



Office of Internal Audit

**City of Fayetteville, NC  
Audit Committee  
Meeting**

**August 22, 2024 @3:00 pm**

**1<sup>st</sup> Floor – Lafayette Room**

**433 Hay Street, Fayetteville, NC 28301**

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## **AGENDA**

1. Call to Order
2. Approval of Agenda
3. Approval of Meeting Minutes
4. Management Reports *(Summary presented by Internal Audit staff)*
  - a. Quarterly Management Implementation Status Report
5. Internal Audit Activities *(Presented by Internal Audit staff)*
  - a) Fire Kronos Implementation Follow-up Audit
  - b) Police Department Confidential Funds Audit
  - c) Fiscal Year 2025 Audit Plan

Attachments:

- a) Draft Special Audit Committee Meeting Minutes – May 13, 2024
- b) Draft Meeting Minutes – May 15, 2024
- c) Fiscal Year 2025 Audit Plan
- d) Fire Kronos Implementation Follow-up Audit Report (A2022-01F)
- e) Police Department Confidential Funds Audit Report (A2024-01)
- f) Internal Audit Annual Report FY24 (Informational Purposes Only)

**SPECIAL AUDIT COMMITTEE MEETING MINUTES  
LAFAYETTE CONFERENCE ROOM  
CITY HALL, 433 HAY STREET, FAYETTEVILLE  
MAY 13, 2024  
3:00 P.M.**

**Committee Members Present:** D.J. Haire, Council Member, Committee Chair  
Dr. Mfon Akpan, Vice Chair  
Derrick Thompson, Council Member  
Deno Hondros, Council Member (arrived at 3:15 P.M.)

**Staff Present:** Doug Hewett, City Manager (joined via Zoom)  
Kelly Olivera, Assistant City Manager  
Jeffrey Yates, Assistant City Manager  
Rose Rasmussen, Internal Audit Director  
Christina Zimmerman, Sr. Internal Auditor  
Eleanor Myers, Internal Auditor  
Jody Picarella, Chief Financial Officer  
Brittany McLaurin, Assistant Chief Financial Officer  
Amanda Mott, Accounting Manager  
Nedra Rodriguez, Finance Reporting Manager  
Kimberly Toon, Purchasing Manager  
Lachelle Pulliam, City Attorney  
Paula Handberry, Executive Assistant to the City Council

**Others Present:** Robert E. Bittner III, CPA, MBA, PBMares, Inc.

**1. Call to Order**

Council Member Haire called the meeting to order at 3:00 PM. Council Member Thompson offered the invocation.

**2. Approval of Agenda**

**MOTION:** Council Member Thompson moved to approve the agenda  
**SECOND:** Dr. Mfon Akpan  
**VOTE:** UNANIMOUS (3-0)

**3. Fiscal Year Ended June 30, 2023 Annual Comprehensive Financial Report, Audit Results and LGERS Results – Presented by Mr. Robert E. Bittner III, CPA, MBA, PBMares, Inc.**

Mr. Robert E. Bittner III, CPA, MBA, PBMares, Inc. presented this item. He began by thanking the City, Audit Committee, and Finance Department for allowing their firm to serve the City.

The Components of the Annual Comprehensive Financial Report (ACFR) provides all financial information the City has. The main parts of the Annual Comprehensive Financial Report are:

- Management’s Discussion and Analysis
- Government-wide Financial Statements
- Fund Financial Statements
- Notes to the Financial Statements
- Required Supplemental Information
- Other Supplemental Information
- Statistical Data
- Compliance

The role of PBMares, Inc. is to provide an opinion. There are four types of opinions:

- Adverse
- Disclaim
- Qualified
- Unmodified – “Clean” (Highest Level of Assurance)

The City received an Unmodified opinion.

The breakdown for the General Fund Revenue for the Year Ended June 30, 2023 were:

- Unrestricted Intergovernmental 45.9%
- Ad valorem taxes 38.3%
- Restricted Intergovernmental 6.5%
- Sales and Services 2.9%
- Permits and fees 1.7%
- Miscellaneous 1.9%
- Other Taxes 0.8%
- Interest income 2%

The Unrestricted Intergovernmental revenue was abnormal. The ad valorem taxes were the highest pre COVID-19.

The tax rate for Year Ended June 30, 2023 remained the same as Year Ended June 30, 2022.

The property tax levy collection for all taxes declined during 2020 to 2022. The collection is now back to normal.

The breakdown for the General Fund Expenditures for the Year Ended June 30, 2023 were:

- Public Safety 54.0%
- Administration 17.4%
- Debt Service 11.3%
- Environmental 0.2%
- Recreation 9.7%

- Economic Development 1.4%
- Transportation 6.0%

The General Fund Balance has shown significant growth.

The Fund Balance available as a percentage of General Fund Net Expenditures for the Year Ended June 30, 2023 shows the City a bit lower.

The outstanding debt as a percent of legal debt limit for Fayetteville is 8%.

The audit was performed in compliance with Government Auditing Standards, Federal Single Audit Act/Uniform Guide, State Single Audit Implementation Act, and Passenger Facilities Charges.

The State Single Audit Implementation Act requires a number of programs be tested each year for federal or state compliance. Five major federal programs were tested and two major state programs were tested.

### **Report on Internal Control over Financial Reporting and Compliance**

- A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis.
- A Significant Control Deficiency is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.
- A Material Weakness is a significant deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the financial statements will not be prevented, or detected and corrected on a timely basis.

This year, two items qualified for Significant Control Deficiency:

- **Finding: 2023-001:** Significant Compliance Violation and Significant Deficiency in Internal Control over Compliance – Timeliness of Audited Financial Statements Submission
- **Criteria:** North Carolina General Statute 159-34 requires the submission of the annual audit 4 months past the end of the fiscal year, with an extended date at 5 months past the end of the fiscal year.
- **Condition and context:** The June 30, 2023 financial statements were not submitted to the Local Government Commission until over 7 months past the original due date or 6 months past the extended due date.
- **Effect:** The City of Fayetteville has not complied with NC General Statute 159-34.
- **Cause:** High staff turnover and implementation of a new financial software package that resulted in significant delays in the ability to accurately close the accounting period to prepare for audit.
- **Recommendation:** Hire sufficient staff in the Finance Department as well as complete more robust implementation testing prior going live with a new software package to meet the financial reporting deadline outlines in NC G.S. 156-34.

Council Member Haire asked what are the penalties for submitting late audit. Mr. Bittner responded there is technically no penalty. If an audit has not been submitted after 9 months, Local Government Commission (LGC) will issue a letter and place businesses on a watch list.

Dr. Mfon Akpan, Vice Chair asked would being on the watch list impact credit. Mr. Bittner responded he's not aware of the credit impact. Discussion ensued.

- **Finding: 2023-002:** Significant Deficiency in Internal Control over Compliance – Timeliness Reporting – CDBG Quarterly Reports
- **Program Assistance Listing Number:** 14.218 Community Development Block Grant/Entitle Grants
- **Federal Agency:** Department of Housing and Urban Development
- **Applicable Compliance Requirement:** Reporting
- **Criteria:** The May 2023 Office of Management and Budget (OMB) Compliance Supplement requires the PR29-CDBG Cash on Hand Quarterly Report be files for all recipients of CDBG Entitlement Grants.
- **Condition and context:** The City submitted three out of four Cash on Hand reports between eight and 90 days late.
- **Effect:** Cash on Hand reports were not submitted timely.
- **Cause:** Insufficient control environment, experienced staff turnover, and changes in accounting software.
- **Recommendation:** The City of Fayetteville establish appropriate controls and hire appropriate staff to ensure timely submission of required reports.

Council Member Hondros asked does this finding affect the City receiving the Choice Grant. Ms. Kelly Olivera, Assistant City Manager responded the City has not received any indication from HUD. Discussion ensued.

A Management Letter was included in the report to City Council concerning three other items:

- CDBG Compliance – Draw down availability
- PFC Compliance – Report Submission
- HOME Compliance –Draw down availability

Discussion ensued regarding the management letters.

Performance Indicators are formula driven items that come from the data input form that is required to submit the audit.

For the year ended June 30, 2023, the City had three performance indicators, for these the City Council will be responsible for responding directly to the LGC within 60 days of the formal presentation by the auditor to the City Council.

City Manager Doug Hewett stated there is an appropriate concern regarding the lateness of the audit. Discussion ensued.

**MOTION: Council Member Thompson moved to accept the Fiscal Year Ended June 30, 2023 Annual Comprehensive Financial Report, Audit Results**  
**SECOND: Dr. Mfon Akpan**  
**VOTE: UNANIMOUS (4-0)**

**Adjournment**

Council Member Thompson moved to adjourn the meeting at 4:14 P.M.

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D.J. Haire, Committee Chair

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Paula Handberry, Executive Assistant to the City Council

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**FAYETTEVILLE AUDIT COMMITTEE MEETING MINUTES  
LAFAYETTE CONFERENCE ROOM  
CITY HALL, 433 HAY STREET  
MAY 15, 2024  
3:00 P.M.**

**Committee Members Present:** D.J. Haire, Council Member, Chair (joined via Zoom at 3:16 p.m.)  
Dr. Mfon Akpan, Vice Chair  
Derrick Thompson, Council Member  
Deno Hondros, Council Member

**Staff Present:** Lachelle Pulliam, City Attorney  
Jeffery Yates, Assistant City Manager  
Rose Rasmussen, Internal Audit Director  
Christina Zimmerman, Senior Internal Auditor  
Eleanor Myers, Internal Auditor  
Willie Johnson, Interim Chief Information Officer  
Dr. Gerald Newton, Development Services Director  
David Steinmetz, Development Service Assistant Director  
James Rutherford, Housing & Code Enforcement Division Manager  
Chief Kevin Dove, Fire Chief  
Lee Hicks, Police Major, Chief of Staff  
Paula Handberry, Executive Assistant to the City Council

**1. CALL TO ORDER**

Dr. Mfon Akpan called the meeting to order at 3:00 p.m.

