and Procedures</i> defining the conditions under which a contract is required; Training and monitoring practices to ensure procedures are being followed by all user departments should be improved; A quality control program should be developed to help ensure contracts are obtained 	<ol style="list-style-type: none"> To ensure full implementation and compliance, the City Manager will assign the CFO the responsibility of providing clarification to Policy #120, City of Fayetteville General Contracting Processes and Procedures in an effort to define the conditions under which a contract is required. To ensure full implementation and compliance, the City Manager will assign the CFO the responsibility of providing training and monitoring practices to ensure contract 	Implemented	Partially Implemented

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-06 Contract Practices and Procedures

	<p>prior to purchase or start of service; and</p> <p>4. Management should establish a central repository for all City contracts.</p>	<p>procedures are being followed by all user departments.</p> <p>3. To ensure full implementation and compliance, the City Manager will assign the CFO the responsibility to develop a quality control program to help ensure all contracts are fully executed with all required approvals, signatures and the City Seal.</p> <p>4. All contracts will go through contract routing and LaserFiche will serve as the contract repository.</p> <p>Responsible Party: Chief Financial Officer or designee</p> <p>Implementation Date: 03/31/2018</p>	<p>A training module has been prepared and will be delivered to staff using PowerDMS.</p>	<p>Revised Implementation Date: 6/01/2019</p> <p>Responsible Party: Chief Financial Officer or designee</p>
--	--	---	---	---

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

1.1	<p>The Office of Internal Audit recommends management establish internal controls to ensure personnel are in compliance with North Carolina General Statutes and operating procedures. Some possible areas where internal controls should be established based on Internal Audit's observations include the following, but are not limited to:</p> <p>1. An annual audit of all areas where property and evidence are maintained, to include the Forensic Evidence Unit storage lockers and drying room located in the Public Administrative Building garage;</p>	<p>The review of the entire Police Department Evidence and Property Operating Procedure Policy is being addressed to ensure the implementation of an updated policy will cover operational and legal restrictions. The Police Department will await the research and recommendations from the City of Fayetteville Police Attorneys who have been working to find the best operating procedure policy to recommend to the Police Department. Once the recommendations have been submitted, the Police Department will update departmental operating procedure policies to ensure they are in compliance with the listed recommendations regarding of audits and inspections of the unit. The Police Department always conducts training when a new policy is updated or created for all the employees, when procedures are changed extensively it will require even more training. There are also times when the training can be</p>	<p>Not Implemented</p> <p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p> <p>An unannounced internal inspection was completed on September 19- October 12, 2018 by the Forensics Manager and Forensics Supervisor. A final report was submitted to the Chief of Police. An announced inspection was completed on September 26, 2018. A final report was submitted to Chief of Police.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows</p>	<p>Not Implemented</p> <p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p> <p>An unannounced internal inspection was completed on September 19- October 12, 2018 by the Forensics Manager and Forensics Supervisor. A final report was submitted to the Chief of Police. An announced inspection was completed on September 26, 2018. A final report was submitted to Chief of Police.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows</p>
-----	---	--	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
		<p>placed on our PowerDMS platform as a video in order to be able to go back to review again as a refresher training when employees have deficiencies.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>UPDATE July 25, 2019: Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>Revised Implementation Date: 7/31/2019</p>
1.2	The Office of Internal Audit recommends management establish internal controls to ensure	The review of the entire Police Department Evidence and Property Operating Procedure Policy is being	Not Implemented	Not Implemented

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>personnel are in compliance with North Carolina General Statutes and operating procedures. Some possible areas where internal controls should be established based on Internal Audit’s observations include the following, but are not limited to:</p> <p>2. Documentation representing review of the audits and inspections of the Property and Evidence Unit by management should be maintained to ensure management is aware of potential issues;</p>	<p>addressed to ensure the implementation of an updated policy will cover operational and legal restrictions. The Police Department will await the research and recommendations from the City of Fayetteville Police Attorneys who have been working to find the best operating procedure policy to recommend to the Police Department. Once the recommendations have been submitted, the Police Department will update departmental operating procedure policies to ensure they are in compliance with the listed recommendations regarding of audits and inspections of the unit. The Police Department always conducts training when a new policy is updated or created for all the employees, when procedures are changed extensively it will require even more training. There are also times when the training can be placed on our PowerDMS platform as a video in order to be able to go back to review again as a refresher</p>	<p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p> <p>Upon completion of both the announced and unannounced inspections of the Property Room, complete reports were forwarded through the Chain of Command for review through the Chief of Police. This was completed by the middle of October 2018.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are</p>	<p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p> <p>Upon completion of both the announced and unannounced inspections of the Property Room, complete reports were forwarded through the Chain of Command for review through the Chief of Police. This was completed by the middle of October 2018.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are</p>
--	---	--	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
		<p>training when employees have deficiencies.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Room Management.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Room Management.</p> <p>Revised Implementation Date: 7/31/2019</p>
1.3	The Office of Internal Audit recommends management establish	The review of the entire Police Department Evidence and Property	Not Implemented	Not Implemented

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>internal controls to ensure personnel are in compliance with North Carolina General Statutes and operating procedures. Some possible areas where internal controls should be established based on Internal Audit’s observations include the following, but are not limited to:</p> <p>3. A special audit should be conducted for ALL types of property and evidence when there is a transition of personnel in and out of the Property and Evidence Unit;</p>	<p>Operating Procedure Policy is being addressed to ensure the implementation of an updated policy will cover operational and legal restrictions. The Police Department will await the research and recommendations from the City of Fayetteville Police Attorneys who have been working to find the best operating procedure policy to recommend to the Police Department. Once the recommendations have been submitted, the Police Department will update departmental operating procedure policies to ensure they are in compliance with the listed recommendations regarding of audits and inspections of the unit. The Police Department always conducts training when a new policy is updated or created for all the employees, when procedures are changed extensively it will require even more training. There are also times when the training can be placed on our PowerDMS platform as a video in order to be able to go</p>	<p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p>	<p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p>
--	--	--	---	---

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

		<p>back to review again as a refresher training when employees have deficiencies.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>Additionally, policy will be reviewed by contracted legal who specializes in NC Police Policy. The audit report and policy will be provided for their recommendations.</p> <p>This area is specifically addressed in the new policy titled Property Room Management.</p> <p>UPDATE July 25, 2019: Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>New Personnel is being trained for the unit due to exiting supervisors retiring. This will result in an audit for new staff coming into the unit.</p>	<p>Additionally, policy will be reviewed by contracted legal who specializes in NC Police Policy. The audit report and policy will be provided for their recommendations.</p> <p>This area is specifically addressed in the new policy titled Property Room Management.</p> <p>Revised Implementation Date: 7/31/2019</p>
--	--	--	---	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

			Revised Implementation Date: 10/31/2019	
1.4	<p>The Office of Internal Audit recommends management establish internal controls to ensure personnel are in compliance with North Carolina General Statutes and operating procedures. Some possible areas where internal controls should be established based on Internal Audit’s observations include the following, but are not limited to:</p> <p>4. Determine the circumstances when property receipts are required, the personnel responsible to maintain them and ensure they are issued accordingly;</p>	<p>The review of the entire Police Department Evidence and Property Operating Procedure Policy is being addressed to ensure the implementation of an updated policy will cover operational and legal restrictions. The Police Department will await the research and recommendations from the City of Fayetteville Police Attorneys who have been working to find the best operating procedure policy to recommend to the Police Department. Once the recommendations have been submitted, the Police Department will update departmental operating procedure policies to ensure they are in compliance with the listed recommendations regarding of audits and inspections of the unit. The Police Department always conducts training when a new policy is updated or created for all the employees, when procedures are</p>	<p>Not Implemented</p> <p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach</p>	<p>Not Implemented</p> <p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				

		<p>changed extensively it will require even more training. There are also times when the training can be placed on our PowerDMS platform as a video in order to be able to go back to review again as a refresher training when employees have deficiencies.</p> <p>Responsible Party: Specialized Services Division Commander Implementation Date: 03/10/2019</p>	<p>the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>Revised Implementation Date: 7/31/2019</p>
1.5	The Office of Internal Audit recommends management establish internal controls to ensure personnel are in compliance with North Carolina General Statutes and operating procedures. Some possible areas where internal	The review of the entire Police Department Evidence and Property Operating Procedure Policy is being addressed to ensure the implementation of an updated policy will cover operational and legal restrictions. The Police Department	Not Implemented The Evidence and Property Room continue to follow the last available policy version from 2016.	Not Implemented The Evidence and Property Room continue to follow the last available policy version from 2016.

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				

	<p>controls should be established based on Internal Audit's observations include the following, but are not limited to:</p> <p>5. Complete and accurate descriptions of property and evidence should be documented, to include completing the database fields required within RMS;</p>	<p>will await the research and recommendations from the City of Fayetteville Police Attorneys who have been working to find the best operating procedure policy to recommend to the Police Department. Once the recommendations have been submitted, the Police Department will update departmental operating procedure policies to ensure they are in compliance with the listed recommendations regarding of audits and inspections of the unit. The Police Department always conducts training when a new policy is updated or created for all the employees, when procedures are changed extensively it will require even more training. There are also times when the training can be placed on our PowerDMS platform as a video in order to be able to go back to review again as a refresher training when employees have deficiencies.</p>	<p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p><u>UPDATE July 25, 2019;</u></p>	<p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p>
--	--	--	--	---

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				

		<p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>Revised Implementation Date: 7/31/2019</p>
1.6	<p>The Office of Internal Audit recommends management establish internal controls to ensure personnel are in compliance with North Carolina General Statutes and operating procedures. Some possible areas where internal controls should be established based on Internal Audit’s observations include the following, but are not limited to:</p> <p>6. Stolen checks should be generated for ALL firearms to determine if they have been reported stolen;</p>	<p>The review of the entire Police Department Evidence and Property Operating Procedure Policy is being addressed to ensure the implementation of an updated policy will cover operational and legal restrictions. The Police Department will await the research and recommendations from the City of Fayetteville Police Attorneys who have been working to find the best operating procedure policy to recommend to the Police Department. Once the recommendations have been submitted, the Police Department</p>	<p>Not Implemented</p> <p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p> <p>Stolen checks were completed on the firearms in the evidence room with property documentation illustrating the checks. Standard procedure is to run a stolen report for all weapons entered into evidence.</p>	<p>Not Implemented</p> <p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p> <p>Stolen checks were completed on the firearms in the evidence room with property documentation illustrating the checks. Standard procedure is to run a stolen report for all weapons entered into evidence.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

		<p>will update departmental operating procedure policies to ensure they are in compliance with the listed recommendations regarding of audits and inspections of the unit. The Police Department always conducts training when a new policy is updated or created for all the employees, when procedures are changed extensively it will require even more training. There are also times when the training can be placed on our PowerDMS platform as a video in order to be able to go back to review again as a refresher training when employees have deficiencies.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p style="color: red;">This process has not changed as stated above, in the policy re-write, the Property Room staff will not accept the property without the required paperwork.</p> <p style="color: red;">The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p>	<p style="color: red;">This process has not changed as stated above, in the policy re-write, the Property Room staff will not accept the property without the required paperwork.</p> <p style="color: red;">The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p>
--	--	---	---	---

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

			<p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>Revised Implementation Date: 7/31/2019</p>
1.7	<p>The Office of Internal Audit recommends management establish internal controls to ensure personnel are in compliance with North Carolina General Statutes and operating procedures. Some possible areas where internal controls should be established based on Internal Audit's observations include the following, but are not limited to:</p>	<p>The review of the entire Police Department Evidence and Property Operating Procedure Policy is being addressed to ensure the implementation of an updated policy will cover operational and legal restrictions. The Police Department will await the research and recommendations from the City of Fayetteville Police Attorneys who have been working to find the best</p>	<p>Not Implemented</p> <p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p> <p>Documentation is maintained showing the firearm was entered in the Recovered Gun File. Weapons stored in evidence</p>	<p>Not Implemented</p> <p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p> <p>Documentation is maintained showing the firearm was entered in the Recovered Gun File. Weapons stored in evidence</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>7. Documentation should be maintained showing the firearm was entered in the Recovered Gun File.</p>	<p>operating procedure policy to recommend to the Police Department. Once the recommendations have been submitted, the Police Department will update departmental operating procedure policies to ensure they are in compliance with the listed recommendations regarding of audits and inspections of the unit. The Police Department always conducts training when a new policy is updated or created for all the employees, when procedures are changed extensively it will require even more training. There are also times when the training can be placed on our PowerDMS platform as a video in order to be able to go back to review again as a refresher training when employees have deficiencies.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>longer than 2 years will be removed this file due to DCI rules.</p> <p>NO change to this, this is a process that was already in place at the time of the audit.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons</p>	<p>longer than 2 years will be removed this file due to DCI rules.</p> <p>NO change to this, this is a process that was already in place at the time of the audit.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons</p>
--	---	---	---	---

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
			<p>who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>Revised Implementation Date: 7/31/2019</p>
1.8	Additionally, the Office of Internal Audit recommends the Fayetteville Police Department review the training and guidelines given to officers/detectives on property and evidence processing, and educate them on the impact if property and evidence is not processed correctly.	The review of the entire Police Department Evidence and Property Operating Procedure Policy is being addressed to ensure the implementation of an updated policy will cover operational and legal restrictions. The Police Department will await the research and	<p>Not Implemented</p> <p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p>	<p>Not Implemented</p> <p>The Evidence and Property Room continue to follow the last available policy version from 2016.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>Refresher training should be provided to all applicable Department personnel on ALL property and evidence operating procedures.</p>	<p>recommendations from the City of Fayetteville Police Attorneys who have been working to find the best operating procedure policy to recommend to the Police Department. Once the recommendations have been submitted, the Police Department will update departmental operating procedure policies to ensure they are in compliance with the listed recommendations regarding of audits and inspections of the unit. The Police Department always conducts training when a new policy is updated or created for all the employees, when procedures are changed extensively it will require even more training. There are also times when the training can be placed on our PowerDMS platform as a video in order to be able to go back to review again as a refresher training when employees have deficiencies.</p> <p>Responsible Party: Specialized Services Division Commander</p>	<p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by</p>	<p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>Revised Implementation Date: 7/31/2019</p>
--	--	---	---	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