**2. APPROVAL OF THE AGENDA**

**MOTION:** Dr. Mfon Akpan moved to approve the agenda.

**SECOND:** Council Member Thompson

**VOTE:** UNANIMOUS (3-0)

**3. APPROVAL OF MEETING MINUTES**

January 25, 2024

**MOTION:** Council Member Thompson moved to approve the January 25, 2024 meeting minutes.

**SECOND:** Council Member Hondros

**VOTE:** UNANIMOUS (3-0)

**4. MANAGEMENT REPORTS**

**A. Quarterly Management Implementation Status Report**

The format of the Corrective Action Plan (CAP) has been updated. This update aligns the CAPs with the new follow up report format and will hopefully be easier for everyone to follow.



Of the six completed audits on the Corrective Action Plan, three are ready for follow up by Internal Audit. Management has expressed that all recommendations have been fully implemented or will not be implemented.

Residential Solid Waste Fees has two recommendations. A request for proposal will be completed for a new Fleet Onboarding Management System. Once the software is in place, the address data and applicable policies will be updated.

The Fire Kronos Implementation has two recommendations. The written policies and procedures have been drafted and are being reviewed.

The Police Kronos Implementation has two recommendations. The department is working on a succession manual that will cover procedures executed by the Personnel Technician and updating their Personnel and Payroll Operating Procedures. The implementation is scheduled to be completed by July 1, 2024.

## **5. INTERNAL AUDIT ACTIVITIES**

### **A. Changes to the FY 2024 Annual Audit Plan**

The Audit Committee Bylaws states the Internal Audit Director will inform the Audit Committee of any major changes to the plan and the reason for the changes.

Internal Audit originally planned to complete the Transit Grants Audit and Fleet Management Audit. However, Internal Audit has adjusted the FY2024 Audit plan.

- Transit Grants – The department has experienced turnover in the position responsible for the grant related functions, specifically the Director and Analyst positions.
- Fleet Management – The Fleet Manager position has been difficult to fill for many years. The City recently hired a new Fleet Manager. After an initial meeting with the new Fleet Manager, Internal Audit determined an audit would not be productive due to the pending process changes proposed by the new Fleet Manager. Once the department standards have been established, this audit will be completed.

In lieu of the two projects on hold, Internal Audit has been working on the completion of the remaining audits on the CAP that are ready for follow-up. Code Enforcement Violation Enforcement and Collections, Wireless Communications Usage, and the Vector Fleet Contract.

The Contract Practices and Procedures Audit was originally conducted in October, 2017. Management stated the recommendations were fully implemented in October, 2019. Internal Audit has identified challenges while conducting a follow-up. The policy has been completely updated since the original audit. The implementation of the Oracle HUB software from JDE has also changed. The individuals involved in the original audit no longer work for the City. Discussion ensued about the timeframe of old audits.

**MOTION:** Council Member Thompson moved to accept the FY2024 Annual Audit Plan, with the removal of the discussed follow- up audits.

**SECOND:** Council Member Hondros

**VOTE:** UNANIMOUS (4-0)

## **B. Code Violation Enforcement and Collections Follow-up Audit (A2019-06F)**

The original audit was presented in August, 2019 with seven agreed upon recommendations. The department reported all recommendations were fully implemented on the January 28, 2021 Corrective Action Plan. The scope of this audit was to determine if the seven recommendation were implemented. Internal Audit found all recommendations were fully implemented.

The department implemented the recommendations by establishing policies and procedures, providing staff training, developing a quality review program, and communicating with the City Attorney's Office on specific cases, processes, and the City Code of Ordinance.

There are two recommendations from the follow-up. For each applicable section of the Ordinance, the Ordinance states the amount of the fine or penalty associated with the specific violation and that each day shall constitute a separate offense. However, the fines and penalties are either being waived or reduced to one day fine or penalty. This is inconsistent with the ordinance. The departments should come to an agreement on who will be responsible for obtaining and providing the information needed by the collection agency to allow the City to try and collect on unpaid fines and penalties.

**MOTION: Council Member Thompson moved to accept the Code Violation Enforcement and Collections Follow-up Audit.**

**SECOND: Council Member Hondros**

**VOTE: UNANIMOUS (4-0)**

## **C. Vector Fleet Contract Follow-up Audit (A2020-04F)**

Ms. Rose Rasmussen, Internal Audit Director provided a timeline for the Vector Fleet Contract Relationship with the vendor and the audit.

- The City entered into the contract with Vector on July 1, 2019.
- The Internal Audit was completed in September 2020 with 13 original recommendations. However, due to the relationship with the vendor at the time, we were unable to present the audit findings.
- Effective June 30, 2021 the contract relationship with the Vector ended, and Internal Audit determined only 3 of the 13 recommendations were still relevant. The audit report was updated.
- In November 2021, the audit report was presented to the Audit Committee with 3 agreed upon recommendations.
- On January 25, 2024, the City Management reported all recommendations were fully implemented or would not be implemented.

The scope of the audit was to determine if the three remaining recommendations were implemented. Management no longer concurs with the recommendation to establish a Fleet Maintenance Committee. Internal Audit determined the recommendation to update the fleet management policies and procedures was implemented.

Council Member Thompson asked how much time will be given to the new Fleet Manager to implement his system to concur with policies. Ms. Rasmussen responded six months to one year. This will give time to establish processes and a period to audit.

**MOTION: Council Member Thompson moved to accept the Vector Fleet Contract Follow-up Audit.**  
**SECOND: Dr. Mfon Akpan**  
**VOTE: UNANIMOUS (4-0)**

**D. Wireless Communication Usage Follow-up Audit (A2021-02F)**

The original audit was presented in August, 2021 with seven agreed upon recommendations. The department reported the remaining six recommendations were fully implemented on the April 27, 2023 Corrective Action Plan. The scope of the follow-up audit was to determine if the remaining six recommendations were fully implemented. The scope of the original audit included Police and Fire departments. However, these departments discontinued use of Verizon Wireless service and assumed sole responsibility of the wireless devices within their respective departments. Therefore, follow-up testing did not include these departments.

Internal Audit found two of the recommendations were fully implemented by establishing written policies and procedures, and assigning devices to appropriate service plans. The four recommendations not implemented are conducting a full inventory, establishing a policy requiring periodic inventory, establish a centralized inventory, and follow City standards for properly documenting surplus and removal of all devices.

Dr. Akpan asked could the provider perform an electronic search of active devices. Ms. Rasmussen responded yes. Discussion ensued.

**MOTION: Council Member Hondros moved to accept the Wireless Communication Usage Follow-up Audit.**  
**SECOND: Dr. Mfon Akpan**  
**VOTE: UNANIMOUS (4-0)**

**6. ADJOURNMENT**

There being no further business the meeting adjourned at 3:55 p.m.

August 22, 2024

Members of the Audit Committee,

Enclosed is the updated Quarterly Management Implementation Status 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.

A short summary of the progress updates are provided to allow a quick assessment of the audit report recommendations NOT fully implemented. 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.

A summary of the report will be presented. We welcome discussion on the management updates.

Respectfully,  
Rose Rasmussen, CIA, CFE  
Internal Audit Director

Office of Internal Audit  
 Quarterly Management Implementation Status Report  
 Fiscal Year 2023-2024 (4th Quarter)

Recommendations							
Audit Title	Date Released	Issued	Accepted	Not Started	In Progress	Implemented	Overdue
Residential Solid Waste Fees A2019-04	October 2019	5	5	0	0	4	1

## A2019-04 Residential Solid Waste Fees

Not Started	In Progress	Implemented	Overdue	Total
<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>

<b>RECOMMENDATION 2.2</b>	Develop a process to add, activate and inactivate addresses in Fleetmind as needed to maintain current, accurate, valid data.
<b>MANAGEMENT RESPONSE</b>	<p>Management concurs with the need to develop a process to add, activate and inactivate addresses in Fleetmind to maintain a current, accurate, and valid database. However, this process is contingent upon the outcomes of 'Recommendation #1'. Further, full implementation of these processes involves compliance and cooperation from entities outside the direct control and influence of the Solid Waste Division such as CoF's Planning Division, Cumberland County and FleetMind Vendor. Implementation dates provided below are for those activities that are within the direct control and influence of the Solid Waste Division as well as what can be accomplished within Council appropriated budgetary limits.</p> <p><b>Responsible Party:</b> Public Services Director  <b>Implementation Date:</b> June 30, 2022</p>
<b>STATUS AS OF APRIL 25, 2024</b>	<p><b>Overdue:</b> Although some Fleetmind upgrades are complete, the Fleetmind system is not consistent. SW will complete an RFP for the Fleet-onboarding system before the end of FY24.</p> <p>Routesmart street data is outdated and will be updated in FY24.</p> <p>Upon completing "Recommendation 1" and updating Routesmart and Fleetmind, SW will vet the onboarding data to align with any necessary ordinance revisions.</p>
<b>STATUS AS OF AUGUST 22, 2024</b>	<p>Solid Waste updates the Fleetmind system once a year by reconciling the SW Levy from the County with Fleetmind addresses. In addition, addresses are added to Fleetmind based on email notifications from developers of new areas that require carts, notifications from new homeowners requesting carts, driver notifications of new homes, and by searching the ITP Plans portal from Development Services.</p>

When we receive this information, we email our Route Administrator and Waste Management to update both records of addresses receiving SW/WM services.

Routesmart is updated and running.

No changes have been made to the ordinance in reference to accepted residential units, so there's no need to update Fleetmind data on what is considered an acceptable unit. A "Residential Unit" is defined as a piece of land with seven (7) or fewer residential properties, subject to the Solid Waste User Fee.

<b>RECOMMENDATION 2.3</b>	Develop comprehensive written policies and procedures to maintain Fleetmind data integrity, once the processes are established.
<b>MANAGEMENT RESPONSE</b>	<p>Management concurs with the need to develop comprehensive written policies and procedures to maintain Fleetmind data integrity. However, this process is contingent upon the outcomes of 'Recommendation #1". Further, full implementation of these processes involves compliance and cooperation from entities outside the direct control and influence of the Solid Waste Division such as CoF's Planning Division, Cumberland County and FleetMind Vendor. Implementation dates provided below are for those activities that are within the direct control and influence of the Solid Waste Division as well as what can be accomplished within Council appropriated budgetary limits.</p> <p><b>Responsible Party:</b> Public Services Director  <b>Implementation Date:</b> June 30, 2022</p>
<b>STATUS AS OF APRIL 25, 2024</b>	<p><b>Overdue:</b> The SW team will commence writing policies and procedures to uphold data integrity (<b>the overall accuracy, completeness, and consistency of data</b>) for Fleetmind and Routesmart following the Council's approval of the SW Ordinance and updating Routesmart street data. In FY24, the staff will also upgrade the onboarding system to replace Fleetmind. The new ordinance took effect on July 1, 2023.</p>
<b>STATUS AS OF AUGUST 22, 2024</b>	<p>Solid Waste will draft policies and procedures to maintain data integrity for the onboarding system by the end of the second quarter (December 31, 2024). A meeting with the City Manager on August 15, 2024, is scheduled to discuss Fleetmind, Cityworks, a new onboarding system, etc. After the meeting, Solid Waste will proceed according to the direction provided by the City Manager.</p>



# FIRE KRONOS IMPLEMENTATION FOLLOW-UP (A2022-01F)

ISSUED AUGUST 2024

## Office of Internal Audit

Internal Audit Director  
Rose Rasmussen, CIA, CFE

Senior Internal Auditor  
Christina Zimmerman, CFE

Internal Auditor  
Eleanor Myers



**OUR MISSION**

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

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# ORIGINAL REPORT HIGHLIGHTS

## Fire Kronos Implementation (A2022-01)

Original Report Issued:  
January 2022

**Objective:** To determine if payroll processes and associated internal controls were adequate to ensure Fire Department personnel were paid accurately.

### Scope:

- Included Fire Department payroll from June 21, 2021 through September 26, 2021 for 38 (11%) active Fire Department personnel for seven pay periods;
- The sample included exempt, non-exempt, firefighters and non-firefighters; and
- Only hours were audited. Payments were not calculated.

### Background

- Kronos, an electronic timekeeping system, was implemented for all City departments during fiscal year 2016, except for the public safety departments.
- The Fire Department used Telestaff, an electronic scheduling system, to schedule, deploy and manage department resources.
- Prior to the Fire Department Kronos implementation, employees' hours worked and leave taken were entered manually into JD Edwards, the City's financial system, from Telestaff reports.

### Highlights:

- Work and leave hours were scheduled in Telestaff and imported into Kronos. The hours were then imported into JD Edwards for payment calculations and payment to employees.

Figure 1: Import Process



- No payroll policy existed for the payment for 112 hours each pay period regardless of the hours actually worked.
- Payroll Procedures needed updated and an alternate payroll processor needed trained based on current processes.
- A review of payroll information and approval in Kronos was not conducted by an independent party.

### CONCLUSION

Based on the audit work performed, the Office of Internal Audit concluded overall the implementation was sufficient for employees to be paid correctly, but internal controls could be strengthened.

### WHY THIS MATTERS

Without adequate controls, the risk of payroll inconsistencies and errors increases. In addition, without written payroll policies, institutional knowledge could be lost over time.



# Fire Kronos Implementation Follow-Up (A2022-01F)

The Office of Internal Audit has completed follow-up on the Fire Kronos Implementation Performance Audit approved by the Audit Committee on January 27, 2022.

### Objective and Scope

Determine whether management implemented corrective actions to the audit recommendations reported by the Office of Internal Audit.

The scope of the follow-up audit was limited to the findings and accepted recommendations in the original audit of Fire Kronos Implementation. This included a review of departmental policies and procedures and associated training.

### Background

The original audit report, dated January 27, 2022, had four agreed upon recommendations. The audit provided management with recommendations to:

- Establish written payroll policies;
- Update and maintain documented payroll procedures;
- Designate and train an alternate employee to perform payroll processes; and
- Require quality reviews of timecards which at a minimum should include manual corrections.

### Summary Results

*4 recommendations were agreed upon in January of 2022*

Testing included an evaluation of the agreed upon recommendations to determine if corrective actions were implemented as reported. The Department implemented four recommendations by:

- Establishing written policies and procedures;
- Designating and training a backup person for the Personnel Technician; and
- Implementing a review process by qualified personnel for timecards.

The Office of Internal Audit has concluded the Fire Kronos Implementation Follow-up Audit and expresses appreciation for the assistance provided by Department staff.



**FULLY IMPLEMENTED**

4



**PARTIALLY IMPLEMENTED**

0



**NOT IMPLEMENTED**

0

## Finding 1 –Management should strengthen controls for payroll processes.

<b>Recommendation 1.1</b>	The Fire Department should work with the Human Resource Development Department and the City Attorney’s Office and establish written payroll policies.
<b>CURRENT OBSERVATION</b>	The Fire Department created and implemented Fayetteville Fire Department Policy #124 – Payroll, FAYPAY and Kronos Guidelines effective 4/15/2024. The Fire Department provided the policy to the Human Resource Development Department and requested review and feedback.
<b>DETERMINED STATUS</b>	<b>IMPLEMENTED</b>
<b>Recommendation 1.2</b>	The Fire Department should update and maintain documented payroll procedures to align with current payroll processes. The procedures should be sufficient for alternate employees to process departmental payroll.
<b>CURRENT OBSERVATION</b>	The Department provided documented procedures detailing the Fire Department payroll process.
<b>DETERMINED STATUS</b>	<b>IMPLEMENTED</b>
<b>Recommendation 1.3</b>	The Fire Department should designate and train an alternate employee to perform payroll processes.
<b>CURRENT OBSERVATION</b>	The Fire Analyst was designated as the backup payroll processor and training was provided. Training was also provided to Department leadership with oversight or approval responsibility for the payroll process.
<b>DETERMINED STATUS</b>	<b>IMPLEMENTED</b>
<b>Recommendation 1.4</b>	The Fire Department should require a qualified independent employee, conduct a review, which at a minimum should include the manual corrections made, and approve the timecards in Kronos.
<b>CURRENT OBSERVATION</b>	The Department implemented a layered timecard review process in Telestaff and Kronos by staff members who successfully completed payroll training provided by the Personnel Technician.
<b>DETERMINED STATUS</b>	<b>IMPLEMENTED</b>



# POLICE DEPARTMENT CONFIDENTIAL FUNDS

ISSUED AUGUST 2024

## Office of Internal Audit

Director of Internal Audit  
Rose Rasmussen, CIA, CFE

Senior Internal Auditor  
Christina Zimmerman, CFE

Internal Auditor  
Eleanor Myers



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

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# Police Department Confidential Funds Highlights

## Police Department Confidential Funds (A2024-01)

Issued:  
August 2024

**Objective:** To determine if:

- Confidential funds were administered in accordance with applicable policies and procedures;
- Proper internal controls were in place to safeguard confidential funds;
- Use of the funds were properly authorized, approved and recorded; and
- Complete and accurate records were maintained.

**Scope:** June 1, 2023 through May 31, 2024

### Background

- The Vice Investigations Division administered and controlled the cash fund.
- The annual budget was \$100,000.00.
- The fund enabled the unit to operate by concealing their identity.
- Cash was safeguarded and monitored for authorized use.

### Audit Methodology

To review compliance and determine the adequacy of internal controls, Internal Audit:

- Reviewed applicable written policies, procedures, and guidelines;
- Interviewed Police Department personnel involved in the administration, maintenance and use of confidential funds;
- Completed an onsite cash count for each officer in the sample to reconcile with the ledger maintained by the officer;
- Reviewed the accounting records and documents pertaining to confidential funds to include training provided through PowerDMS; and
- Traced contraband seized during operations to the Property and Evidence Room.

### Highlights

- During the audit scope, 20 personnel maintained or used confidential funds.
- The sample size was four officers that maintained or used funds.
- The sample included 49 transactions excluding transferring funds to each other.
- Expenditures audited totaled \$31,773.52.

### Conclusion

Based on the work performed the Office of Internal Audit concluded the Division was:

1. Generally in compliance with applicable policies, procedures and guidelines; and
2. Adequate internal controls existed for the Police Department's Confidential Funds.

# Police Department Confidential Funds (A2024-01)



The Office of Internal Audit has completed the Police Department Confidential Funds Audit as approved by the Audit Committee on August 31, 2023.

## **Objective and Scope**

The objectives of the audit were to determine if confidential funds were sufficiently administered in accordance with established laws, regulations, guidelines, policies and procedures, and internal controls existed.

The scope of the audit covered the fund activity from June 1, 2023 through May 31, 2024 with the following limitation:

- When officers partner with outside agencies, the information available, to include validating the existence of purchased contraband, is limited due to the sensitive nature of the work performed.

## **Background**

The Fayetteville Police Department's Vice Investigations Division administered and controlled an informant/expenditure cash fund. The units within this Division conducted covert operations and had a budget of \$100,000 for each fiscal year. The Narcotics Lieutenant was the primary cash custodian with the responsibility of safeguarding the physical cash and ensuring authorized use of the funds. In addition, cash ledgers were maintained, and receipts were completed each time funds were spent by personnel who received or used cash. By using these funds, the units were able to conceal their identity from criminals, vendors and the public. The fund has the following allowable uses:

1. Pay informants or citizen sources;
2. Purchase contraband; or
3. Expenses incurred while working undercover or investigative operations.

## **Summary Result**

Based on the audit work performed, the Office of Internal Audit concluded the Police Department's Vice Investigations Division was generally in compliance with applicable policies, procedures and guidelines and adequate internal controls existed for the Police Department's confidential funds.