		<p>Implementation Date: 03/10/2019</p>	<p>departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	
2.1	<p>Conduct a full and complete inventory of all currency to determine the amount being maintained in the Property and Evidence Unit, to include counterfeit and foreign currency. Records within RMS should be updated accordingly.</p>	<p>The implementation of this recommendation is contingent upon our research and is awaiting recommendations for the implementation of cash handling procedural processes. This will also depend on the creation of a bank account for the storage of funds and communication with the District Attorney’s Office to determine if any funds will not be able to go into the financial institution. Currently, request has been made to the Finance Department for assistance. Counterfeit money will not be able to be held in the financial institution and will for the most part be turned over to the Secret Service. Foreign currency will be discussed with the financial institution for recommendations on how to handle.</p>	<p>Not Implemented</p> <p>The armored car options to transport money to the bank were discussed with Finance. This will not work for Fayetteville Police Department’s needs based on “evidence” related chain of custody issues. Finance personnel have requested a timeframe when the deposit of all currency into a non-interest producing account will begin. This information was passed on to appropriate Police Department personnel for follow-up related to the overall cost.</p>	<p>Not Implemented</p> <p>The armored car options to transport money to the bank were discussed with Finance. This will not work for Fayetteville Police Department’s needs based on “evidence” related chain of custody issues. Finance personnel have requested a timeframe when the deposit of all currency into a non-interest producing account will begin. This information was passed on to appropriate Police Department personnel for follow-up related to the overall cost.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

		<p>With the expectation of implementing cash handling procedures and transferring the funds into a financial institution, an inventory will be conducted simultaneously and RMS will be updated accordingly.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Currency Handling Procedures. Sgt Mary Bueno is almost complete with a case by case review of all currency cases</p>	<p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Currency Handling Procedures. Sgt Mary Bueno is almost complete with a case by case review of all currency cases</p>
--	--	---	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
			<p>and seeing which cases have been adjudicated.</p> <p>UPDATE July 25, 2019: The case by case review will be reviewed and evaluated by new supervisor and best practice for conducting a full currency count.</p> <p>Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>and seeing which cases have been adjudicated.</p> <p>Revised Implementation Date: 7/31/2019</p>
2.2	Amend Operating Procedure 6.2 to provide clear guidance consisting of defining database fields and use of coding for all types of property and evidence in RMS; to include how debit, credit, gift or EBT cards	This will be addressed with the updated Operating Procedure 6.2 that the City of Fayetteville Police Attorneys are currently working on.	<p>Not Implemented</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property</p>	<p>Not Implemented</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				

	and check or money orders should be classified and stored.	Responsible Party: Specialized Services Division Commander Implementation Date: 03/10/2019	Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence. <u>UPDATE July 25, 2019;</u> Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.	Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence. Revised Implementation Date: 7/31/2019
--	--	---	---	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

			Revised Implementation Date: 10/31/2019	
2.3	Review the property and evidence items converted from Visionaire RMS to ONESolution RMS to determine if disposing is an option. As these items are being disposed based on the current legal, approved procedures, the missing and inconsistent information should be reviewed and updated at that time.	<p>This will be addressed once the renovation of the first floor of the Police Department is completed, it will allow for more physical space to move items off the shelf and complete an accurate inventory when we move items for management of property/evidence items and more storage evaluation for evidence. This inventory will also provide the opportunity to ensure property and evidence items in ONESolution RMS, specifically converted data, are accurate and complete.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>Partially Implemented</p> <p>The re-organization of the first floor area of the Police Department should be finalized with rolling shelves in April 2019. This will enable Property and Evidence staff to make their moves.</p> <p>The Property and Evidence Room staff is looking at organizational methods to maximize space and streamline process overall. As part of that, destruction is very important to the overall process. During the summer months, an intern was hired to assist with the research and authorship of court orders to destroy property from 2002 forward. Those orders are currently with the City of Fayetteville Police Attorneys awaiting signature from a judge.</p>	<p>Partially Implemented</p> <p>The re-organization of the first floor area of the Police Department should be finalized with rolling shelves in April 2019. This will enable Property and Evidence staff to make their moves.</p> <p>The Property and Evidence Room staff is looking at organizational methods to maximize space and streamline process overall. As part of that, destruction is very important to the overall process. During the summer months, an intern was hired to assist with the research and authorship of court orders to destroy property from 2002 forward. Those orders are currently with the City of Fayetteville Police Attorneys awaiting signature from a judge.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

			<p>An intern was hired and completed their internship assisting with destroying of property. Police Department staff continues to work on property destruction when possible.</p> <p>Destruction of this property is our primary goal and a new policy has been authored that addresses only the Removal / Release / Destruction Procedures outlined by the legal team. This policy will eventually aid in the transition of property for destruction. It will not give clear guidance to the process required by NC General Statute and the Fayetteville Police Legal Team.</p> <p>The reorganization of the evidence room has begun and during this process, all pieces of property that is touched will be verified in RMS as accurate. If it is not listed in the RMS</p>	<p>An intern was hired and completed their internship assisting with destroying of property. Police Department staff continues to work on property destruction when possible.</p> <p>Destruction of this property is our primary goal and a new policy has been authored that addresses only the Removal / Release / Destruction Procedures outlined by the legal team. This policy will eventually aid in the transition of property for destruction. It will not give clear guidance to the process required by NC General Statute and the Fayetteville Police Legal Team.</p> <p>The reorganization of the evidence room has begun and during this process, all pieces of property that is touched will be verified in RMS as accurate. If it is not listed in the RMS</p>
--	--	--	---	---

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
			<p>Evidence Module, it will be entered. This will allow for the older RMS system to be phased out of use since all evidence will be in the current module.</p> <p>UPDATE July 25, 2019; Reorganization of the Property Room is in the final stages of movement and personnel is transitioning to ensure this is completed in accordance to the updated policy.</p> <p>Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>Evidence Module, it will be entered. This will allow for the older RMS system to be phased out of use since all evidence will be in the current module.</p> <p>Revised Implementation Date: 7/31/2019</p>
2.4	For all other items required to be maintained, management should	This process of “clean up” involves a transition of information that	Not Implemented	Not Implemented

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	determine if the costs of using resources to “clean up” the data in ONESolution RMS for property and evidence outweigh the risk of missing and inconsistent data. Once management determines what risks are unacceptable, a process should be established to update any data for which an update is considered necessary.	<p>occurred 7-8 year ago from an outdated RMS program to the OneSolution RMS program being used. The transition was done in such a manner that all the data was not transitioned clearly enough to verify the items. A quote will have to be acquired from a vendor working with IT to determine recommendation if it is even possible, feasibility and the financial impact before this can be completed.</p> <p>Responsible Party: Specialized Services Division Commander Implementation Date: 03/10/2019</p>	<p>Currently, a quote has not been received to determine costs to have this information within OneSolution RMS cleaned up because destruction orders are being prepared for the older property and many of these items are included in this process. No change.</p> <p>UPDATE:</p> <p>The previous process of obtaining all Destruction Orders to obtain a quote is still being conducted. No Change.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>Currently, a quote has not been received to determine costs to have this information within OneSolution RMS cleaned up because destruction orders are being prepared for the older property and many of these items are included in this process. No change.</p> <p>Revised Implementation Date: 7/31/2019</p>
3.1	Management should consider having RMS Administration supervised by the Information Technology Department. This should not only alleviate the current conflict of interest but would allow personnel to supervise this position with knowledge of the need for	The RMS Administrator’s function and oversight is not a conflict of interest regarding segregation of duties. We do agree including additional personnel to support the RMS Administrators functions in order to not have a single point of failure if they are away.	Management did not concur and will not be implementing this recommendation.	Management did not concur and will not be implementing this recommendation.

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	segregation of duties, access controls and security over RMS.			
3.2	Management should implement formal written procedures for software user account management to include developing a process to periodically review the access list and identify authorized users of RMS and specify access rights.	<p>We will ensure we follow the City of Fayetteville’s Information Technology standards for the maintenance of software user account management. We have already began developing an accountability form for each employee which will determine the user rights and restrictions depending on their position within the department. As the Property and Evidence Operational Procedures policy is established, we will determine if the written procedure needs to be included in that policy. As personnel move throughout the department an updated form for identifying authorized users of RMS will be updated.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>Partially Implemented</p> <p>This process is still being worked on, but as part of the process, when employees within the Fayetteville Police Department leave the agency or are transferred within the agency, they now have to out process through the RMS Manager and their rights are changed or removed.</p> <p>A policy has been drafted and is awaiting the Police Chief’s signature outlining the process for removing former employees from all user accounts.</p> <p>UPDATE: Process and practice has been implemented and tested within the department. Actual written policy is a part of the operational procedure policy being established.</p>	<p>Partially Implemented</p> <p>This process is still being worked on, but as part of the process, when employees within the Fayetteville Police Department leave the agency or are transferred within the agency, they now have to out process through the RMS Manager and their rights are changed or removed.</p> <p>A policy has been drafted and is awaiting the Police Chief’s signature outlining the process for removing former employees from all user accounts.</p> <p>Revised Implementation Date: 7/31/2019</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

			Revised Implementation Date: 10/31/2019	
3.3	Management should check with Superior to determine if RMS can be updated to assign the PR# after the record has been saved. If not, management should look at the process which allows Department personnel to cancel out of a record after the PR# has been assigned to determine if a change in the process could prevent the need for Department personnel to cancel out of the record. If a process cannot be established to prevent this, determine if a process can be implemented which would allow approval and tracking when a record is canceled after the PR# has been assigned.	<p>We have confirmed the software does not have any options outside the process we have implemented. We have established a process and approval/tracking system that will ensure the person updating the error is the actual person submitting the evidence. Management will also attempt to determine what the commonality of the errors were (3,572 PR#'s). Whereas, management will review discrepancies to attempt to reduce the errors and improve efficiency, reduce rework.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>Partially Implemented</p> <p>A process and approval/tracking system has been established that will ensure the person updating the error is the actual person submitting the evidence. Management is analyzing the errors to determine the commonality. No change.</p> <p>UPDATE July 25, 2019; Process is still being analyzed to determine errors and determine the commonality.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>Partially Implemented</p> <p>A process and approval/tracking system has been established that will ensure the person updating the error is the actual person submitting the evidence. Management is analyzing the errors to determine the commonality. No change.</p> <p>Revised Implementation Date: 7/31/2019</p>
4.1	Continue to research the whereabouts of the two items missing and notify the courts and attorneys as deemed necessary.	When items are missing and unable to be located, the chain of command will be notified with a memorandum and a supplemental report will be established and entered for records.	Implemented	Implemented
			While locating items for destruction, these items were located and have been placed in	While locating items for destruction, these items were located and have been placed in

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
		<p>The process of notifications will include any courts or attorneys which need notification related to an investigation.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	the correct locations and updated in RMS.	the correct locations and updated in RMS.
4.2	Procedures for notifying management, to include Police Attorney, should be established when property and evidence is designated missing.	<p>When items are missing and unable to be located, the chain of command will be notified with a memorandum and a supplemental report will be established and entered for records. The process of notifications will include any courts or attorneys which need notification related to an investigation.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	Implemented	Implemented
			A process has been established when items are missing and unable to be located.	A process has been established when items are missing and unable to be located.
4.3	Quarterly audits for high-risk items, cash, firearms, narcotics and jewelry, should be considered until steps can be taken to improve data integrity and reduce the inventory	Random quarterly audits are important for high value items and the property room as a whole. Upon the completion of Operating Procedure 6.2 this will be evaluated	Not Implemented	Not Implemented
			The single policy from 2016 has been separated into four new policies that addresses each of	The single policy from 2016 has been separated into four new policies that addresses each of

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>level of property and evidence through the disposal process.</p>	<p>to determine if we will restrict this to only the high risk items or include more random audits for the entire Property and Evidence Unit.</p> <p>As the City of Fayetteville Police Attorneys are researching and evaluating other operating procedural policies to make recommendations for changes. The operating procedural policy will address the manner in which audits are completed.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property room management.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting</p>	<p>the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property room management.</p> <p>Revised Implementation Date: 7/31/2019</p>
--	---	---	---	---

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

			<p>final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	
5.1	<p>The Office of Internal Audit recommends management amend written operating procedures to ensure consistency and reliability of information and provide adherence to laws and regulations. Additionally, not only should management amend the operating procedures specifically referred to in this audit, but all operating procedures in which evidence and property management is addressed. The procedures should be amended to include sufficient guidance to allow an individual who is unfamiliar with the operations to perform the necessary activities. Finally, subject matter experts should be included in updating and reviewing the procedures to ensure</p>	<p>The updated Operating Procedure 6.2 will clearly identify these matters and the Evidence Room Staff will be tasked with following those processes and checking for accuracy.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>Not Implemented</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach</p>	<p>Not Implemented</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
	<p>only attainable and realistic requirements are included.</p> <p>Some possible improvements to operating procedures based on Internal Audit’s observations include the following, but are not limited to:</p> <ol style="list-style-type: none"> Specific requirements should be listed to ensure sufficient and consistent descriptions are documented for all property and evidence; 		<p>the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>The Property and Evidence Room staff does a visual review to ensure accuracy to the data that is inputted.</p> <p>UPDATE July 25, 2019; Awaiting final submission of policy from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>The Property and Evidence Room staff does a visual review to ensure accuracy to the data that is inputted.</p> <p>Revised Implementation Date: 7/31/2019</p>
5.2	The Office of Internal Audit recommends management amend written operating procedures to ensure consistency and reliability	The updated Operating Procedure 6.2 will clearly identify these matters and the Evidence Room Staff will be tasked with following	Not Implemented The single policy from 2016 has been separated into four new	Not Implemented The single policy from 2016 has been separated into four new