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

### Sample Selection Included:

- 4 Officers
- 49 operational transactions reviewed
- \$31,773.52 dollars





# ANNUAL AUDIT PLAN

FISCAL YEAR 2025



## Office of Internal Audit

**Director of Internal Audit**  
Rose Rasmussen, CIA, CFE

**Senior Internal Auditor**  
Christina Zimmerman, CFE

**Internal Auditor**  
Eleanor Myers



## Our Mission

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

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August 22, 2024

Members of the Audit Committee

Enclosed is the proposed Fiscal Year 2025 Audit Plan for the Office of Internal Audit.

The results of the FY2025 Audit Plan are presented along with the estimated time allocation for audits and projects. Actual scheduling of selected projects may be affected by personnel turnover, special audits, and unforeseen circumstances in these projects.

The FY2025 plan includes five new audits, one follow-up audit, two required annual reviews, and three consulting services. The consulting services include providing support to other City Departments with the implementation of the City's Oracle HUB project and new point of sale cashiering system, iNovah.

In FY2024, Internal Audit substituted several new projects with follow-up audit projects due to staffing turnover/shortages and process changes in the auditee departments. The changes were brought to the Audit Committee for approval as required by the Audit Committee Charter. In order to provide more flexibility, a contingency project section is included in the FY2025 Annual Audit plan. These projects will be substituted for any projects that are unable to be completed due to circumstances beyond Internal Audit's control.

I welcome discussion on the proposed audit plan and request approval.

Respectfully,

Rose Rasmussen, CIA, CFE

Internal Audit Director

## A. NEW AUDIT PROJECTS

<b>A.1 NAME OF NEW AUDIT PROJECTS</b>	<b>ESTIMATED HOURS</b>
<b>Police Department Confidential Funds (A2025-01)</b> <i>Potential Risks: Theft, misuse or loss of funds</i>	150
<b>CMO-Construction Management (A2025-02)</b> <i>Potential Risks: Budget overruns, lawsuits, conflicts of interest, kickbacks, improper cost allocation, and construction inconsistent with building standards and contracts</i>	700
<b>Grants (A2025-03)</b> <i>Potential Risks: Barred from applying for grants, not awarded grants, fines, penalties and paying back grant funds</i>	700
<b>Fleet Management (A2025-04)</b> <i>Potential Risks: Additional costs for parts/materials, labor, rental vehicles; delayed operation due to vehicles down or out of service, and injury from improper maintenance</i>	440
<b>Economic &amp; Community Development Loans- Neighborly (A2025-05)</b> <i>Potential Risks: Insufficient loan tracking, documentation and collections; property liens not released timely; fines, penalties and missed grant opportunities for grant noncompliance</i>	440
<b>Total Hours Required for New Audit Projects</b>	<b>2430</b>

## B. FOLLOW-UP PROJECTS

<b>B.1 NAME OF FOLLOW-UP AUDIT PROJECTS</b>	<b>ESTIMATED HOURS</b>
<b>Kronos Implementation-Police (A2022-02F)</b> <i>Potential Risks: Employees paid incorrectly; violations of FLSA resulting in fines</i>	55
<b>Total Hours Required for Follow-up Audit Projects</b>	<b>55</b>

## C REQUIRED ANNUAL REVIEWS & CONSULTING SERVICES

<b>C.1 NAME OF REQUIRED REVIEW</b>	<b>ESTIMATED HOURS</b>
<b>Proximity Card (R2025-01)</b> <i>Potential Risks: Unsecure and unsafe buildings</i>	180
<b>Conflict of Interest (R2025-02)</b> <i>Potential Risks: Kickbacks and additional costs</i>	200
<b>Total Hours for Required Annual Reviews</b>	<b>380</b>

<b>C.2 NAME OF CONSULTING SERVICES</b>	<b>ESTIMATED HOURS</b>
<b>HUB Oracle Access Controls Review (C2025-01)</b>	100
<b>HUB HCM Payroll Implementation (C2025-02)</b>	550
<b>iNovah Point of Sale Implementation (C2025-03)</b>	100
<b>Total Hours for Consulting Services</b>	<b>750</b>

## D INTERNAL AUDIT MANAGEMENT AND ADMINISTRATION

<b>D.1 MANAGEMENT &amp; ADMINISTRATION ACTIVITY DESCRIPTION</b>	<b>ESTIMATED HOURS</b>
<b>Office Management/Support</b>	1758
<b>Staff Development</b>	120
<b>Approved Holidays</b>	312
<b>Approved Employee Leave</b>	435
Total Hours Required for Audit Management & Administration	2625
<b>Total Hours For FY 2024-2025 Audit Plan Projects</b>	<b>6240</b>

## E CONTINGENCY PROJECTS

<b>E.1 NAME OF CONTINGENCY PROJECT</b>	<b>ESTIMATED HOURS</b>
<b>Republic Parking Contract/Downtown Parking Collections</b> <i>Potential Risks: Theft, loss of funds, lawsuit, damaged City reputation</i>	700
<b>Parks, Recreation &amp; Maintenance Contract Management</b> <i>Potential Risks: Overpaying, legal claims, conflict of interest, kickbacks, safety</i>	700
<b>Kace</b> <i>Potential Risks: Data security and integrity</i>	360
<b>Solid Waste Management</b> <i>Potential Risks: Additional costs due to inefficient routes, insufficient vehicle maintenance and improper use of equipment</i>	440
<b>Benefit Deductions</b> <i>Potential Risks: Benefits incorrectly deducted from employee; vendors not paid correctly; employee lapse of coverage</i>	440
<b>Parks, Recreation &amp; Maintenance Rentals</b> <i>Potential Risks: Theft, safety, improper use of parks and facilities</i>	700
<b>Software Licenses</b> <i>Potential Risks: Overpaying, data security</i>	400
<b>Permitting iDT</b> <i>Potential Risks: Theft, revenue improperly recorded, improperly issued permits</i>	400
<b>Parks, Recreation &amp; Maintenance Small Equipment Management</b> <i>Potential Risks: Theft; improper use of equipment; Additional costs for parts/materials, labor, rental equipment; delayed operation due to equipment down or out of service; injury due to improper equipment use and maintenance</i>	480
<b>Fuel Management</b> <i>Potential Risks: Theft; overpaying for fuel; environmental protection associated with fuel storage; safety dealing with flammable liquids</i>	480
<b>Fire Inspection Billings and Collections</b> <i>Potential Risks: Theft; incorrect billing; not collecting on accounts; insufficient documentation</i>	480
Total Hours Required for Contingency Projects	5580

## APPENDIX A

### AIRPORT

Program	Activity	Processes
Air Carrier Operations	Terminal Maintenance & Operations	Maintenance and cleaning of terminal area
Air Carrier Operations	Public Safety	Respond to emergencies
Air Carrier Operations	Public Safety	Conduct investigations
Airport Administration	Administration & Marketing	Attract users and tenants
Airport Administration	Administration & Marketing	Manage community relations
Airport Administration	Salaries	Employee payroll
Airport Administration	Advertising	Obtain and maintain advertising business
Airport Administration	Travel & Training	Maintain a trained staff
Airport Administration	Other Contract Services	Contract management
Airport Administration	Transfers to Capital	Project management
Airport Maintenance	Maintenance Staff Salaries	Employee payroll
Airport Maintenance	Equipment Purchases & Maintenance	Purchase and maintain equipment
Airport Maintenance	Vehicle Maintenance	Vehicle maintenance
Airport Maintenance	Airside Maintenance	Runways and taxiways maintenance
Aircraft Rescue and Fire Fighting/Fire Training	Fire Station 10 Operations	Respond to emergencies
Aircraft Rescue and Fire Fighting/Fire Training	ARFF Vehicle Maintenance	Provide aircraft rescue and firefighting services
Aircraft Rescue and Fire Fighting/Fire Training	FTCC Firefighter Training Venue / Travel & Training	Maintain a trained staff
Parking and Rental Car Operation	Landside Building & Parking Lot Maintenance	Maintain the building and parking lots
Parking and Rental Car Operation	Stormwater Utilities	Manage stormwater runoff

### BUDGET & EVALUATION

Program	Activity	Processes
Budget & Evaluation	Annual Operating Budget Development	Prepare financial models
Budget & Evaluation	Capital Funding Plan Development	Develop the capital funding plan
Budget & Evaluation	Budget and Capital Project Ordinance Preparation	Prepare Budget and Capital Project Ordinances
Budget & Evaluation	Budget Administration	Monitor and adjust annual budget
Budget & Evaluation	Internal Consulting for Cost-Effectiveness and Fees for Service	Provide guidance on cost effectiveness

### CITY ATTORNEY'S OFFICE

Program	Activity	Processes
Legal Reviews, Advice & Opinions	Reviews	Conduct reviews
Legal Reviews, Advice & Opinions	Advice	Provide legal advice
Legal Reviews, Advice & Opinions	Opinions	Provide expert opinions
Litigation	State & Federal Lawsuits	Litigate State & Federal Lawsuits
Litigation	Environmental Court	Engage in Environmental Court
Real Estate	City Property Acquisition / Disposal	Assist in City property acquisitions and disposals
Real Estate	Rental Property Management	Monitor and update the City's rental property agreements
Real Estate	Rental Property Management	Oversee market rate analysis
Real Estate	Rental Property Management	Invoice lessees of the City's rental property
Real Estate	Legal Matters of City Owned Property	Coordinate with the City Attorney on legal matters