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>of information and provide adherence to laws and regulations. Additionally, not only should management amend the operating procedures specifically referred to in this audit, but all operating procedures in which evidence and property management is addressed. The procedures should be amended to include sufficient guidance to allow an individual who is unfamiliar with the operations to perform the necessary activities. Finally, subject matter experts should be included in updating and reviewing the procedures to ensure only attainable and realistic requirements are included.</p> <p>Some possible improvements to operating procedures based on Internal Audit’s observations include the following, but are not limited to:</p> <p>2. Clear realistic expectations of personnel’s responsibilities to ensure the accuracy of the</p>	<p>those processes and checking for accuracy.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management. The Property and Evidence Room staff does a visual review to ensure accuracy to the data that is inputted.</p>	<p>policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management. The Property and Evidence Room staff does a visual review to ensure accuracy to the data that is inputted.</p>
--	---	--	---	---

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	description, type, and amount of property should be clarified;		<p>UPDATE July 25, 2019: Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>Revised Implementation Date: 7/31/2019</p>
5.3	The Office of Internal Audit recommends management amend written operating procedures to ensure consistency and reliability of information and provide adherence to laws and regulations. Additionally, not only should management amend the operating procedures specifically referred to in this audit, but all operating procedures in which evidence and property management is addressed. The procedures should be amended to include sufficient guidance to allow an individual who is	The procedures will be updated to reflect that the responsible Officers will weigh narcotics prior to being packaged and entered into the Property and Evidence Room. If the narcotics are forwarded to the laboratory then the lab will be responsible for the accurate measuring of the narcotics. If the narcotics do not go to the laboratory, then the responsible officer's weight prior to being packaged will be used as the weight on record.	<p>Not Implemented</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are</p>	<p>Not Implemented</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>unfamiliar with the operations to perform the necessary activities. Finally, subject matter experts should be included in updating and reviewing the procedures to ensure only attainable and realistic requirements are included.</p> <p>Some possible improvements to operating procedures based on Internal Audit's observations include the following, but are not limited to:</p> <p>3. Address how the weight of narcotic evidence is to be determined and the requirements for determining the weight if the narcotic evidence does not go to a laboratory;</p>	<p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>Revised Implementation Date: 7/31/2019</p>
--	---	--	---	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

5.4	<p>The Office of Internal Audit recommends management amend written operating procedures to ensure consistency and reliability of information and provide adherence to laws and regulations. Additionally, not only should management amend the operating procedures specifically referred to in this audit, but all operating procedures in which evidence and property management is addressed. The procedures should be amended to include sufficient guidance to allow an individual who is unfamiliar with the operations to perform the necessary activities. Finally, subject matter experts should be included in updating and reviewing the procedures to ensure only attainable and realistic requirements are included.</p> <p>Some possible improvements to operating procedures based on Internal Audit’s observations include the following, but are not limited to:</p>	<p>The updated Operating Procedure 6.2 will accurately address these concerns and implementation will be monitored by the Evidence Room Staff.</p> <p>The City of Fayetteville Police Attorneys are reviewing the Operating Procedure Policy for recommendations to updating to ensure this will address the procedure for items entering Property. Property will not be accepted into the evidence room without all field completed or addressed in RMS. This will be the submitting officer’s responsibility to complete.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>Not Implemented</p> <p>The Property and Evidence Room is currently operating from the March 2016 policy version.</p> <p>The single policy from 2016 has been separated into four new policies that address each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p>	<p>Not Implemented</p> <p>The Property and Evidence Room is currently operating from the March 2016 policy version.</p> <p>The single policy from 2016 has been separated into four new policies that address each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p>
-----	--	--	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
	4. Update procedures on the process change of using laboratories other than SBI;		<p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>Revised Implementation Date: 7/31/2019</p>
5.5	The Office of Internal Audit recommends management amend written operating procedures to ensure consistency and reliability of information and provide adherence to laws and regulations. Additionally, not only should management amend the operating procedures specifically referred to in this audit, but all operating	<p>The updated Operating Procedure 6.2 will accurately address these concerns and implementation will be monitored by the Evidence Room Staff.</p> <p>The City of Fayetteville Police Attorneys are reviewing the Operating Procedure Policy for recommendations to updating to</p>	<p>Not Implemented</p> <p>The Property and Evidence Room is currently operating from the March 2016 policy version.</p> <p>The single policy from 2016 has been separated into four new policies that address each of</p>	<p>Not Implemented</p> <p>The Property and Evidence Room is currently operating from the March 2016 policy version.</p> <p>The single policy from 2016 has been separated into four new policies that address each of</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>procedures in which evidence and property management is addressed. The procedures should be amended to include sufficient guidance to allow an individual who is unfamiliar with the operations to perform the necessary activities. Finally, subject matter experts should be included in updating and reviewing the procedures to ensure only attainable and realistic requirements are included.</p> <p>Some possible improvements to operating procedures based on Internal Audit’s observations include the following, but are not limited to:</p> <p>5. Clarify what types of property and evidence can be opened to include the persons allowed to open each specific type of property and evidence;</p>	<p>ensure this will address the procedure for items entering Property. Property will not be accepted into the evidence room without all field completed or addressed in RMS. This will be the submitting officer’s responsibility to complete.</p> <p>Responsible Party: Specialized Services Division Commander Implementation Date: 03/10/2019</p>	<p>the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting</p>	<p>the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>Revised Implementation Date: 7/31/2019</p>
--	--	--	---	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

			<p>final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	
5.6	<p>The Office of Internal Audit recommends management amend written operating procedures to ensure consistency and reliability of information and provide adherence to laws and regulations. Additionally, not only should management amend the operating procedures specifically referred to in this audit, but all operating procedures in which evidence and property management is addressed. The procedures should be amended to include sufficient guidance to allow an individual who is unfamiliar with the operations to perform the necessary activities. Finally, subject matter experts should be included in updating and reviewing the procedures to ensure</p>	<p>The updated Operating Procedure 6.2 will accurately address these concerns and implementation will be monitored by the Evidence Room Staff.</p> <p>The City of Fayetteville Police Attorneys are reviewing the Operating Procedure Policy for recommendations to updating to ensure this will address the procedure for items entering Property. Property will not be accepted into the evidence room without all field completed or addressed in RMS. This will be the submitting officer's responsibility to complete.</p>	<p>Not Implemented</p> <p>The Property and Evidence Room is currently operating from the March 2016 policy version.</p> <p>The reorganization of the evidence room has begun and during this process, all pieces of property that is touched will be verified in RMS as accurate. If it is not listed in the RMS Evidence Module, it will be entered. This will allow for the older RMS system to be phased out of use since all evidence will be in the current module.</p>	<p>Not Implemented</p> <p>The Property and Evidence Room is currently operating from the March 2016 policy version.</p> <p>The reorganization of the evidence room has begun and during this process, all pieces of property that is touched will be verified in RMS as accurate. If it is not listed in the RMS Evidence Module, it will be entered. This will allow for the older RMS system to be phased out of use since all evidence will be in the current module.</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>only attainable and realistic requirements are included.</p> <p>Some possible improvements to operating procedures based on Internal Audit’s observations include the following, but are not limited to:</p> <p>6. Review and update operating procedures for areas impacted when ONESolution RMS was implemented.</p>	<p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by</p>	<p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>Revised Implementation Date: 7/31/2019</p>
--	---	--	---	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				

			<p>departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	
6	<p>Management should review and update the operating procedure as deemed applicable to ensure Department personnel understand the importance of the guidelines related to biohazard labeling and appropriate storage of food and liquid beverages.</p>	<p>The Evidence Room Operating Policy re-write and the follow through and implementation of that policy.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>Not Implemented</p> <p>The Property and Evidence Room is currently operating from the March 2016 policy version.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon</p>	<p>Not Implemented</p> <p>The Property and Evidence Room is currently operating from the March 2016 policy version.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
			<p>completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Submitting General Property Management.</p> <p>Revised Implementation Date: 7/31/2019</p>
7.1	If currency continues to be maintained in the Property and Evidence Unit, Internal Audit recommends management consider	A review of cost to purchase and implement a camera system and an appropriate fire proof safe is being researched. The primary focus is to	<p>Not Implemented</p> <p>The Property and Evidence Room staff has received a quote</p>	<p>Not Implemented</p> <p>The Property and Evidence Room staff has received a quote</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>maintaining the currency in fireproof safes.</p>	<p>remove the bulk of the currency to a non-interest bearing bank account.</p> <p>Responsible Party: Specialized Services Division Commander Implementation Date: 03/10/2019</p>	<p style="color: red;">to have a fire proof safe installed into the Fayetteville Police Department Evidence Room. This will be purchased after construction of the first floor is complete to ensure that there is sufficient room for the safe as well as putting it in place one time and not having to move the very heavy item a second time.</p> <p style="color: red;">Evidence Supervisor is awaiting quotes from various companies on the proper safe. The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the</p>	<p style="color: red;">to have a fire proof safe installed into the Fayetteville Police Department Evidence Room. This will be purchased after construction of the first floor is complete to ensure that there is sufficient room for the safe as well as putting it in place one time and not having to move the very heavy item a second time.</p> <p style="color: red;">Evidence Supervisor is awaiting quotes from various companies on the proper safe. The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the</p>
--	---	---	---	---

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
			<p>Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Currency Handling Procedures.</p> <p>UPDATE July 25, 2019: Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Currency Handling Procedures.</p> <p>Revised Implementation Date: 7/31/2019</p>
7.2	In addition, Internal Audit recommends working cameras be installed and utilized to provide	A review of cost to purchase and implement a camera system and an appropriate fire proof safe is being	Implemented	Implemented

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				

	surveillance in all areas where property and evidence are stored.	<p>researched. The primary focus is to remove the bulk of the currency to a non-interest bearing bank account.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	The camera install was completed on October 10, 2018 and all are operational.	The camera install was completed on October 10, 2018 and all are operational.
8	Management should determine if these delays in time between when the property and evidence was seized and turned over to the Property and Evidence Unit’s custody appear reasonable and appropriate. If it appears appropriate, management should ensure the process is sufficient to safeguard the items and ensure the integrity of the chain of custody is maintained.	<p>The Police Department conducted the research regarding the listed items found the following:</p> <ul style="list-style-type: none"> • Reviewed all cases that were identified by the audit team and each case was a prolonged narcotic investigation that began on a date but continued for a length of time afterward. • As the officers continued the investigation, they would purchase narcotics or complete a search warrant and seize items on a date that was different from the original report. • The officer entering those items into the Evidence Module would allow the system to auto-populate the location and date and 	<p>Implemented</p> <p>This matter has been corrected and discussions with the chain of commands have been made. The Property and Evidence Room Staff has been instructed that if there is a delay in property being entered into RMS and then turned into the evidence room for storage they are to not accept the property until it is corrected.</p>	<p>Implemented</p> <p>This matter has been corrected and discussions with the chain of commands have been made. The Property and Evidence Room Staff has been instructed that if there is a delay in property being entered into RMS and then turned into the evidence room for storage they are to not accept the property until it is corrected.</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
		<p>time in the evidence module, the error occurs here because the system pulls in the original reporting information from the first report.</p> <ul style="list-style-type: none"> • The evidence staff has been trained and instructed not to accept this and have the officer update the information. • The narcotic unit has also been trained to not rely on the auto-populate feature. • No documented issues since this change. <p>If they should occur in the future and it is not a result of the above auto population process, the Evidence Room Staff will bring this to attention of the officer’s Chain of Command for correction or investigation.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>		
9	The Office of Internal Audit recommends management refer to	The Evidence Room Operating Procedure Policy will be re-written	Not Implemented	Not Implemented

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>IAPE Standard 9.6 through 9.8 on the destruction of drugs to incorporate these standards in the processes utilized by the Department, and update written operating procedures based on the management approved process.</p>	<p>and include the standards based on best practice.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>In February 2018, a memorandum for record was completed that outlines the current destruction process until Operating Procedure 6.2 is updated.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p>	<p>In February 2018, a memorandum for record was completed that outlines the current destruction process until Operating Procedure 6.2 is updated.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p>
--	--	---	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

			<p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures.</p> <p>Revised Implementation Date: 7/31/2019</p>
10	Internal Audit recommends all aspects of property and evidence, including, but not limited to intake, storage and destruction undergo a review process by a supervisor or higher to ensure accurate information is recorded during the intake process; items are securely stored; items are processed correctly for disposal; and issues	All Property Staff is responsible for reviewing items and returning to employee for corrections if needed. They are the gate keepers for this information and ensuring that the information entered into RMS is accurate and complete to the best of their knowledge. The RMS Administrator is looking into the possibility of making fields	<p>Partially Implemented</p> <p>The Evidence Room Staff has been empowered to identify errors in the input of data into RMS and the packaging of items for entry into the Evidence and Property Room. When errors are identified, the staff notifies the officer and the immediate Chain</p>	<p>Partially Implemented</p> <p>The Evidence Room Staff has been empowered to identify errors in the input of data into RMS and the packaging of items for entry into the Evidence and Property Room. When errors are identified, the staff notifies the officer and the immediate Chain</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>can be addressed in a timely manner.</p>	<p>mandatory and RMS not allowing the submission until those fields were completed. The random and scheduled audits will address reviewing for all items listed in this recommendation.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>of Command to fix the errors. The disposal process continues to be reviewed to ensure it is efficient in identifying items to be destroyed, the amount of time to get the appropriate orders signed and the overall destruction of the item.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach</p>	<p>of Command to fix the errors. The disposal process continues to be reviewed to ensure it is efficient in identifying items to be destroyed, the amount of time to get the appropriate orders signed and the overall destruction of the item.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach</p>
--	---	--	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
			<p>the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures.</p> <p>UPDATE July 25, 2019: Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures.</p> <p>Revised Implementation Date: 7/31/2019</p>
11.1	Management should create or amend operating procedures addressing matters observed during this audit. Emphasis should be placed on the classifications of	The review of the entire Police Department Evidence and Property Policy is being addressed to ensure the implementation of an updated policy will cover all items listed in Recommendation 11.1 – 11.6. The	<p>Not Implemented</p> <p>Property and Evidence staff continue to follow the Operating Procedure put into place in March 2016.</p>	<p>Not Implemented</p> <p>Property and Evidence staff continue to follow the Operating Procedure put into place in March 2016.</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>property, methods of disposal, and procedures for disposition.</p> <p>1. Procedure updates for temporary removal of property from the evidence room should at a minimum include:</p> <p>a. A process for items released to court and the type of documentation required if retained;</p> <p>b. Specific procedures for transferring property and evidence items to other agencies and what documentation should be maintained;</p> <p>c. Authorization for the Forensics Unit to maintain evidence and procedures for maintenance; and</p> <p>d. Instructions for a (“checked out”) tickler file system and how follow-up should be documented.</p>	<p>City of Fayetteville Police Attorneys have been working on this policy, until the policy is updated the department will continue to look at the operational issues addressed in this recommendation.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures.</p>	<p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures.</p>
--	--	--	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				

			<p>UPDATE July 25, 2019: Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>Revised Implementation Date: 7/31/2019</p>
11.2	<p>Management should create or amend operating procedures addressing matters observed during this audit. Emphasis should be placed on the classifications of property, methods of disposal, and procedures for disposition.</p> <p>2. There are specific observations relating to current Operating Procedure 6.2.8, but overall Internal Audit concluded, management should have a documented review process outlining steps to evaluate each item of property and evidence for</p>	<p>The review of the entire Police Department Evidence and Property Policy is being addressed to ensure the implementation of an updated policy will cover all items listed in Recommendation 11.1 – 11.6. The City of Fayetteville Police Attorneys have been working on this policy, until the policy is updated the department will continue to look at the operational issues addressed in this recommendation.</p> <p>Responsible Party: Specialized Services Division Commander</p>	<p>Not Implemented</p> <p>Property and Evidence staff continue to follow the Operating Procedure put into place in March 2016.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows</p>	<p>Not Implemented</p> <p>Property and Evidence staff continue to follow the Operating Procedure put into place in March 2016.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>disposal, to include specifying what considerations should be made, and at a minimum should include:</p> <p>a. Procedures for obtaining proper authorization for final disposition of property and evidence;</p> <p>b. Guidelines for returning items to identified owners;</p> <p>c. Guidelines for disposal of items requiring special consideration;</p> <p>d. Guidelines to ensure lawful disposal of property and evidence;</p> <p>e. Reconciliations of all computerized data systems and hard-copy paperwork to reflect the final disposition of property and evidence items, including who authorized and handled the release or destruction, and to whom items were released; and</p> <p>f. Define Department personnel roles to retain property and evidence or process for disposal.</p>	<p>Implementation Date: 03/10/2019</p>	<p>for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures.</p> <p><u>UPDATE July 25, 2019;</u> Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p>	<p>for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures.</p> <p>Revised Implementation Date: 7/31/2019</p>
--	--	---	---	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

			Revised Implementation Date: 10/31/2019	
11.3	<p>Management should create or amend operating procedures addressing matters observed during this audit. Emphasis should be placed on the classifications of property, methods of disposal, and procedures for disposition.</p> <p>3. Although there are specific observations relating to the current Operating Procedure 6.2.9, Internal Audit concluded that overall, when reviewing the current operating procedure, specific guidelines, procedures and methods of disposal including guidelines for unclaimed property and how property transitions to the unclaimed property process for all categories of property held in the Property and Evidence Unit did not exist. Category specific guidelines should at a minimum include:</p> <p>a. Defined officer/detective role in retaining property and</p>	<p>The review of the entire Police Department Evidence and Property Policy is being addressed to ensure the implementation of an updated policy will cover all items listed in Recommendation 11.1 – 11.6. The City of Fayetteville Police Attorneys have been working on this policy, until the policy is updated the department will continue to look at the operational issues addressed in this recommendation.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>Not Implemented</p> <p>Property and Evidence staff continue to follow the Operating Procedure put into place in March 2016.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach</p>	<p>Not Implemented</p> <p>Property and Evidence staff continue to follow the Operating Procedure put into place in March 2016.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
	evidence to ensure compliance with North Carolina General Statutes; b. When identification is needed and what documentation should be recorded; and c. When serial numbers should be verified; the form of documentation required when serial numbers are verified; and the type of disposal requiring serial numbers to be verified.		the new policy to all persons who are responsible for handling evidence. This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures and Submitting General Property Management. UPDATE July 25, 2019: Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created. Revised Implementation Date: 10/31/2019	the new policy to all persons who are responsible for handling evidence. This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures and Submitting General Property Management. Revised Implementation Date: 7/31/2019
11.4	Management should create or amend operating procedures addressing matters observed during this audit. Emphasis should be placed on the classifications of	The review of the entire Police Department Evidence and Property Policy is being addressed to ensure the implementation of an updated policy will cover all items listed in	Not Implemented Property and Evidence staff continues to follow the	Not Implemented Property and Evidence staff continues to follow the

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>property, methods of disposal, and procedures for disposition.</p> <p>4. Procedures should include specific guidelines for valuables and sensitive items.</p> <p>a. Guidelines for disposal of firearms at a minimum should include releasing, methods of disposal, destruction and adherence to federal, state and local law;</p> <p>b. Guidelines for disposal of narcotics, at a minimum should include packaging and preparation for disposal; methods of destruction; destruction of large amounts and precautions for hazardous chemicals;</p> <p>c. Guidelines for disposal of currency and other high value items, at a minimum should include consideration for evidentiary value; accurate accounting for funds and high value items held in evidence; and methods of disposal; and</p> <p>d. Guidelines for biological/biohazardous items should at a minimum include</p>	<p>Recommendation 11.1 – 11.6. The City of Fayetteville Police Attorneys have been working on this policy, until the policy is updated the department will continue to look at the operational issues addressed in this recommendation.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p style="color: red;">Operating Procedure put into place in March 2016.</p> <p style="color: red;">The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p style="color: red;">This area is specifically addressed in the new policy</p>	<p style="color: red;">Operating Procedure put into place in March 2016.</p> <p style="color: red;">The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p style="color: red;">This area is specifically addressed in the new policy</p>
--	---	--	---	---

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
	compliance with all applicable state and local environmental health concerns; and use of qualified/approved disposal vendors and disposal sites.		titled Property Removal Release Destruction Procedures. UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created. Revised Implementation Date: 10/31/2019	titled Property Removal Release Destruction Procedures. Revised Implementation Date: 7/31/2019
11.5	Management should create or amend operating procedures addressing matters observed during this audit. Emphasis should be placed on the classifications of property, methods of disposal, and procedures for disposition. 5. The Office of Internal Audit recommends management establish internal controls to ensure personnel are in compliance with	The review of the entire Police Department Evidence and Property Policy is being addressed to ensure the implementation of an updated policy will cover all items listed in Recommendation 11.1 – 11.6. The City of Fayetteville Police Attorneys have been working on this policy, until the policy is updated the department will continue to look at the operational issues addressed in this recommendation.	Not Implemented Property and Evidence staff continue to follow the Operating Procedure put into place in March 2016. The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency	Not Implemented Property and Evidence staff continue to follow the Operating Procedure put into place in March 2016. The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				

	<p>North Carolina General Statutes. Some possible areas where internal controls should be established based on Internal Audit’s observations include the following, but are not limited to:</p> <p>a. Publication should state the items will be “sold or disposed of” or “sold or otherwise disposed of”; and</p> <p>b. Auction proceeds should be distributed to the Cumberland County Board of Education within 30 days after the sale.</p>	<p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by</p>	<p>Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures.</p> <p>Revised Implementation Date: 7/31/2019</p>
--	--	--	---	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

			<p style="color: red; text-align: center;">departmental Chain of Command before training will be created.</p> <p style="color: red; text-align: center;">Revised Implementation Date: 10/31/2019</p>	
11.6	<p>Management should create or amend operating procedures addressing matters observed during this audit. Emphasis should be placed on the classifications of property, methods of disposal, and procedures for disposition.</p> <p>6. Any amendment to current procedures should account for obsolete practices and be consistent with federal, state, and local requirements. In addition, procedures should speak to federal, state and local retention requirements for each category of property and evidence; and should include a review of ALL operating procedures to ensure consistency as it relates to property and evidence and the disposal process.</p>	<p>The review of the entire Police Department Evidence and Property Policy is being addressed to ensure the implementation of an updated policy will cover all items listed in Recommendation 11.1 – 11.6. The City of Fayetteville Police Attorneys have been working on this policy, until the policy is updated the department will continue to look at the operational issues addressed in this recommendation.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p style="color: red;">Not Implemented</p> <p style="color: red;">Property and Evidence staff continue to follow the Operating Procedure put into place in March 2016.</p> <p style="color: red;">The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon</p>	<p style="color: red;">Not Implemented</p> <p style="color: red;">Property and Evidence staff continue to follow the Operating Procedure put into place in March 2016.</p> <p style="color: red;">The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the subject matter experts and are currently in review with the Chain of Command. Upon</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
			<p>completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures.</p> <p>UPDATE July 25, 2019; Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p> <p>Revised Implementation Date: 10/31/2019</p>	<p>completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures.</p> <p>Revised Implementation Date: 7/31/2019</p>
12	Management should develop and implement a strategic plan to address the increasing levels of property and evidence maintained	The Fayetteville Police Department is currently in the process of re-design associated with various areas of the police administrative building	<p>Not Implemented</p> <p>The additional space for evidence is still being</p>	<p>Not Implemented</p> <p>The additional space for evidence is still being</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

	<p>by the Property and Evidence Unit, and the possible need of additional facilities to store property and evidence.</p>	<p>and this includes the evidence section. The City of Fayetteville Police Attorneys will assist in addressing the issues and allow Property Room Staff to operate with the guidelines that he has established in accordance with state and federal laws.</p> <p>Responsible Party: Specialized Services Division Commander</p> <p>Implementation Date: 03/10/2019</p>	<p>developed. The identified locations have been cleared and in the process of being reconfigured to receive evidence.</p> <p>The areas have become available to the Property Room and some work has been done to ensure this transition is ready to be completed. The Fayetteville Police Department is the final stages of changes to the storage mechanism and policies that will aid in spacing.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the</p>	<p>developed. The identified locations have been cleared and in the process of being reconfigured to receive evidence.</p> <p>The areas have become available to the Property Room and some work has been done to ensure this transition is ready to be completed. The Fayetteville Police Department is the final stages of changes to the storage mechanism and policies that will aid in spacing.</p> <p>The single policy from 2016 has been separated into four new policies that addresses each of the following areas: Property Room Management; Currency Handling Procedures; Property Removal, Release and Destruction; and Submitting General Property. This allows for ease of review as well as ease of training. The policies have been reviewed by legal and the</p>
--	--	--	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-01 Evidence and Property Management

			<p>subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures and increased the square footage of the evidence room for greater management of space and property storage.</p> <p>UPDATE July 25, 2019: Policy has been reviewed and discussed with external legal for further review. Awaiting final submission from external legal and then reviewed by departmental Chain of Command before training will be created.</p>	<p>subject matter experts and are currently in review with the Chain of Command. Upon completion of the final review, training will be created and conducted to effectively teach the new policy to all persons who are responsible for handling evidence.</p> <p>This area is specifically addressed in the new policy titled Property Removal Release Destruction Procedures and increased the square footage of the evidence room for greater management of space and property storage.</p> <p>Revised Implementation Date: 7/31/2019</p>
--	--	--	---	---

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2018-01 Evidence and Property Management				
			Revised Implementation Date: 10/31/2019	

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-04 Performance Measures: Parks, Recreation and Maintenance

1.1	Management should review and update all Departmental performance measures to ensure the performance measures address how the Department is meeting the associated objectives;	<p>PRM staff reviewed and analyzed existing performance measures. Measures not currently meeting the associated objectives of the department were either adjusted or removed. Proposed measures were submitted to the office of Strategic Performance Analytics on September 11, 2018 for review. PRM staff intend to utilize proposed measures for all FY19 reporting.</p> <p>Responsible Party: Management Analyst</p> <p>Implementation Date: 9/11/2018</p>	Implemented	Implemented
1.2	Management should review and update all Departmental performance measures to ensure the Department adequately and accurately tracks and reports the actual work being performed by personnel for the performance measures.	<p>Management has met with staff and will work to ensure the actual work being performed by personnel for the performance measures is adequately and accurately captured for FY19.</p> <p>Responsible Party: Management Analyst</p> <p>Implementation Date: 9/29/2018</p>	Implemented	Implemented

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-04 Performance Measures: Parks, Recreation and Maintenance