## CITY MANAGER'S OFFICE

Program	Activity	Processes
City Administration	Executive Leadership	Manage or direct employees to fulfill City's goals
City Administration	Executive Leadership	Establish and set the City's Ethical Culture
City Administration	Executive Leadership	Establish and set the City's Core Values
City Administration	City Council Support	Provide support to Council
City Administration	Public Policy Development	Provide policy guidance
City Administration	Intergovernmental, Community & Stakeholder Collaboration	Encourage collaboration with stakeholders
City Administration	Organizational Development	Establish programs to build capacity
Customer Services Center	1FAY Call Center	Answer customer questions
Customer Services Center	Customer Service Escalations	Escalate customer service calls
Customer Services Center	FayFixit	Provide customer service for FayFixit
Customer Services Center	Administration	Employee payroll
Internal Audit	Audit Program	Conduct an annual risk assessment
Internal Audit	Audit Program	Develop audit plan
Internal Audit	Audit Program	Conduct audits
Internal Audit	Audit Program	Write the audit reports
Internal Audit	Audit Program	Present audits to the Audit Committee
Internal Audit	Fraud, Waste & Abuse	Train employees on fraud, waste and abuse
Internal Audit	Fraud, Waste & Abuse	Investigate reported fraud, waste and abuse
Strategy & Performance Analytics	Strategic Planning	Oversee the City's strategic planning process
Strategy & Performance Analytics	Organizational Performance	Monitor the City's performance
Strategy & Performance Analytics	Stakeholder Surveys & Engagements	Obtain stakeholder feedback
Construction Management	Process Improvements	Conduct process improvement
Construction Management	Project Administration	Assist to define project scope and objective
Construction Management	Project Administration	Negotiate and approve/administer contracts
Construction Management	Project Administration	Schedule projects and resources
Construction Management	Project Administration	Act as the contact for all city projects
Construction Management	Project Administration	Compose, evaluate and maintain project documents
Construction Management	Construction Management	Direct, manage, and oversee projects
Construction Management	Construction Management	Monitor contract compliance and status
Construction Management	Construction Management	Create and maintain construction documentation
Construction Management	Construction Management	Analyze goals
Construction Management	Construction Management	Report and escalate to management as needed
Construction Management	Construction Management	Measure project performance
Construction Management	Construction Management	Manage resource availability and allocation
Construction Management	Construction Management	Coordinate and collaborate with project members
Construction Management	Construction Management	Develop project schedules and budgets
Construction Management	Construction Management	Monitor project expenditures
Construction Management	Construction Management	Perform project reviews to ensure compliance
Construction Management	Construction Management	Conduct project field inspections

## DEVELOPMENT SERVICES

Program	Activity	Processes
Code Enforcement	Code Enforcement of City Chapters 7, 14, 16, 17, 22, 24, 26, 27, 30	Review and issue notices and citations
Code Enforcement	Code Enforcement of City Chapters 7, 14, 16, 17, 22, 24, 26, 27, 30	Conduct violation inspections and re-inspections
Code Enforcement	Code Enforcement of City Chapters 7, 14, 16, 17, 22, 24, 26, 27, 30	Collect fines and penalties
Code Enforcement	Ordinance Review & Revisions & Amendments	Periodically review ordinance
Code Enforcement	Ordinance Review & Revisions & Amendments	Update ordinances as needed
Code Enforcement	Housing Code Violations	Review and issue notices and citations
Code Enforcement	Housing Code Violations	Conduct violation inspections and re-inspections
Code Enforcement	Housing Code Violations	Collect fines and penalties
Code Enforcement	Zoning Violations	Collect fines and penalties
Code Enforcement	Zoning Violations	Conduct site plan review and approval
Code Enforcement	Zoning Violations	Conduct signage plan review and approval
Code Enforcement	Zoning Violations	Conduct ABC review and approval
Code Enforcement	Zoning Violations	Conduct zoning verifications review and approval
Code Enforcement	Zoning Violations	Review and issue permits
Code Enforcement	Zoning Violations	Conduct setbacks, landscape and separation checks
Code Enforcement	Zoning Violations	Perform inspections of signage
Code Enforcement	Zoning Violations	Conduct violation inspections and re-inspections
Code Enforcement	Signage Enforcement	Review and issue notices and citations
Code Enforcement	Signage Enforcement	Collect fines and penalties
Code Enforcement	Signage Enforcement	Conduct violation inspections and re-inspections
Code Enforcement	Housing Codes Nuisance Codes	Review and issue notices and citations
Code Enforcement	Housing Codes Nuisance Codes	Conduct violation inspections and re-inspections
Code Enforcement	Housing Codes Nuisance Codes	Collect fines and penalties
Code Enforcement	Taxicabs Inspections	Collect fines and penalties
Code Enforcement	Taxicabs Inspections	Conduct violation inspections and re-inspections
Code Enforcement	Taxicabs Inspections	Review and issue notices and citations
Code Enforcement	Full Recordkeeping	Records retention
Code Enforcement	Full Recordkeeping	Document violation records in Cityworks
Code Enforcement	Environmental Court	Request summons
Code Enforcement	Abatement of Violations 7 Nuisances	Request contractor payment for cleaning lots
Code Enforcement	Abatement of Violations 7 Nuisances	Request contractor payment for demolitions
Code Enforcement	Abatement of Violations 7 Nuisances	Select lot cleaning contractors
Code Enforcement	Abatement of Violations 7 Nuisances	Select demolition contractors
Code Enforcement	Abatement of Violations 7 Nuisances	Collect fees
Code Enforcement	Determining & Oversight of City Council Demolitions	Make demolition determination
Code Enforcement	Determining & Oversight of City Council Demolitions	Take demolition request to City Council
Code Enforcement	Determining & Oversight of City Council Demolitions	Inspect demolitions
Code Enforcement	Neighborhood Meetings, Sweeps, & Walk-downs	Participate in Neighborhood meetings, sweeps & walk-downs
Code Enforcement	Coordinate Non-police Code Enforcement	Coordinate Non-police Code Enforcement



Program	Activity	Processes
Permitting and Inspections	Issuance of Permits	Issue permits using Cityworks and IDT
Permitting and Inspections	Issuance of Permits	Issue Certificates of Occupancy
Permitting and Inspections	Issuance of Permits	Issue Certificates of Compliance
Permitting and Inspections	Construction Plan Review	Conduct plans and specification reviews
Permitting and Inspections	Developer & Designer, Customer Support & Assistance	Provide developer & designer support & assistance
Permitting and Inspections	Citizen Support & Assistance on Development & Construction Issues	Provide citizen support & assistance
Permitting and Inspections	Inspections of Building, Electrical, Plumbing, Mechanical	Conduct inspections
Permitting and Inspections	Inspections of Building, Electrical, Plumbing, Mechanical	Inspect fire-damaged buildings
Permitting and Inspections	Inspections of Building, Electrical, Plumbing, Mechanical	Issue stop work orders
Permitting and Inspections	Financial Transactions	Collect, record and balance monetary permit transactions
Permitting and Inspections	Inspection Scheduling	Schedule inspections
Permitting and Inspections	Technical Assistance	Provide technical assistance
Permitting and Inspections	Live RICE Inspection Service	Conduct inspections
Permitting and Inspections	Expedited Plan & Project Review	Conduct plans and specification reviews
Permitting and Inspections	Technical Assistance on City Projects	Provide technical assistance
Permitting and Inspections	Bulletins of Detailed Information - Builders, Brokers, Public	Maintain bulletin information
Planning & Zoning	Rezoning Cases	Review requests for sign and fence permits
Planning & Zoning	Rezoning Cases	Prepare and present rezoning cases for City Council
Planning & Zoning	Special Use Permits	Review and research Special Use Permits
Planning & Zoning	Variances	Research variances and summarize findings
Planning & Zoning	UDO (Unified Development Ordinance) & Code Changes	Present facts at City Council meetings
Planning & Zoning	UDO (Unified Development Ordinance) & Code Changes	Draft and revise codes
Planning & Zoning	UDO (Unified Development Ordinance) & Code Changes	Conduct impact analysis on codes
Planning & Zoning	Present Major Zoning Map Changes for Development Project Reviews	Prepare and present items to City Council
Planning & Zoning	Future Land Use Plan	Develop and maintain the Future Land Use Plan
Planning & Zoning	Short-term & Thematic Planning	Identify key themes or strategic initiatives to address
Planning & Zoning	Short-term & Thematic Planning	Provide recommendations on impacts of short-term changes
Planning & Zoning	On-site Investigations & Developer Support	Plan and conduct on-site investigations
Planning & Zoning	On-site Investigations & Developer Support	Assist and educate developers on projects
Planning & Zoning	Specific City Council & City Manager Projects	Investigate and respond to special project requests
Planning & Zoning	Multiple Boards & Commission Support	Respond to requests for Boards and Commissions
Planning & Zoning	Census Work & Related Analysis	Interpret data and extract meaningful insights
Planning & Zoning	Technical Review Committee Coordination	Research and present cases to the Technical Review Committee
Planning & Zoning	Online Plan Reviews	Conduct online plan reviews
Planning & Zoning	Plan Implementation	Review implementation for completeness

## Economic & Community Development

Program	Activity	Processes
Administration	Grant Oversight	Prepare required grant documentation
Administration	Grant Oversight	Maintain required grant documentation
Administration	Grant Oversight	Monitor grant subrecipients
Administration	Grant Oversight	Develop and administer contracts and agreements
Administration	Planning	Develop the annual action plan
Administration	Planning	Develop the five-year consolidated plan
Administration	Community Representation	Develop, implement and oversee events
Administration	Community Partnerships	Build, develop and grow business relationships
Administration	Homelessness	Assist with annual unhoused headcount
Economic Development	Local Economic Incentives	Coordinate local economic incentives
Economic Development	Small Business Grants & Loans	Collect loan repayment
Economic Development	Small Business Grants & Loans	Issue loans to small businesses
Economic Development	Capacity Building	Develop, implement and oversee programs
Economic Development	Real Estate Development	Program administration
Housing	Emergency Repairs	Monitor subrecipients
Housing	Emergency Repairs	Investigate minimum housing standards claims
Housing	Emergency Repairs	Investigate poor contractor workmanship violation claims
Housing	Emergency Repairs	Conduct inspections
Housing	Emergency Repairs	Monitor progress of emergency repairs
Housing	Emergency Repairs	Monitor progress of demolitions
Housing	Emergency Repairs	Perform HUD Environmental Reviews
Housing	Down payment Assistance	Manage and provide loan underwriting
Housing	Down payment Assistance	Partner with nonprofit on homebuyer training
Housing	Down payment Assistance	Partner with nonprofit on homebuyer counseling services
Housing	Housing Development	Perform HUD Environmental Reviews
Housing	Housing Development	Coordinate and implement redevelopment plans
Housing	Housing Development	Coordinate and implement affordable housing development plans
Neighborhood Engagement	Choice Neighborhood	Grant management
Neighborhood Engagement	Choice Neighborhood	Encourage community communication and participation
Neighborhood Engagement	Education	Offer support/educational workshops
Neighborhood Engagement	Community Grants	Submit required grantor reports
Neighborhood Engagement	Community Grants	Manage the Community Safety Micro-Grant Program
Neighborhood Engagement	Community Grants	Monitor project grant compliance