2	<p>Management should review and update all departmental performance measures to ensure the performance measures are defined so the average user can effectively evaluate the information.</p>	<p>Management has met with the Strategic Performance Analytics staff to determine a better process of reporting performance measures. Staff will update performance measures to effectively tell the story of the work being performed in PRM. Staff will work closely with Strategic Performance Analytics to ensure we are communicating information that can be easily processed and understood by the average user.</p> <p>Responsible Party: Management Analyst</p> <p>Implementation Date: 9/11/2018</p>	<p>Implemented</p> <p>This measure has been implemented. Staff has phrased the measure to communicate the what, why, and how.</p>	<p>Implemented</p> <p>This measure has been implemented. Staff has phrased the measure to communicate the what, why, and how.</p>
---	---	--	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-04 Performance Measures: Public Services

2	<p>Management should review and update all departmental performance measures to ensure the performance measures are defined so the average user can effectively evaluate the information.</p>	<p>Public services will review all performance measures within each division for full implementation beginning FY 20.</p> <p>Responsible Party: Each division manager will be responsible for implementation.</p> <p>Implementation Date: 7/1/2019</p>	<p>Implemented</p> <p>Public services has worked extensively over the last 6 months in improving our performance measures.</p> <p>Step taken include the following:</p> <ul style="list-style-type: none"> • PS Director met with each Division (Traffic, Engineering and Infrastructure, Solid Waste, Street Maintenance and Real-estate) to discuss measures and methods for improvement. • Each division manager provided new measures and revisions to past ones to more accurately reflect our work products. • We met with CMO (Kristoff Bauer) on Nov 9, 2018 to discuss our revisions. • We finalized our revisions per attached and received approval from CMO. 	<p>Implemented</p> <p>Public services has worked extensively over the last 6 months in improving our performance measures.</p> <p>Step taken include the following:</p> <ul style="list-style-type: none"> • PS Director met with each Division (Traffic, Engineering and Infrastructure, Solid Waste, Street Maintenance and Real-estate) to discuss measures and methods for improvement. • Each division manager provided new measures and revisions to past ones to more accurately reflect our work products. • We met with CMO (Kristoff Bauer) on Nov 9, 2018 to discuss our revisions. • We finalized our revisions per attached and received approval from CMO.
---	---	--	---	---

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-04 Performance Measures: Public Services

			<ul style="list-style-type: none"> We finalized our measures. <p>In summary we have reviewed and updated all departmental performance measures to ensure the performance measures are defined so the average user can effectively evaluate the information and have received CMO approval for the revised measures.</p>	<ul style="list-style-type: none"> We finalized our measures. <p>In summary we have reviewed and updated all departmental performance measures to ensure the performance measures are defined so the average user can effectively evaluate the information and have received CMO approval for the revised measures.</p>
3	Management should review and update all departmental performance measures to ensure the performance measures provide the reader with all the necessary information to make informed decisions.	Actual performance measures are requested to be finalized in July for the previous FY ending June 30 th . Some performance measures such as those linked to cost are subject to minor changes for example when invoices are posted late by the vendor. It is requested that there is a process for allowing updates to the performance measures based on receipts of delayed data. Responsible Party: Each division manager will be responsible for implementation.	<p>Implemented</p> <p>Public services has worked extensively over the last 6 months in improving our performance measures.</p> <p>Step taken include the following:</p> <ul style="list-style-type: none"> PS Director met with each Division (Traffic, Engineering and Infrastructure, Solid Waste, Street Maintenance and Real-estate) to discuss 	<p>Implemented</p> <p>Public services has worked extensively over the last 6 months in improving our performance measures.</p> <p>Step taken include the following:</p> <ul style="list-style-type: none"> PS Director met with each Division (Traffic, Engineering and Infrastructure, Solid Waste, Street Maintenance and Real-estate) to discuss

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2018-04 Performance Measures: Public Services

		<p>Implementation Date: 12/1/2018</p>	<p>measures and methods for improvement.</p> <ul style="list-style-type: none"> Each division manager provided new measures and revisions to past ones to more accurately reflect our work products. We met with CMO (Kristoff Bauer) on Nov 9, 2018 to discuss our revisions. We finalized our revisions per attached and received approval from CMO. We finalized our measures. <p>In summary we have reviewed and updated all departmental performance measures to ensure the performance measures are defined so the average user can effectively evaluate the information and have received CMO approval for the revised measures.</p>	<p>measures and methods for improvement.</p> <ul style="list-style-type: none"> Each division manager provided new measures and revisions to past ones to more accurately reflect our work products. We met with CMO (Kristoff Bauer) on Nov 9, 2018 to discuss our revisions. We finalized our revisions per attached and received approval from CMO. We finalized our measures. <p>In summary we have reviewed and updated all departmental performance measures to ensure the performance measures are defined so the average user can effectively evaluate the information and have received CMO approval for the revised measures.</p>
--	--	--	---	---

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-05 Parks, Recreation and Maintenance Nonresident Fees Implementation

1.1	<p>The Office of Internal Audit recommends management amend the written <i>Fayetteville-Cumberland Parks & Recreation Non-Resident Fee Policy</i> to provide clear guidance on how to accurately and consistently charge fees. This policy should be amended to include sufficient guidance to allow an individual who is unfamiliar with the operations to perform the necessary activities. Finally, subject matter experts should be included in updating and reviewing the policy to ensure only attainable and realistic requirements are included. Improvements to the policy based on Internal Audit's observations should include, but not be limited to:</p> <ol style="list-style-type: none"> a. Define the process for determining whether the resident or nonresident fee should be charged; b. Establish specific guidance on what areas, if any, of Fort Bragg should be charged the resident 	<p>Recreation and Administrative management staff will review and amend the Fayetteville-Cumberland Parks and Recreation Non-Resident Fee Policy by May 1, 2019 with training to occur in May/June and full implementation July 1, 2019. A new procedure will be implemented to define the process for staff to determine whether the resident or nonresident fees should be charged. The procedure will also include specific guidance on which fee to charge residents of Fort Bragg. During the review process we will determine if it is operationally feasible to charge nonresident fees for pool entry, Adult Open Play and other similar programs. Training will be provided to all full-time and part-time staff once the policy and procedures are updated and ready for implementation. Recreation and Administrative management will also develop a review process that will ensure that fees are being charged in accordance with the fee schedule.</p>	<p>Not Implemented</p> <p>This recommendation has not been implemented. Staff has had to revise the schedule to amend the Fayetteville-Cumberland Parks and Recreation Non-Resident Fee Policy. The updated schedule includes revisions complete by September 16, 2019 with training to occur in Sept./Oct. and full implementation November 1, 2019.</p> <p>Revised Implementation Date: 11/01/2019</p>	<p>Not Implemented</p> <p>This recommendation has not been implemented. Staff is still on schedule to review and amend the Fayetteville-Cumberland Parks and Recreation Non-Resident Fee Policy by May 1, 2019 with training to occur in May/June and full implementation July 1, 2019.</p>
-----	--	--	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-05 Parks, Recreation and Maintenance Nonresident Fees Implementation

	<p>fees; and c. Establish specific guidance and expectations on charging swimming pool and Adult Open Play Athletic fees.</p>	<p>Responsible Party: Adrienne Thomas, Business Manager Implementation Date: 07/01/2019</p>		
1.2	<p>Once the policy and procedures are updated, management should provide training to PRM personnel involved in charging and monitoring of the parks and recreation program fees.</p>	<p>Recreation and Administrative management staff will review and amend the Fayetteville-Cumberland Parks and Recreation Non-Resident Fee Policy by May 1, 2019 with training to occur in May/June and full implementation July 1, 2019. A new procedure will be implemented to define the process for staff to determine whether the resident or nonresident fees should be charged. The procedure will also include specific guidance on which fee to charge residents of Fort Bragg. During the review process we will determine if it is operationally feasible to charge nonresident fees for pool entry, Adult Open Play and other similar programs. Training will be provided to all full-time and part-time staff once the policy and procedures are updated and ready for</p>	<p>Not Implemented This recommendation has not been implemented. Staff has had to revise the original schedule (for training to occur in May/June and full implementation July 1, 2019). The updated schedule includes training to occur in Sept./Oct. and full implementation November 1, 2019. Revised Implementation Date: 11/01/2019</p>	<p>Not Implemented This recommendation has not been implemented. Staff is still on schedule for training to occur in May/June and full implementation July 1, 2019.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-05 Parks, Recreation and Maintenance Nonresident Fees Implementation

		<p>implementation. Recreation and Administrative management will also develop a review process that will ensure that fees are being charged in accordance with the fee schedule.</p> <p>Responsible Party: Adrienne Thomas, Business Manager</p> <p>Implementation Date: 07/01/2019</p>		
1.3	<p>Management should develop a quality review program for the fees and conduct an adequate number of appropriate quality reviews in a timely manner. The documented results should be maintained and utilized as measures of effectiveness during performance evaluations.</p>	<p>Recreation and Administrative management staff will review and amend the Fayetteville-Cumberland Parks and Recreation Non-Resident Fee Policy by May 1, 2019 with training to occur in May/June and full implementation July 1, 2019. A new procedure will be implemented to define the process for staff to determine whether the resident or nonresident fees should be charged. The procedure will also include specific guidance on which fee to charge residents of Fort Bragg. During the review process we will determine if it is operationally feasible to charge nonresident fees</p>	<p>Not Implemented</p> <p>This recommendation has not been implemented. Staff has had to revise the original schedule (for training to occur in May/June and full implementation July 1, 2019). The updated schedule includes training to occur in Sept./Oct. and full implementation November 1, 2019.</p> <p>Revised Implementation Date: 11/01/2019</p>	<p>Not Implemented</p> <p>This recommendation has not been implemented. Staff is still on schedule for a full implementation July 1, 2019.</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-05 Parks, Recreation and Maintenance Nonresident Fees Implementation

		<p>for pool entry, Adult Open Play and other similar programs. Training will be provided to all full-time and part-time staff once the policy and procedures are updated and ready for implementation. Recreation and Administrative management will also develop a review process that will ensure that fees are being charged in accordance with the fee schedule.</p> <p>Responsible Party: Adrienne Thomas, Business Manager</p> <p>Implementation Date: 07/01/2019</p>		
2	<p>The Office of Internal Audit recommends management update the existing fee schedule to provide additional transparency and clarity for City Council and citizens. This should include, but not be limited to, all fees applicable for the resident and nonresident rates, and fees for regularly scheduled programs led by PRM personnel.</p>	<p>Recreation and Administrative management staff will review the fee schedule and update to ensure transparency and clarity regarding the PRM rates and fees. This includes the fees charged for County-wide regularly scheduled programs and services will be listed on the fee schedule reflecting the appropriate fee, to include the resident and non-resident fee, if applicable. However, the fees that</p>	Implemented	Partially Implemented
			<p>This recommendation has been implemented. The fee schedule was updated during the budget process and reflective of changes to ensure transparency and clarity. The updated fee schedule was presented to City Council for adoption and included in the FY2020 budget.</p>	<p>This recommendation has been partially implemented. The fee schedule was updated during the budget process and reflective of changes to ensure transparency and clarity. The updated fee schedule is going to be presented to City Council for adoption in the FY2020 budget.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-05 Parks, Recreation and Maintenance Nonresident Fees Implementation

		<p>are assigned by Recreation staff based on community interest along with the fees that are determined by contractors providing instructional programs will be reflected on the fee schedule as not applicable to the resident and non-resident fee structure.</p> <p>Recreation staff creativity and response to community needs may be stifled if every program they lead must be listed on the fee schedule separately, whereas, these fees will be identified as Leisure Activities. Parks and Recreation provides constantly changing and varying programs through 21 facilities in unique communities all over Cumberland County. In order for Parks and Recreation to include all programs on the fee schedule, as opposed to having them listed as under the Leisure Activity designation, would add hundreds of lines to the fee schedule for activities and limit the ability of staff to meet the needs of their communities</p>	<p>The FY20 Fee Schedule was implemented on July 1, 2019</p>	<p>Staff is still on schedule for a full implementation July 1, 2019</p>
--	--	--	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-05 Parks, Recreation and Maintenance Nonresident Fees Implementation

		<p>without having fees approved through City Council. Many of these programs may have the same name, but are slightly different from site to site. For example, Movie Night may be a free activity at one center and another center may charge a fee because they offer the participant dinner and a movie. Another example would be summer programs offered through the park rangers division. They offer six Page 6 of 9 different summer programs for youth and teens that would all have to be listed separately because they are of varying prices. As stated in the report “when fees are not clearly stated on the fee schedule, citizens may be unaware if the correct fee was charged and it also creates the opportunity for misappropriation or theft of funds” we disagree as fees for all programs are listed on the Fayetteville-Cumberland Parks and Recreation website.</p>		
--	--	---	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-05 Parks, Recreation and Maintenance Nonresident Fees Implementation

		<p>Responsible Party: Adrienne Thomas, Business Manager</p> <p>Implementation Date: 07/01/2019</p>		
3	<p>The Office of Internal Audit recommends management amend the written <i>Fayetteville-Cumberland Parks & Recreation Non-Resident Fee Policy</i> to ensure clear guidance is provided on documentation for resident and nonresident fees. This policy should be amended to include sufficient guidance to allow an individual who is unfamiliar with the operations to perform the necessary activities. Finally, subject matter experts should be included in updating and reviewing the policy to ensure only attainable and realistic requirements are included.</p> <p>Improvements to the policy based on Internal Audit’s observations should include, but not be limited to:</p> <p style="margin-left: 20px;">a. Types of documentation</p>	<p>The policy already lists documentation that is acceptable, more clarification will be added as to what is not acceptable, frequency for updating documentation and document maintenance. Recreation and Administrative management staff will review and amend the Fayetteville-Cumberland Parks and Recreation Non-Resident Fee Policy by May 1, 2019 with training to occur in May/June and full implementation July 1, 2019.</p> <p>Responsible Party: Recreation Division Supervisor</p> <p>Implementation Date: 07/01/2019</p>	<p>Not Implemented</p> <p>This recommendation has not been implemented. Staff has had to revise the schedule to amend the Fayetteville-Cumberland Parks and Recreation Non-Resident Fee Policy. The updated schedule includes revisions complete by September 16, 2019 with training to occur in Sept./Oct. and full implementation November 1, 2019.</p> <p>Revised Implementation Date: 11/01/2019</p>	<p>Partially Implemented</p> <p>District Supervisors have updated <i>Fayetteville-Cumberland Parks and Recreation Non-Resident Fee Policy</i> to include clarification on unacceptable documents, frequency of updating and maintenance of documents. District Supervisors anticipate having staff trained by the end of June.</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-05 Parks, Recreation and Maintenance Nonresident Fees Implementation

	<p>considered sufficient and insufficient;</p> <p>b. Frequency for updating documentation; and</p> <p>c. Documentation maintenance, retention and destruction requirements which should ensure adherence to the security of sensitive and confidential information and the State’s retention requirements.</p>			
4.1	<p>Management should consider having RecTrac administration supervised by the Information Technology Department. This should not only alleviate the current conflict of interest but would allow personnel to supervise this position with knowledge of the need for segregation of duties, access controls and security over RecTrac.</p>	<p>After ensuring that Information Technology (IT) had the capacity to accommodate RecTrac administration, management will outline a transition plan over the next several weeks, to include the delineation of “administrative rights” and as identified in our response to Recommendation 4.2. Additionally, given RecTrac’s integral role in sustaining PRM operations, it is Management’s belief that dedicated technical administration is required. The creation of a RecTrac Systems Analyst in the FY21 budget would</p>	<p>Not Implemented</p> <p>This recommendation has not been implemented yet. Staff would like to update the implementation date to November 1, 2019.</p> <p>Revised Implementation Date: 11/01/2019.</p>	<p>Not Implemented</p> <p>This recommendation has not been implemented yet. Staff would like to update the implementation date to June 1, 2019.</p> <p>Revised Implementation Date: 6/1/2019.</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2016-05 Parks, Recreation and Maintenance Nonresident Fees Implementation

		<p>enhance day-to-day support/user experience, identify and resolve issues and improve process efficiencies as online transactions grow.</p> <p>Responsible Party: Michael Gibson, PRM Director and Adrienne Thomas, Business Manager</p> <p>Implementation Date: 03/01/2019</p>		
4.2	<p>Management should review RecTrac user accesses to ensure users only have access for which there is a necessary business need. This should include but not be limited to determining if a necessary business need exists for the ability to change receipt and general ledger dates, drawers, and pay codes.</p>	<p>Access will be updated for Recreation Division Supervisors to restrict access and the ability to change receipt and general ledger dates, drawers, and pay codes. This access will be updated by February 1, 2019 and remain with the Business Manager and Management Analysts only until PRM management can outline and implement a transition plan as identified in Management's Response 4.1, to include collaborating with Finance management on the impact the process changes will have on the day-to-day operations.</p>	<p>Implemented</p> <p>This recommendation has been implemented. Access to change receipt and general ledger dates, drawers, and pay codes has been restricted to Business Manager and Management Analysts only.</p>	<p>Implemented</p> <p>This recommendation has been implemented. Access to change receipt and general ledger dates, drawers, and pay codes has been restricted to Business Manager and Management Analysts only.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2016-05 Parks, Recreation and Maintenance Nonresident Fees Implementation				
		Responsible Party: Michael Gibson, PRM Director and Adrienne Thomas, Business Manager Implementation Date: 03/01/2019		

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Finance Department

1.1	Internal Audit recommends management of the Finance Department to implement the following: 1. File applicable fuel tax exemption documentation and follow-up to ensure the City receives the fuel tax exemption status with WEX.	Finance management has filed the required fuel tax exemption package with WEX and will follow-up to ensure the City is receiving the tax exemption status as requested. Furthermore, the Finance Department will complete a reconciliation to ensure reimbursements were filed on behalf of the City, both for State and Federal, monthly and annually respectively. Responsible Party: Jody Picarella, Accounting Manager Implementation Date: 9/1/2019	Implemented Completed	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
1.2	Internal Audit recommends management of the Finance Department to implement the following: 2. Research to determine if the City is entitled to Federal and State fuel tax refunds paid since 2014 and request refunds, as deemed eligible.	Research has been conducted to determine if the City is eligible for refunds, however, as of April 29, 2019 the amount and timeframe are still in the process of being finalized, knowing that time is of the essence. Once the eligibility is finalized the City will work diligently to file the required reports and documentation to maximize the amount of the refund. The City is currently working with WEX, North Carolina	Not Implemented The preliminary research has yielded that federal and state reimbursements can be submitted for the prior three fiscal years and prior three years to the month respectively. Finance received the necessary information to file the appropriate returns from Wex on	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Finance Department

		<p>Department of Revenue and the Internal Revenue Service.</p> <p>Responsible Party: Jody Picarella, Accounting Manager</p> <p>Implementation Date: 9/1/2019</p>	<p>7.15.19, and the department is working diligently to accurately complete the applicable returns. Furthermore there has been a slight discrepancy regarding the historical information provided by Wex and the information needed for the federal return for 2015. Finance is working to simultaneously remedy this discrepancy and file the return.</p>	
1.3	<p>Internal Audit recommends management of the Finance Department to implement the following:</p> <p>3. Monitor WEX fuel card invoices for merchants not participating in the tax exemption program to ensure fuel tax refunds are requested.</p>	<p>WEX tax enrollment documentation states that merchant participation is optional, therefore, Finance management will receive transactional information reflecting fuel taxes reported for the non-participating merchants for follow-up on refunds based on State and Federal guidelines; whereas, the State is applied for monthly and Federal is applied for annually. Furthermore, Finance staff will periodically record a receivable to reflect and aide in the reconciliation process of reimbursements due to the City.</p>	<p>Implemented</p> <p>Completed and ongoing – Finance has completed the recommended action on the May and June invoices. Finance will continually monitor future invoices for merchants that have opted out.</p>	<p>Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Finance Department

		Responsible Party: Jody Picarella, Accounting Manager Implementation Date: 9/1/2019		
--	--	---	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

2.1	Internal Audit recommends management of the Fire Department implement the recommendations as presented in the audit report to ensure internal controls are established, followed, maintained, and properly documented to include a process to ensure adequate follow-up regarding questionable fueling transactions is conducted.	<p>The department’s current business practices are aligned with the recommended improvement opportunities; however these are not codified in policy or other written guidance documents. The department is of the position that there was no evidence found to indicate any fraud has been committed, nor has suspicion be raised that indicates any fraudulent activity with any of the WEX Fuel Cards assigned to the Fire/Emergency Management Department. The department acknowledges there is a lack of internal control measures that inhibits the detection of potential fraudulent activity. The department will assist with policy development that addresses the concerns raised with the audit findings including, but limited to, responsible and frugal use of the department’s fuel budget.</p> <p>Responsible Party: Assistant Fire Chief Kevin Morgan</p> <p>Implementation Date: 9/1/2019</p>	<p>Partially Implemented</p> <p><u>Awaiting finalization of city-wide policy and Finance Department WEX fuel card processes to be established</u></p> <p>The department implemented FFD SOP# 306 <u>Use of Fuel Cards</u> effective 7/1/19. The SOP provides for the retention of a monthly transaction log and receipt collection that is reconciled with the monthly WEX report by the designated Fuel Card Administrator.</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
-----	---	--	---	---

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

2.3	Management should ensure WEX fuel card PINs are only assigned to personnel with the ability and need to use the fuel cards.	<p>It is an operational necessity that all fire department employees be issued a fueling Personal Identification Number (PIN), as all employees are required and subject to drive/operate department owned vehicles.</p> <p>Responsible Party: Assistant Fire Chief Kevin Morgan</p> <p>Implementation Date: 9/1/2019</p>	<p>Implemented</p> <p>Per FFD SOP #306 <u>Use of Fuel Cards</u>, each FFD employee will be assigned a PIN upon employment, and the fuel card administrator will immediately notify the Finance Department to deactivate upon separation of employment.</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
2.4	Assessment of a secure location in Fire vehicles and equipment should be completed to determine the safest location for fuel cards to be maintained. Policies should note suitable places to store the fuel card in City owned vehicles and equipment.	<p>To address fuel card security, the department has placed lock boxes in most of the apparatus and are currently researching options to secure fuel cards in staff vehicles.</p> <p>Responsible Party: Assistant Fire Chief Kevin Morgan</p> <p>Implementation Date: 9/1/2019</p>	<p>Implemented</p> <p>Fuel card lock boxes have been installed in all FFD vehicles and fire stations. Governance is defined in FFD SOP #306 <u>Use of Fuel Cards</u>.</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
3.1	Develop written city-wide and departmental policies and procedures for using WEX fuel cards, to include identifying the City administrator of the WEX fuel card program. These policies and procedures should address the City	<p>The department’s current business practices are aligned with the recommended improvement opportunities; however these are not codified in policy or other written guidance documents. The department management is receptive</p>	<p>Partially Implemented</p> <p><u>Awaiting finalization of city-wide policy and Finance Department WEX fuel card processes to be established</u></p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

	<p>administrator and user department responsibilities, as well as operational guidance.</p>	<p>to oversight by an overarching City of Fayetteville (COF) policy governing the administration of the WEX Fuel Card program. Additionally, the department will develop and implement an internal Standard Operating Guideline that compliments the COF policy and addresses operational procedures needed to ensure business continuity. These documents will clarify responsibilities, stipulate training and define the process of issuing, terminating and ensuring security of Personal Identification Numbers (PIN).</p> <p>Responsible Party: Assistant Fire Chief Kevin Morgan and Chief Financial Officer Jay Toland</p> <p>Implementation Date: 9/1/2019</p>	<p>The department has provided input to the COF Chief Financial Officer for development of a COF policy governing issuance and use of a fuel purchasing Card. FFD SOP #306 <u>Use of Fuel Cards</u> was placed in to effect 7/1/19.</p>	
3.2	<p>Ensure user departments are provided copies of the city-wide policies and procedures and are requested to comply and develop internal procedures for fuel cards. Training should be given to</p>	<p>The department’s current business practices are aligned with the recommended improvement opportunities; however these are not codified in policy or other written guidance documents. The</p>	<p>Partially Implemented</p> <p><u>Awaiting finalization of city-wide policy and Finance Department WEX fuel card processes to be established</u></p>	<p>Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

	<p>personnel that use WEX fuel cards to ensure understanding and adherence to the policies and procedures.</p>	<p>department management is receptive to oversight by an overarching City of Fayetteville (COF) policy governing the administration of the WEX Fuel Card program. Additionally, the department will develop and implement an internal Standard Operating Guideline that compliments the COF policy and addresses operational procedures needed to ensure business continuity. These documents will clarify responsibilities, stipulate training and define the process of issuing, terminating and ensuring security of Personal Identification Numbers (PIN).</p> <p>Responsible Party: Assistant Fire Chief Kevin Morgan and Chief Financial Officer Jay Toland</p> <p>Implementation Date: 9/1/2019</p>	<p>FFD SOP #306 <u>Use of Fuel Cards</u> was effective 7/1/19. The policy was distributed to the entire FFD staff through Power DMS for their acknowledgement of receipt. The department has provided input to the COF Chief Financial Officer (CFO) for the development of a city-wide policy. The department is awaiting for this document to be finalized and published by the CFO.</p>	
3.3	<p>A process should be developed to ensure when personnel are no longer employed with the City, their WEX fuel card PIN number is deactivated immediately after their</p>	<p>The department's current business practices are aligned with the recommended improvement opportunities; however these are not codified in policy or other written</p>	<p>Implemented</p> <p>FFD SOP #306 Use of Fuel Cards specifies that PIN numbers will be deactivated</p>	<p>Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

	last day of employment.	<p>guidance documents. The department management is receptive to oversight by an overarching City of Fayetteville (COF) policy governing the administration of the WEX Fuel Card program. Additionally, the department will develop and implement an internal Standard Operating Guideline that compliments the COF policy and addresses operational procedures needed to ensure business continuity. These documents will clarify responsibilities, stipulate training and define the process of issuing, terminating and ensuring security of Personal Identification Numbers (PIN).</p> <p>Responsible Party: Assistant Fire Chief Kevin Morgan and Chief Financial Officer Jay Toland</p> <p>Implementation Date: 9/1/2019</p>	when employees separate from employment.	
3.4	Sharing PIN's should be considered a violation of policy.	The department's current business practices are aligned with the recommended improvement opportunities; however these are not	Implemented FFD Sop #306 Use of Fuel Cards states that there shall be no sharing of PINs.	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

		<p>codified in policy or other written guidance documents. The department management is receptive to oversight by an overarching City of Fayetteville (COF) policy governing the administration of the WEX Fuel Card program. Additionally, the department will develop and implement an internal Standard Operating Guideline that compliments the COF policy and addresses operational procedures needed to ensure business continuity. These documents will clarify responsibilities, stipulate training and define the process of issuing, terminating and ensuring security of Personal Identification Numbers (PIN).</p> <p>Responsible Party: Assistant Fire Chief Kevin Morgan and Chief Financial Officer Jay Toland</p> <p>Implementation Date: 9/1/2019</p>		
4.1	Management should ensure fuel consumption of each vehicle and personnel are monitored and	The department's current business practices are aligned with the recommended improvement	Implemented	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