## FINANCE

Program	Activity	Processes
Accounting Operations	Accounts Payable	Review, approve and process payments
Accounting Operations	Accounts Payable	Coordinate electronic transfers
Accounting Operations	Accounts Receivable	Receive and process tax checks
Accounting Operations	Accounts Receivable	Prepare bank deposits
Accounting Operations	Accounts Receivable	Collect, balance and report daily cash receipts
Accounting Operations	Accounts Receivable	Reconcile accounts
Accounting Operations	Accounts Receivable	Set up new customers and maintain files
Accounting Operations	Accounts Receivable	Record payments on customer accounts
Accounting Operations	Accounts Receivable	Process monthly statements
Accounting Operations	Accounts Receivable	Distribute late notices
Accounting Operations	Accounts Receivable	Prepare delinquent accounts for legal action
Accounting Operations	Accounts Receivable	Verify invoices for accuracy
Accounting Operations	Accounts Receivable	Assessments
Accounting Operations	Accounts Receivable	Garnishments and tax liens
Accounting Operations	Beer & Wine Licenses	Manage the beer & wine licenses
Accounting Operations	Cash & Investments	Oversee and maintain cash flow
Accounting Operations	Cash & Investments	Maintain and monitor investment portfolio
Accounting Operations	Cashiering	Collect customer payments
Accounting Operations	Collections	Collect privilege license taxes
Accounting Operations	Collections	Prepare delinquent accounts for legal action
Accounting Operations	Collections	Distribute late notices
Accounting Operations	General Accounting	Maintain debt schedules
Accounting Operations	General Accounting	Fixed assets set-up, cost allocation and reconciliation
Accounting Operations	General Accounting	Review and approve accounting entries
Accounting Operations	General Accounting	Monitor annual operating funds
Accounting Operations	General Accounting	Review and pre-audit payments
Accounting Operations	General Accounting	Monitor annual revenue funds
Accounting Operations	General Accounting	Tax revenue reconciliation
Accounting Operations	Payroll	Process employees and retirees
Accounting Operations	Payroll	Reconcile and report retirement contributions
Accounting Operations	Payroll	Execute tax liability payments
Accounting Operations	Payroll	Process FMH Authority billings
Accounting Operations	Payroll	Process Police clothing allowance
Accounting Operations	Property Tax Collection (Cumberland County)	Contract management
Financial Reporting	Financial Reporting	External agency Reporting
Financial Reporting	Financial Reporting	Compile quarterly transaction reports
Financial Reporting	Grant Reporting	Periodic required reporting
Financial Reporting	Grant Reporting	Grant reimbursement requests
Financial Reporting	Grant Reporting	Educate and support departments

Program	Activity	Processes
Financial Reporting	External Audit Coordination	Communicate with external auditor
Financial Reporting	External Audit Coordination	Provide requested documentation and access
Financial Reporting	External Audit Coordination	Coordinate presentation of external audit
Financial Reporting	Capital Projects	Project closeouts
Financial Reporting	Capital Projects	Project reconciliation
Financial Reporting	Capital Projects	Progress/routine reporting
Financial Reporting	Capital Projects	Compliance with funding requirements
Financial Reporting	Grant Compliance	Grant award review
Financial Reporting	Grant Compliance	Grant closeout
Financial Reporting	Program Expenditure Monitoring	Cost control/monitoring
Financial Reporting	Annual Fixed Assets Inventory	Physical inventory
Financial Reporting	Annual Fixed Assets Inventory	Comply with funding requirements
Financial Reporting	FEMA Reimbursement Management	Ensure regulatory compliance
Financial Reporting	FEMA Reimbursement Management	Submit reimbursement requests
Purchasing	Bidding	Initiate formal bid process
Purchasing	Bidding	Facilitate the bid evaluation process
Purchasing	Procurement	Ensure regulatory compliance
Purchasing	Procurement	Purchase order management
Purchasing	Procurement	Order reconciliation
Purchasing	Procurement	Supplier relationship management
Purchasing	Contract Administration	Coordinate with Departments
Purchasing	Procurement Card Administration	Database management
Purchasing	Procurement Card Administration	Develop and maintain policy and procedures
Purchasing	Procurement Card Administration	Card management
Purchasing	Small Local Business Enterprise Program	Ensure regulatory compliance
Risk Management	Workers' Compensation	Ensure regulatory compliance
Risk Management	Property & Liability	Ensure regulatory compliance
Fleet Management	Fleet Management	Weekly tire checks
Fleet Management	Fleet Management	Manage work orders
Fleet Management	Fleet Management	Heavy duty maintenance
Fleet Management	Fleet Management	Light duty maintenance
Fleet Management	Fleet Management	Preventative maintenance
Fleet Management	Fleet Management	Mobile maintenance
Fleet Management	Fleet Management	Annual checks
Fleet Management	Fleet Management	Employee payroll
Fleet Management	Fleet Management	Staff training and development
Fleet Management	Fleet Management	Lockout/Tagout Program
Fleet Management	Fleet Management	OSHA compliance
Fleet Management	Fleet Management	Fuel management
Fleet Management	Fleet Management	Fixed asset inventory

Program	Activity	Processes
Fleet Management	Fleet Management	Develop and maintain policies and procedures
Fleet Management	Fleet Management	Fixed asset purchasing
Fleet Management	Fleet Management	Fixed asset surplus
Fleet Management	Fleet Management	Asset disposition

### Fire

Program	Activity	Processes
Community Risk Reduction	Fire Code Enforcement	Inspect for compliance
Community Risk Reduction	Fire Code Enforcement	Issue violation warnings and notices
Community Risk Reduction	Fire Code Enforcement	Document inspections
Community Risk Reduction	Fire Code Enforcement	Document violations
Community Risk Reduction	Fire Code Enforcement	Provide guidance on the fire codes
Community Risk Reduction	Fire and Life Safety Education	Prepare a variety of public information materials
Community Risk Reduction	Fire and Life Safety Education	Conduct public information/education classes
Community Risk Reduction	Fire and Life Safety Education	Assist in development of emergency plans
Community Risk Reduction	Fire and Life Safety Education	Assist in development of disaster preparedness
Community Risk Reduction	Fire and Life Safety Education	Install smoke and carbon monoxide alarms
Community Risk Reduction	Fire Investigation	Assist with billing for false alarms
Community Risk Reduction	Fire Investigation	Reconcile false alarm revenues
Community Risk Reduction	Fire Investigation	Track and report false alarms
Community Risk Reduction	Fire Investigation	Participate in investigations
Community Risk Reduction	Public Information	Manage department social media accounts
Community Risk Reduction	Public Information	Manage, plan and coordinate media releases
Emergency Management	All Hazards: Planning, Response, Mitigation, Recovery	Coordinate updates to the City's Emergency Operations Plan
Emergency Management	All Hazards: Planning, Response, Mitigation, Recovery	Coordinate updates to the City's Continuity of Operations Plan
Emergency Management	All Hazards: Planning, Response, Mitigation, Recovery	Facilitate and/or participate in emergency exercises
Emergency Management	All Hazards: Planning, Response, Mitigation, Recovery	Manage contract with security vendor
Emergency Management	All Hazards: Planning, Response, Mitigation, Recovery	Develop employee training
Emergency Management	All Hazards: Planning, Response, Mitigation, Recovery	Coordinate active assailant table top exercises
Emergency Response Services	Fire Suppression	Drive and/or operate equipment and apparatus
Emergency Response Services	Emergency Medical Services	Drive and/or operate equipment and apparatus
Emergency Response Services	Emergency Medical Services	Perform emergency medical and first aid services
Emergency Response Services	Emergency Medical Services	Transport patients to medical care facilities
Emergency Response Services	Emergency Medical Services	Evaluate the condition of patients
Emergency Response Services	Emergency Medical Services	Assess pertinent medical and injury information
Emergency Response Services	Emergency Medical Services	Determine treatment
Emergency Response Services	Emergency Medical Services	Coordinate patient arrival with medical facility
Emergency Response Services	Technical Rescue	Drive and/or operate equipment and apparatus
Emergency Response Services	Technical Rescue	Perform search and rescue
Emergency Response Services	Hazardous Materials	Drive and/or operate equipment and apparatus
Emergency Response Services	Hazardous Materials	Perform defensive or offensive activities

Program	Activity	Processes
Emergency Response Services	Aircraft Rescue and Firefighting	Perform search and rescue
Emergency Response Services	Aircraft Rescue and Firefighting	Perform aircraft assisted firefighting techniques
Emergency Response Services	Safety	Drive and/or operate equipment and apparatus
Fire Administration, Planning and Research	Records Management	Maintain required investigation documentation
Fire Administration, Planning and Research	Records Management	Document retention requirements
Fire Administration, Planning and Research	Accreditation	Manage staff and department accreditation
Fire Administration, Planning and Research	ISO (Insurance Services Office)	Prepare required reporting and communication
Fire Administration, Planning and Research	CAD (Computer Aided Dispatch) Management	Management of software and equipment
Fire Administration, Planning and Research	Logistic	Coordinate building maintenance
Fire Administration, Planning and Research	Logistic	Acquire bids and make general purchases
Fire Administration, Planning and Research	Logistic	Coordinate delivery locations
Fire Administration, Planning and Research	Logistic	Coordinate maintenance of vehicles and equipment
Fire Administration, Planning and Research	Logistic	Proximity Card Management
Fire Training and Development	Employee Training Program	Schedule, coordinate, and manage training activities
Fire Training and Development	Professional Development	Evaluate training programs
Fire Training and Development	Professional Development	Inform department of standards and technology changes
Fire Training and Development	Certification	Maintain necessary staff certifications levels
Fire Training and Development	Certification	Ensure maintenance of certifications though training
Fire Training and Development	Certification	Maintain certification documentation
Fire Training and Development	Recruitment and Retention	Hold recruiting events and educate the public

### HUMAN RELATIONS

Program	Activity	Processes
Equity & Engagement	Project Management and Support	Implementation and progress monitoring
Equity & Engagement	Community Engagement	Community engagement
Equity & Engagement	Budget Administration	Establish and monitor annual budget
Equity & Engagement	Partnering with Business	Build relationships with local businesses
Equity & Engagement	Complaint Resolutions	Complaint resolution
Equity & Engagement	Mediation & Facilitation	Act as a conciliator or mediator
Equity & Engagement	ADA/LEP Compliance	Ensure compliance with LEP requirements
Equity & Engagement	ADA/LEP Compliance	Provide oversight and reporting for ADA
Equity & Engagement	Equal Opportunity Transit Oversight	Serve as Transit's Equal Employment Officer
Equity & Engagement	Compliance Training	Coordinate and conduct training
Equity & Engagement	Liaisons to the Human Relations Commission	Act as liaisons to the Human Relations Commission
Equity & Engagement	Liaisons to the Fair Housing Board	Act as liaisons to the Fair Housing Board
Equity & Engagement	Diversity, Equity & Inclusion Training	Coordinate and conduct training
Equity & Engagement	Investigations	Investigate complaints
Equity & Engagement	Create & Implement City's DEI Strategic Plan	Create and implement City's DEI Strategic Plan
Equity & Engagement	Oversight of DEI Values	Provide oversight of DEI values
Equity & Engagement	Policies & Practices of City Government	Policies and practices of city government
Equity & Engagement	Assist & Consult on Internal & External DEI Matters	Assist & consult on internal & external DEI matters

Program	Activity	Processes
Equity & Engagement	Provide Coaching Guidance & Education on DEI	Provide coaching guidance & education on DEI
Equity & Engagement	Assist with Diverse Workforce Recruitment & Retention	Assist with diverse workforce recruitment & retention
Equity & Engagement	Create & Implement DEI Training Modules	Create and implement DEI training
Equity & Engagement	Technical Assistance for Policies Competencies	Provide support
Equity & Engagement	Technical Assistance on Biases	Provide support
Equity & Engagement	Technical Assistance on Allyship	Provide support
Equity & Engagement	Facilitator/Instructor	Provide facilitation and instruction on DEI and ADA

### HUMAN RESOURCE DEVELOPMENT

Program	Activity	Processes
Compensation/Benefits	Pay Actions	Annual performance increases
Compensation/Benefits	Pay Actions	Special pay adjustments
Compensation/Benefits	Compensation Surveys	Compensation survey comparison
Compensation/Benefits	Job Descriptions	Update and maintain job descriptions
Compensation/Benefits	Reclassifications	Position headcount verification
Compensation/Benefits	Health Plan Administration	Educate and provide staff support
Compensation/Benefits	Health Plan Administration	Enrollment management
Compensation/Benefits	Health Plan Administration	Reporting
Compensation/Benefits	New Hire Benefit Orientation	Prepare and maintain orientation materials
Compensation/Benefits	New Hire Benefit Orientation	Conduct orientation sessions
Compensation/Benefits	New Hire Benefit Orientation	Assist new hires with selection and enrollment
Compensation/Benefits	New Hire Benefit Orientation	Collect/Verify dependent eligibility documentation
Compensation/Benefits	Employee In/Out Processing	Verify benefit enrollment and deductions
Compensation/Benefits	Employee In/Out Processing	Remove term employees from benefit plans
Compensation/Benefits	Employee In/Out Processing	Proper documentation verification
Employee Relations	Disciplinary Guidance	Provide disciplinary guidance
Employee Relations	Grievance Management	Investigate grievances
Employee Relations	FMLA	Oversee City's FMLA processes
Employee Relations	Leaves of Absence	Manage employee leave approvals and documents
Employee Relations	EEOC/EEO	Provide support for EEOC/EEO
Employee Relations	Unemployment Claim Response	Research and respond to unemployment claims
Recruitment	Online Applicant Administration	Provide online application support
Recruitment	Applicant Screening	Manage applicant screenings
Recruitment	New Hire Onboarding	Oversee the new hire onboarding process
Recruitment	Promotions, Demotions & Transfers	Oversee promotions, demotions & transfers
Recruitment	Selection Process Assistance	Assist in the applicant selection process
Recruitment	Interns	Manage intern program
Safety	Drug & Alcohol Testing	Manage the City's Drug & Alcohol testing program
Safety	OSHA Compliance	Oversee the City's OSHA Compliance
Safety	Building Audits	Conduct building safety audits
Safety	Safety Training	Provide safety training

Program	Activity	Processes
Safety	Medical Records	Oversee medical records
Safety	Health / Wellness	Manage the City's health and wellness program
Organizational Development & Training	Needs Assessments	Determine the City's training needs
Organizational Development & Training	Training	Train employees
Organizational Development & Training	New Employee Orientation	Oversee orientation for new employees
Organizational Development & Training	Performance Management	Oversee the performance management process
Organizational Development & Training	Employee Records Management	Maintain employee records
Organizational Development & Training	Service Awards	Oversee the service award program
Organizational Development & Training	Employee Survey Action Plans	Oversee employee survey action plan
Organizational Development & Training	Leadership Development	Train leadership

### MARKETING & COMMUNICATIONS

Program	Activity	Processes
Auxiliary Services	Branding/Graphic Design	Provide branding and graphic design services
Auxiliary Services	Print Shop/Mail Services	Respond and execute print requests
Auxiliary Services	Print Shop/Mail Services	Receive and distribute mail and packages
Auxiliary Services	Print Shop/Mail Services	Assist with outgoing mail and packages
Auxiliary Services	Print Shop/Mail Services	Maintain print shop equipment and inventory
Communications	Media Relations	Respond and prepare media requests and releases
Communications	Advertising / Marketing	Promote the City
Communications	Community Relations & Outreach FayTV	Oversee the FayTV programming
Communications	Social Media Management	Manage the City's social media accounts
Communications	Website Content Management	Manage the City's website content
Communications	Communication Support to City Manager's Office	Provide the City Manager's Office communication avenues
Communications	Communication Support to Mayor & Council	Provide communication avenues for the Mayor & Council
Communications	Internal Communications	Keep City employees informed
Communications	Public Records Management	Coordinate responses to public record requests

### MAYOR, COUNCIL & CITY CLERK

Program	Activity	Processes
Citizen Representation	Legislation	Prepare and publish ordinances, resolutions and notices
Citizen Representation	Budgeting	Establish and monitor annual budget
Citizen Representation	Strategic Planning	Develop and provide oversight of the City's strategic plan
Citizen Representation	Hiring City Manager & City Attorney	Hire and provide oversight of City Manager and City Attorney
Mayor & Council Support	Agenda Preparation	Agenda preparation
Mayor & Council Support	Agenda Preparation	Agenda review and approvals
Mayor & Council Support	Clerk to City Council	Council support
Mayor & Council Support	Boards & Commissions Appointments	Coordinate Boards & Commissions appointments
Mayor & Council Support	Meeting Minutes	Prepare meeting minutes
Mayor & Council Support	Meeting Minutes	City Council approval of meeting minutes
Mayor & Council Support	Meeting Minutes	Make meeting minutes accessible to residents
Mayor & Council Support	Mayor & Council Calendar	Keep Mayor & Council's calendars up to date



Program	Activity	Processes
Records Management	Codification of Ordinances	Serve as official records and archives custodian
Records Management	Execution & Filing of City's official records	Execute and file the City's official records
Records Management	Retention & Destruction of Records	Record retention and disposition schedules compliance
Records Management	Retention & Destruction of Records	Provide records management for official documents

### PARKS, RECREATION & MAINTENANCE

Program	Activity	Processes
Facility Management	Facilities	Coordinate facilities maintenance
Facility Management	Maintenance	Coordinate building maintenance
Facility Management	Project Management	Project Management
Grounds and Right of Way Maintenance	Cemetery	Issue plot permits
Grounds and Right of Way Maintenance	Cemetery	Reconcile revenues
Grounds and Right of Way Maintenance	Horticulture	Apply fertilizers, herbicides and pesticides
Grounds and Right of Way Maintenance	Horticulture	Climb trees for pruning and removal work
Grounds and Right of Way Maintenance	Horticulture	Operate bucket truck
Grounds and Right of Way Maintenance	Horticulture	Prepare estimates, bid specifications and proposals
Grounds and Right of Way Maintenance	Horticulture	Inspect work
Grounds and Right of Way Maintenance	Horticulture	Design, plan and coordinate landscape projects
Grounds and Right of Way Maintenance	Right-of-Way	Operate light power-driven equipment
Grounds and Right of Way Maintenance	Right-of-Way	Perform maintenance tasks such as mowing
Grounds and Right of Way Maintenance	Right-of-Way	Preventative vehicle and equipment maintenance
Grounds and Right of Way Maintenance	Right-of-Way	Perform litter cleanup
Grounds and Right of Way Maintenance	Urban Forestry	Remove vegetation
Parks Administration	Business Management	Develop and maintain policies and procedures
Parks Administration	Business Management	Prepare and monitor annual operating budget
Parks Administration	Business Management	Communicate with vendors and community partners
Parks Administration	Business Management	Administer software
Parks Administration	Division Management	Provide oversight of each Parks Division
Parks Administration	Fleet Control	Coordinate repairs and maintenance
Parks Administration	Safety & Security	Develop and maintain safety and security programs
Parks Administration	Support Staff	Employee Payroll
Recreation	Athletics	Schedule, coordinate and oversee tournaments
Recreation	Athletics	Conduct clinics, seminars and classes
Recreation	Athletics	Draft and submit league rules and regulations
Recreation	Outdoor Adventure	Manage classes, activities and special events
Recreation	Recreation Centers	Manage classes, activities and special events
Recreation	Recreation Centers	Receive and receipt program fees
Recreation	Recreation Centers	Reconcile revenue and issue refunds
Recreation	Recreation Centers	Coordinate for error and imbalance corrections
Recreation	Recreation Centers	Recruit and vet instructors, coaches and volunteers
Recreation	Recreation Centers	Provide training to volunteers