	<p>reviewed and any abnormalities in fuel consumption, to include purchases of higher grade fuel, is investigated. Additionally, trend analysis should be performed to identify and justify increases/decreases in monthly fuel consumption.</p>	<p>opportunities; however these are not codified in policy or other written guidance documents. Improvement Opportunity #2 references using odometer readings to track miles per gallon, which may prove to be problematic with fire apparatus. A considerable amount of engine run time of fire apparatus occurs when the vehicle is stationary on emergency incident scenes. The department will explore feasibility of monitoring engine operating hours for pumping apparatus. The department is also exploring the feasibility of tracking fueling activities within its current Records Management System (RMS). It is theorized that refueling can be entered as an activity, including pertinent details such as gallons purchased, amount charged, the employee completing transaction, etc. A reconciliation report from the department’s RMS may be available for comparison to the monthly WEX report. This will also afford drivers the opportunity to document and</p>	<p>FFD SOP #306 <u>Use of Fuel Cards</u> assigns a Fuel Card Administrator within the department who is responsible for monitoring fuel purchases and detecting abnormalities.</p>	
--	--	--	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

		<p>memorialize customary discrepancies that inaccurately appear malicious such as multiple transactions in close proximity due to fueling being interrupted by emergency calls, malfunctions of the fuel pumps, purchasing multiple fuel types simultaneously for the varied power equipment carried of fire apparatus, etc. This process will be defined in the department’s Standard Operating Guideline if implemented.</p> <p>Responsible Party: Assistant Fire Chief Kevin Morgan</p> <p>Implementation Date: 7/1/2019</p>		
4.2	Based on the type of apparatus/vehicle, management should establish a mechanism to track miles per gallon, assess vehicle utilization and monitor potential abuse.	The department’s current business practices are aligned with the recommended improvement opportunities; however these are not codified in policy or other written guidance documents. Improvement Opportunity #2 references using odometer readings to track miles per gallon, which may prove to be problematic with fire apparatus. A	Implemented	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

		<p>considerable amount of engine run time of fire apparatus occurs when the vehicle is stationary on emergency incident scenes. The department will explore feasibility of monitoring engine operating hours for pumping apparatus. The department is also exploring the feasibility of tracking fueling activities within its current Records Management System (RMS). It is theorized that refueling can be entered as an activity, including pertinent details such as gallons purchased, amount charged, the employee completing transaction, etc. A reconciliation report from the department's RMS may be available for comparison to the monthly WEX report. This will also afford drivers the opportunity to document and memorialize customary discrepancies that inaccurately appear malicious such as multiple transactions in close proximity due to fueling being interrupted by emergency calls, malfunctions of the fuel pumps, purchasing multiple fuel</p>		
--	--	---	--	--

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

		<p>types simultaneously for the varied power equipment carried of fire apparatus, etc. This process will be defined in the department’s Standard Operating Guideline if implemented.</p> <p>Responsible Party: Assistant Fire Chief Kevin Morgan</p> <p>Implementation Date: 7/1/2019</p>		
4.3	Although the WEX system allows fuel card controls, establishment of a process to review for exceptions is recommended.	The department’s current business practices are aligned with the recommended improvement opportunities; however these are not codified in policy or other written guidance documents. Improvement Opportunity #2 references using odometer readings to track miles per gallon, which may prove to be problematic with fire apparatus. A considerable amount of engine run time of fire apparatus occurs when the vehicle is stationary on emergency incident scenes. The department will explore feasibility of monitoring engine operating hours for pumping apparatus. The	<p>Implemented</p> <p>FFD SOP #306 <u>Use of Fuel Cards</u> assigns a Fuel Card Administrator within the department who is responsible for monitoring fuel purchases and reviewing for exceptions.</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

**Office of Internal Audit
 Quarterly Management Implementation Status Report
 Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

		<p>department is also exploring the feasibility of tracking fueling activities within its current Records Management System (RMS). It is theorized that refueling can be entered as an activity, including pertinent details such as gallons purchased, amount charged, the employee completing transaction, etc. A reconciliation report from the department’s RMS may be available for comparison to the monthly WEX report. This will also afford drivers the opportunity to document and memorialize customary discrepancies that inaccurately appear malicious such as multiple transactions in close proximity due to fueling being interrupted by emergency calls, malfunctions of the fuel pumps, purchasing multiple fuel types simultaneously for the varied power equipment carried of fire apparatus, etc. This process will be defined in the department’s Standard Operating Guideline if implemented.</p>		
--	--	--	--	--

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

		<p>Responsible Party: Assistant Fire Chief Kevin Morgan</p> <p>Implementation Date: 7/1/2019</p>		
5.1	<p>Internal Audit recommends the Fire Department implement a fuel card inventory process. At a minimum, the following should be performed:</p> <p style="margin-left: 40px;">1. Require an annual physical verification of all fuel cards, as evidenced by signature and date of the personnel conducting the inventory and the cardholder assigned to the vehicle;</p>	<p>The department’s current business practices are aligned with the recommended improvement opportunities; however these are not codified in policy or other written guidance documents. These suggestions will be incorporated into the recommended COF policy and/or FFD Standard Operating Guideline as applicable.</p> <p>Responsible Party: Assistant Fire Chief Kevin Morgan</p> <p>Implementation Date: 9/1/2019</p>	<p>Implemented</p> <p>The department enacted FFD SOP #306 <u>Use of Fuel Cards</u> effective 7/1/19 which specifies the Fuel Card Administrator will conduct a periodic audit of all fuel cards.</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
5.2	<p>Internal Audit recommends the Fire Department implement a fuel card inventory process. At a minimum, the following should be performed:</p> <p style="margin-left: 40px;">2. Unaccounted for fuel cards should be deactivated immediately;</p>	<p>The department’s current business practices are aligned with the recommended improvement opportunities; however these are not codified in policy or other written guidance documents. These suggestions will be incorporated into the recommended COF policy and/or FFD Standard Operating</p>	<p>Implemented</p> <p>The department enacted FFD SOP #306 <u>Use of Fuel Cards</u> effective 7/1/19 which specifies the Fuel Card Administrator will notify the Finance Department to deactivate cards that are unaccounted for immediately.</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2019-05 WEX Fuel Cards: Fire Department				

		<p>Guideline as applicable.</p> <p>Responsible Party: Assistant Fire Chief Kevin Morgan</p> <p>Implementation Date: 9/1/2019</p>		
5.3	<p>Internal Audit recommends the Fire Department implement a fuel card inventory process. At a minimum, the following should be performed:</p> <p style="padding-left: 40px;">3. Management should develop and maintain a listing of vehicles and the fuel cards assigned, to include spare and miscellaneous fuel cards;</p>	<p>The department’s current business practices are aligned with the recommended improvement opportunities; however these are not codified in policy or other written guidance documents. These suggestions will be incorporated into the recommended COF policy and/or FFD Standard Operating Guideline as applicable.</p> <p>Responsible Party: Assistant Fire Chief Kevin Morgan</p> <p>Implementation Date: 9/1/2019</p>	<p>Implemented</p> <p>An inventory of all fuel cards is maintained by the Fuel Card Administrator as defined in FFD SOP #306 <u>Use of Fuel Cards</u>.</p>	<p>Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.</p>
5.4	<p>Internal Audit recommends the Fire Department implement a fuel card inventory process. At a minimum, the following should be performed:</p> <p style="padding-left: 40px;">4. Management should ensure cancellation of fuel cards due to disposal/surplus is</p>	<p>The department’s current business practices are aligned with the recommended improvement opportunities; however these are not codified in policy or other written guidance documents. These suggestions will be incorporated into</p>	<p>Implemented</p> <p>The department will notify the Finance Department when vehicles are to be disposed of. The Finance Department will</p>	<p>Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2019-05 WEX Fuel Cards: Fire Department				

	completed on a timely basis and are followed-up to ensure they are deactivated;	the recommended COF policy and/or FFD Standard Operating Guideline as applicable. Responsible Party: Assistant Fire Chief Kevin Morgan Implementation Date: 9/1/2019	deactivate assigned fuel cards as applicable.	
5.5	Internal Audit recommends the Fire Department implement a fuel card inventory process. At a minimum, the following should be performed: 5. Establish a process in which fuel cards without activity for a given period of time are deactivated; and	The department’s current business practices are aligned with the recommended improvement opportunities; however these are not codified in policy or other written guidance documents. These suggestions will be incorporated into the recommended COF policy and/or FFD Standard Operating Guideline as applicable. Responsible Party: Assistant Fire Chief Kevin Morgan Implementation Date: 9/1/2019	Not Implemented This recommendation, may not be feasible for department operations. More investigation will be needed to determine if this is an issue or not.	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
6	Management should utilize the controls within the WEX fuel card online system when possible, and when not possible, alternative controls should be put in place to	The department will restrict the ability to purchase only the fuel type used by the vehicle where possible. The department currently allows the purchase of non-fuel items (i.e.	Implemented The purchase of fuel is governed by FFD SOP #306 <u>Use of Fuel Cards</u> effective 7/1/19.	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

	detect exceptions.	motor oil, DEF fluid, transmission fluid, etc.) with the WEX program, however data shows this has only been employed twice since implementation. Due to the limited need demonstrated, the department will restrict fuel cards to fuel purchases only. Responsible Party: Office Manager Bobbie Bethea Implementation Date: 7/1/2019		
7	Internal Audit recommends WEX fuel card administration responsibilities be reassigned in order to achieve an effective separation.	The department management suggest the WEX program be administered by the City of Fayetteville (COF) Finance Office, utilizing similar internal controls that are applied to the COF Procurement Card Program. The department will develop and implement a standard operating guideline that compliments the COF WEX policy and delineates responsibility of operational functions to a department level as appropriate. The department will further separate operational and	Partially Implemented <u>Awaiting finalization of city-wide policy and Finance Department WEX fuel card processes to be established</u> Delegation has been established within the department with FFD SOP #306 <u>Use of Fuel Cards</u> . However, the department has provided input and is awaiting the release of COF policy to realize true delegation of all	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Fire Department

		<p>reconciliatory responsibilities respectively between the logistics division supervisor and the Office Manager as a measure of segregation of duties.</p> <p>Responsible Party: Chief Financial Officer Jay Toland</p> <p>Implementation Date: 9/1/2019</p>	<p>responsibility related to fuel cards.</p>	
8	<p>Management should ensure personnel sign a fuel usage agreement that details the terms and conditions on the proper use of the fuel card prior to issuing fuel cards.</p>	<p>This process should be described in the City of Fayetteville WEX Policy and enforced by the department. This recommendation will be facilitated through use of Power DMS.</p> <p>Responsible Party: Chief Financial Officer Jay Toland</p> <p>Implementation Date: 9/1/2019</p>	<p>Partially Implemented</p> <p><u>Awaiting finalization of city-wide policy and Finance Department WEX fuel card processes to be established</u></p> <p>This recommendation will be addressed with release of the COF policy governing the use of fuel cards.</p>	<p>Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Police Department

2.1	Internal Audit recommends management of the Police Department implement the recommendations as presented in the audit report to ensure internal controls are established, followed, maintained, and properly documented to include a process to ensure adequate follow-up regarding questionable fueling transactions is conducted.	<p>Implementation of a City policy will be established and the overall procedures for the police department are presently being evaluated to ensure best practice and accountability. Verifying if the “Pins” are operationally able to be changed and reassigned will be a part of that evaluation. Determining a “secure” location within the vehicles may be a challenge and will need to be determined. This will be recommended but likely monitored with daily accountability measures. Locations for fueling will also be evaluated by management.</p> <p>Responsible Party: Assistant Chief Anthony Kelly</p> <p>Implementation Date: 9/1/2019</p>	<p>Partially Implemented</p> <p>The Fayetteville Police Department took immediate action regarding WEX fuel card usage relating to the observations presented in the audit report. New procedures were established and communicated to personnel. Management continues to refine the procedures based on best practices and policies and procedures will be codified and disseminated.</p> <p>The review of options to accomplish the recommendation is being considered.</p> <p>The WEX PIN 4 digit pin is assigned by the police department. Before employee generated PINs could be created the existing WEX account would need to be closed and then reopened. The department is waiting on a response from</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
-----	---	--	--	---

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2019-05 WEX Fuel Cards: Police Department				

			WEX to determine if pins can be created by each card holder, or if WEX can generate a unique identifier numbers for each card holder. Sgt. Lawson is still researching possible solutions for the recommendation. Other options regarding having the WEX card assigned to personnel as opposed to the vehicle would also resolve other issues presented by the Internal Audit.	
2.2	Management within the Police Department should consider changing the currently assigned WEX PINs to a confidential PIN.	Implementation of a City policy will be established and the overall procedures for the police department are presently being evaluated to ensure best practice and accountability. Verifying if the “Pins” are operationally able to be changed and reassigned will be a part of that evaluation. Determining a “secure” location within the vehicles may be a challenge and will need to be determined. This will be recommended but likely monitored with daily accountability measures. Locations for fueling will also be evaluated by management.	<p>Not Implemented</p> <p>Departmental policy is still being developed and reviewed. The review of options to accomplish this recommendation will also be considered.</p> <p>The WEX PIN 4 digit pin is assigned by the police department. Before employee generated PINs could be created the existing WEX account would need to be closed and then reopened. The department</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2019-05 WEX Fuel Cards: Police Department				

		<p>Responsible Party: Assistant Chief Anthony Kelly</p> <p>Implementation Date: 9/1/2019</p>	<p>is waiting on a response from WEX to determine if pins can be created by each card holder, or if WEX can generate a unique identifier numbers for each card holder. Sgt. Lawson is still researching possible solutions for the recommendation. Other options regarding having the WEX card assigned to personnel as opposed to the vehicle would also resolve other issues presented by the Internal Audit.</p>	
2.3	Management should ensure WEX fuel card PINs are only assigned to personnel with the ability and need to use the fuel cards.	Implementation of a City policy will be established and the overall procedures for the police department are presently being evaluated to ensure best practice and accountability. Verifying if the “Pins” are operationally able to be changed and reassigned will be a part of that evaluation. Determining a “secure” location within the vehicles may be a challenge and will need to be determined. This will be recommended but likely monitored with daily accountability measures.	<p>Not Implemented</p> <p>Departmental policy is being developed and reviewed. The review of options to accomplish this recommendation is being considered.</p> <p>The WEX PIN 4 digit pin is assigned by the police department. Before employee generated PINs could be created the existing WEX account would need to be closed and then reopened. The department</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Police Department

		<p>Locations for fueling will also be evaluated by management.</p> <p>Responsible Party: Assistant Chief Anthony Kelly</p> <p>Implementation Date: 9/1/2019</p>	<p>is waiting on a response from WEX to determine if pins can be created by each card holder, or if WEX can generate a unique identifier numbers for each card holder. Sgt. Lawson is still researching possible solutions for the recommendation. Other options regarding having the WEX card assigned to personnel as opposed to the vehicle would also resolve other issues presented by the Internal Audit.</p>	
2.4	<p>Assessment of a secure location in Police vehicles and equipment should be completed to determine the safest location for fuel cards to be maintained. Policies should note suitable places to store the fuel card in City owned vehicles and equipment.</p>	<p>Implementation of a City policy will be established and the overall procedures for the police department are presently being evaluated to ensure best practice and accountability. Verifying if the “Pins” are operationally able to be changed and reassigned will be a part of that evaluation. Determining a “secure” location within the vehicles may be a challenge and will need to be determined. This will be recommended but likely monitored with daily accountability measures.</p>	<p>Partially Implemented</p> <p>Employees have been and continue to be instructed to secure the WEX card inside the assigned glove compartment and removed the card when the vehicle is turned in for maintenance.</p> <p>Departmental policy is being developed and reviewed. The review of options to accomplish this recommendation will also be considered within the policy.</p>	<p>Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.</p>

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Police Department

		Locations for fueling will also be evaluated by management. Responsible Party: Assistant Chief Anthony Kelly Implementation Date: 9/1/2019		
3.1	Develop written city-wide and departmental policies and procedures for using WEX fuel cards, to include identifying the City administrator of the WEX fuel card program. These policies and procedures should address the City administrator and user department responsibilities, as well as operational guidance.	Departmental Procedures are being evaluated for best practices and will ensure they are in compliance with City-Wide policy. Responsible Party: Chief Gina V. Hawkins and Chief Financial Officer Jay Toland Implementation Date: 9/1/2019	Not Implemented Departmental and city-wide policies are being developed and reviewed by impacted departments. The recommendation will be addressed within the policies.	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
3.2	Ensure user departments are provided copies of the city-wide policies and procedures and are requested to comply and develop internal procedures for fuel cards. Training should be given to personnel that use WEX fuel cards to ensure understanding and adherence to the policies and procedures.	Departmental Procedures are being evaluated for best practices and will ensure they are in compliance with City-Wide policy. Responsible Party: Chief Gina V. Hawkins and Chief Financial Officer Jay Toland Implementation Date: 9/1/2019	Not Implemented City-wide and departmental policies are being developed and reviewed. The Fayetteville Police Department took immediate action regarding WEX fuel card usage relating to the observations presented in the	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2019-05 WEX Fuel Cards: Police Department				

			audit report. New procedures were established and communicated to personnel. Management continues to refine the procedures based on best practices and policies and procedures will be codified and disseminated.	
3.3	A process should be developed to ensure when personnel are no longer employed with the City, their WEX fuel card PIN number is deactivated immediately after their last day of employment.	<p>Departmental Procedures are being evaluated for best practices and will ensure they are in compliance with City-Wide policy.</p> <p>Responsible Party: Chief Gina V. Hawkins and Chief Financial Officer Jay Toland</p> <p>Implementation Date: 9/1/2019</p>	<p>Partially Implemented</p> <p>The Fayetteville Police Department took immediate action regarding WEX fuel card usage relating to the observations presented in the audit report. New procedures were established and communicated to personnel. Management continues to refine the procedures based on best practices and policies and procedures will be codified and disseminated.</p> <p>Departmental and city-wide policies are being developed and reviewed.</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Police Department

3.4	Sharing PIN's should be considered a violation of policy.	<p>Departmental Procedures are being evaluated for best practices and will ensure they are in compliance with City-Wide policy.</p> <p>Responsible Party: Chief Gina V. Hawkins and Chief Financial Officer Jay Toland</p> <p>Implementation Date: 9/1/2019</p>	<p>Partially Implemented</p> <p>The Fayetteville Police Department took immediate action regarding WEX fuel card usage relating to the observations presented in the audit report. New procedures were established and communicated to personnel. Management continues to refine the procedures based on best practices and policies and procedures will be codified and disseminated.</p> <p>Departmental and City-wide policies are being developed and reviewed.</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
4.1	Management should ensure fuel consumption of each vehicle and personnel are monitored and reviewed and any abnormalities in fuel consumption, to include purchases of higher grade fuel, is investigated. Additionally, trend analysis should be performed to identify and justify	<p>This will be included with the City-wide policy and departmental procedure.</p> <p>Responsible Party: Chief Gina V. Hawkins and Chief Financial Officer Jay Toland</p> <p>Implementation Date: 9/1/2019</p>	<p>Partially Implemented</p> <p>The Fayetteville Police Department took immediate action regarding WEX fuel card usage relating to the observations presented in the audit report. New procedures were established and</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2019-05 WEX Fuel Cards: Police Department				
	increases/decreases in monthly fuel consumption.		communicated to personnel. Management continues to refine the procedures based on best practices and policies and procedures will be codified and disseminated. Departmental and city-wide policies are being developed and reviewed.	
4.2	Based on the type of apparatus/vehicle, management should establish a mechanism to track miles per gallon, assess vehicle utilization and monitor potential abuse.	This will be included with the City-wide policy and departmental procedure. Responsible Party: Chief Gina V. Hawkins and Chief Financial Officer Jay Toland Implementation Date: 9/1/2019	Partially Implemented The Fayetteville Police Department took immediate action regarding WEX fuel card usage relating to the observations presented in the audit report. New procedures were established and communicated to personnel. Management continues to refine the procedures based on best practices and policies and procedures will be codified and disseminated.	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019
A2019-05 WEX Fuel Cards: Police Department				

			Departmental and city-wide policies are being developed and reviewed.	
4.3	Although the WEX system allows fuel card controls, establishment of a process to review for exceptions is recommended.	This will be included with the City-wide policy and departmental procedure. Responsible Party: Chief Gina V. Hawkins and Chief Financial Officer Jay Toland Implementation Date: 9/1/2019	Partially Implemented The Fayetteville Police Department took immediate action regarding WEX fuel card usage relating to the observations presented in the audit report. New procedures were established and communicated to personnel. Management continues to refine the procedures based on best practices and policies and procedures will be codified and disseminated. Departmental and city-wide policies are being developed and reviewed.	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
5.1	Internal Audit recommends the Police Department implement a fuel card inventory process. At a minimum, the following should be performed:	This will occur with the development of the departmental procedure as well as evaluating the best practice for the future.	Partially Implemented As of April 30, 2019, the Police Department had conducted inventories of all fuel cards and is currently in the evaluation of	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Police Department

	<p>1. Require an annual physical verification of all fuel cards, as evidenced by signature and date of the personnel conducting the inventory and the cardholder assigned to the vehicle;</p>	<p>Responsible Party: Assistant Chief Anthony Kelly</p> <p>Implementation Date: 9/1/2019</p>	<p>the process of maintaining the spare fuel cards and miscellaneous fuel cards.</p> <p>Ongoing, the police department will be conducting an inventory of all WEX cards during the Quadrennial inspection before the end of 2019. The police department will conduct an inspection twice a year to ensure accountability. This process will be reflected in the departmental policies and procedures.</p>	
5.2	<p>Internal Audit recommends the Police Department implement a fuel card inventory process. At a minimum, the following should be performed:</p> <p>2. Unaccounted for fuel cards should be deactivated immediately;</p>	<p>This will occur with the development of the departmental procedure as well as evaluating the best practice for the future.</p> <p>Responsible Party: Assistant Chief Anthony Kelly</p> <p>Implementation Date: 9/1/2019</p>	<p>Partially Implemented</p> <p>As of April 30, 2019, the Police Department had conducted inventories of all fuel cards and took immediate action relating to fuel cards that could not be accounted for during the inventory.</p> <p>Ongoing, the police department will be conducting an inventory of all WEX cards during the</p>	<p>Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.</p>

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Police Department

			Quadrennial inspection before the end of 2019. The police department will conduct an inspection twice a year to ensure accountability. This process will be reflected in the departmental policies and procedures, to include deactivating unaccounted for fuel cards.	
5.3	Internal Audit recommends the Police Department implement a fuel card inventory process. At a minimum, the following should be performed: 3. Management should develop and maintain a listing of vehicles and the fuel cards assigned, to include spare and miscellaneous fuel cards;	This will occur with the development of the departmental procedure as well as evaluating the best practice for the future. Responsible Party: Assistant Chief Anthony Kelly Implementation Date: 9/1/2019	Partially Implemented As of April 30, 2019, the Police Department had conducted inventories of all fuel cards and is currently in the evaluation of the process of maintaining the spare fuel cards and miscellaneous fuel cards. The inventory process is being established in policies and procedures.	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
5.4	Internal Audit recommends the Police Department implement a fuel card inventory process. At a minimum, the following should be performed:	This will occur with the development of the departmental procedure as well as evaluating the best practice for the future. Responsible Party: Assistant Chief Anthony Kelly	Partially Implemented As of April 30, 2019, the Police Department had conducted inventories of all fuel cards and is currently in the evaluation of the process of maintaining the	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Police Department

	4. Management should ensure cancellation of fuel cards due to disposal/surplus is completed on a timely basis and are followed-up to ensure they are deactivated;	Implementation Date: 9/1/2019	spare fuel cards and miscellaneous fuel cards. The inventory process is being established in policies and procedures, to include cancelling fuel cards due to disposal/surplus.	
5.5	Internal Audit recommends the Police Department implement a fuel card inventory process. At a minimum, the following should be performed: 5. Establish a process in which fuel cards without activity for a given period of time are deactivated; and	This will occur with the development of the departmental procedure as well as evaluating the best practice for the future. Responsible Party: Assistant Chief Anthony Kelly Implementation Date: 9/1/2019	Partially Implemented As of April 30, 2019, the Police Department had conducted inventories of all fuel cards and is currently in the evaluation of the process of maintaining the spare fuel cards and miscellaneous fuel cards. The inventory process is being established in policies and procedures, to include deactivating fuel cards without activity.	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
5.6	Internal Audit recommends the Police Department implement a fuel card inventory process. At a minimum, the following should be performed:	This will occur with the development of the departmental procedure as well as evaluating the best practice for the future.	Implemented As of April 30, 2019, the Police Department had conducted inventories of all fuel cards and is currently in the evaluation of	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Police Department

	6. The Police Department should immediately complete a physical inventory of all WEX fuel cards to ensure existence and immediately deactivate all fuel cards not located.	Responsible Party: Assistant Chief Anthony Kelly Implementation Date: 9/1/2019	the process of maintaining the spare fuel cards and miscellaneous fuel cards	
6	Management should utilize the controls within the WEX fuel card online system when possible, and when not possible, alternative controls should be put in place to detect exceptions.	The existing controls will be evaluated to determine which thresholds need to be increased. Responsible Party: Assistant Chief Anthony Kelly Implementation Date: 9/1/2019	Not Implemented The department is awaiting a response back from WEX management team to determine the process of limiting the purchases to vehicle products such as gas and oil.	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
7	Internal Audit recommends WEX fuel card administration responsibilities be reassigned in order to achieve an effective separation.	Management Concur Responsible Party: Chief Gina V. Hawkins and Chief Financial Officer Jay Toland Implementation Date: 9/1/2019	Not Implemented Awaiting final city-wide policy to ensure this is accomplished.	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.
8	Management should ensure personnel sign a fuel usage agreement that details the terms and conditions on the proper use of	This will be a part of the overall departmental training of the City-wide policy.	Not Implemented Awaiting final departmental and city-wide policy to ensure this is accomplished.	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.

**Office of Internal Audit
Quarterly Management Implementation Status Report
Fiscal Year 2018-2019 (4th Quarter)**

KEY	Not Implemented	Partially Implemented	Implemented	Past Implementation Date
	Recommendation	Management Response	Management Follow-up Response – August 8, 2019	Management Follow-up Response – April 25, 2019

A2019-05 WEX Fuel Cards: Police Department

	the fuel card prior to issuing fuel cards.	<p>Responsible Party: Assistant Chief Anthony Kelly</p> <p>Implementation Date: 9/1/2019</p>		
9	Internal Audit recommends the Police Department implement the recommendations as previously presented in the above findings to ensure internal controls are established, followed, maintained, and properly documented to include a process to ensure adequate follow-up regarding questionable fueling transactions.	<p>The evaluation of the entire process will include clear internal controls and documented accountability of the process.</p> <p>Responsible Party: Chief Gina V. Hawkins</p> <p>Implementation Date: 9/1/2019</p>	<p>Partially Implemented</p> <p>The Fayetteville Police Department took immediate action regarding WEX fuel card usage relating to the observations presented in the audit report. New procedures were established and communicated to personnel. Management continues to refine the procedures based on best practices and policies and procedures will be codified and disseminated.</p> <p>Awaiting final departmental and city-wide policy to ensure this is accomplished.</p>	Not Applicable – Audit report presented at May 2, 2019 Audit Committee meeting.