Program	Activity	Processes
Recreation	Recreation Centers	Plan and coordinate volunteer recognition functions
Recreation	Recreation Centers	Assist in budget development
Recreation	Recreation Centers	Monitor program expenditures
Recreation	Senior Citizens Therapeutic Center	Manage classes, activities and special events
Recreation	Senior Citizens Therapeutic Center	Receive and receipt program fees
Recreation	Senior Citizens Therapeutic Center	Reconcile revenue and issue refunds
Recreation	Senior Citizens Therapeutic Center	Coordinate for error and imbalance corrections
Recreation	Senior Citizens Therapeutic Center	Recruit and vet instructors, coaches and volunteers
Recreation	Senior Citizens Therapeutic Center	Provide training to volunteers
Recreation	Senior Citizens Therapeutic Center	Plan and coordinate volunteer recognition functions
Recreation	Transportation Museum	Assist in budget development
Recreation	Transportation Museum	Monitor program expenditures

### POLICE

Program	Activity	Processes
Business Operations	Office of Professional Standards	Investigate internal and external complaints
Business Operations	Planning, Research, & Development	Identify trends
Business Operations	Community Affairs Unit	Interact and build community relationships
Business Operations	Community / Business Watch	Organize and operate watch groups
Business Operations	Crime Information Center	Research, collect, analyze and disseminate information
Business Operations	Public Information Office	Act as liaisons with media outlets
Business Operations	Building/Fleet Management	Proximity card management
Emergency Communications	911 Center	Answer emergency and non-emergency calls
Emergency Communications	911 Center	Dispatch responders to emergencies
Emergency Communications	CAD Management	Maintain the computer aided dispatch systems
Emergency Communications	911 Training & Quality Assurance	Train telecommunicators
Emergency Communications	Radio Communication	Maintain the radio communication systems
Emergency Communications	911 for Kids	Provide outreach and educate children
Field Operations	Major Crimes Division	Conduct and document investigations
Field Operations	Major Crimes Division	Testify in court when required
Field Operations	Major Crimes Division	Interview victims, complainants and witnesses
Field Operations	Major Crimes Division	Conduct and document suspect interrogations
Field Operations	Major Crimes Division	Prepare reports and maintain chain of custody
Field Operations	Vice Investigative Division	Conduct and document investigations
Field Operations	Vice Investigative Division	Testify in court
Field Operations	Vice Investigative Division	Interview victims, complainants and witnesses
Field Operations	Vice Investigative Division	Conduct and document interrogations of suspect
Field Operations	Vice Investigative Division	Prepare reports and maintain chain of custody
Field Operations	Forensic Unit	Evidence collection and preservation
Field Operations	Forensic Unit	Evidence analysis
Field Operations	Forensic Unit	Report and document evidence and analysis

Program	Activity	Processes
Field Operations	Forensic Unit	Respond to crime scenes
Field Operations	Forensic Unit	Coordinate with detectives and officers
Field Operations	Campbellton, Cross Creek and Central Districts	Conduct and document investigations
Field Operations	Campbellton, Cross Creek and Central Districts	Patrol assigned districts
Field Operations	Campbellton, Cross Creek and Central Districts	Respond calls for service
Field Operations	Campbellton, Cross Creek and Central Districts	Testify in court
Field Operations	Campbellton, Cross Creek and Central Districts	Enforce traffic laws and other ordinances
Field Operations	Campbellton, Cross Creek and Central Districts	Direct traffic
Field Operations	Campbellton, Cross Creek and Central Districts	Conduct traffic accident analysis
Field Operations	Campbellton, Cross Creek and Central Districts	Interview victims, complainants and witnesses
Field Operations	Campbellton, Cross Creek and Central Districts	Conduct and document suspect interrogations
Field Operations	Campbellton, Cross Creek and Central Districts	Apprehend and arrest offenders
Field Operations	Campbellton, Cross Creek and Central Districts	Prepare documentation and reports
Field Operations	Campbellton, Cross Creek and Central Districts	Transport individuals in custody
Specialized Operations	Training & Professional Development	Develop and administer training programs
Specialized Operations	Central Records	Transmit, collect and maintain police records
Specialized Operations	Building / Fleet Management	Coordinate building maintenance
Specialized Operations	Building / Fleet Management	Coordinate vehicle maintenance
Specialized Operations	Traffic Unit	Respond and investigate crimes and accidents
Specialized Operations	Canine Unit	Care and training of canines
Specialized Operations	Canine Unit	Respond to calls for service
Specialized Operations	Emergency Response Team	Respond to incidents
Specialized Operations	Dive Team	Conduct underwater rescue, search and recovery

### PUBLIC SERVICES

Program	Activity	Processes
Engineering & Construction Services	Manage, Design & Inspect Capital Improvement Projects	Design, manage and inspect projects
Engineering & Construction Services	Infrastructure Permit Review & Inspection	Conduct permit reviews and inspections
Engineering & Construction Services	Contract Management & Construction Standards	Contract management
Engineering & Construction Services	Pavement Preservation	Apply maintenance treatments
Engineering & Construction Services	Surveying	Layout and stake for projects
Engineering & Construction Services	Surveying	Conduct surveys of completed projects
Engineering & Construction Services	Surveying	Survey easements for acquisition
Engineering & Construction Services	Surveying	Provide boundary and topographical surveys
Solid Waste - Yard Waste	Yard Waste Curbside Collection	Collect and dispose of yard waste
Solid Waste - Yard Waste	Yard Waste Curbside Collection	Perform equipment inspections
Solid Waste - Yard Waste	Yard Waste Curbside Collection	Perform equipment preventative maintenance
Solid Waste - Yard Waste	Bulky Limb Collection	Collect and dispose of limbs and trimmings
Solid Waste - Yard Waste	Bulky Limb Collection	Perform equipment inspections
Solid Waste - Yard Waste	Bulky Limb Collection	Perform equipment preventative maintenance
Solid Waste - Refuse Collection	Curbside Collection	Collect and dispose of solid waste

Program	Activity	Processes
Solid Waste - Refuse Collection	Curbside Collection	Perform equipment inspections
Solid Waste - Refuse Collection	Curbside Collection	Perform equipment preventative maintenance
Solid Waste - Refuse Collection	Backdoor Collection	Perform backdoor collection
Solid Waste - Refuse Collection	Roll-out Carts	Maintain cart inventory
Solid Waste - Refuse Collection	Roll-out Carts	Issue roll-out carts
Solid Waste - Refuse Collection	Roll-out Carts	Issue violation notices
Solid Waste - Refuse Collection	Roll-out Carts	Recycle broken carts
Solid Waste - Recycling Collection	Contracted Service	Monitor performance of recycling vendor
Solid Waste - Recycling Collection	Roll-out Carts	Maintain cart inventory
Solid Waste - Recycling Collection	Roll-out Carts	Issue roll-out carts
Solid Waste - Recycling Collection	Roll-out Carts	Recycle broken carts
Solid Waste - Bulky Item Collection	Curbside Collection	Collect and dispose of bulky curbside items
Solid Waste - Bulky Item Collection	Curbside Collection	Perform equipment inspections
Solid Waste - Bulky Item Collection	Curbside Collection	Perform equipment preventative maintenance
Solid Waste - Bulky Item Collection	Dead Animal Collection	Perform dead animal collection
Solid Waste - Bulky Item Collection	Illegal Dump Remediation	Identify illegal dumpsites
Solid Waste - Bulky Item Collection	Illegal Dump Remediation	Coordinate and supervise removal
Solid Waste - Bulky Item Collection	Illegal Dump Remediation	Inspect for blight, waste and noncompliance
Solid Waste - Bulky Item Collection	Illegal Dump Remediation	Collect and display data for waste collection
Solid Waste - Bulky Item Collection	Illegal Dump Remediation	Issue violation notices
Solid Waste - Bulky Item Collection	Emergency Response	Operate equipment
Solid Waste Administration	Business Management	Prepare and monitor budget
Solid Waste Administration	Business Management	Recruitment and employee On/Off boarding
Solid Waste Administration	Business Management	Employee payroll
Solid Waste Administration	Outreach / Promotions / Customer Service	Recycling education
Solid Waste Administration	Fuel Depot & Warehouse Management	Fuel management
Solid Waste Administration	Fuel Depot & Warehouse Management	Warehouse management
Stormwater & Watershed Management	NPDES Permit	NPDES permits compliance and enforcement
Stormwater & Watershed Management	Stormwater Capital Improvements	Perform inspections
Stormwater & Watershed Management	Stormwater Capital Improvements	Stormwater compliance and enforcement
Stormwater & Watershed Management	Stormwater Capital Improvements	Water quality monitoring and investigations
Stormwater & Watershed Management	Stormwater Capital Improvements	Initiate notices of violation
Stormwater & Watershed Management	Stormwater Capital Improvements	Coordinate and manage stormwater projects
Stormwater & Watershed Management	Drainage Assistance	Assist with repairing stormwater issues
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Perform inspections
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Stormwater compliance and enforcement
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Water quality monitoring and investigations
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Respond to HAZMAT calls
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Identify and eliminate illicit connections
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Initiate notices of violation

Program	Activity	Processes
Stormwater & Watershed Management	Stormwater Planning & Systems Analysis	Coordinate and initiate HAZMAT
Traffic Services & ROW Infrastructure Maintenance	Management of Traffic Control Devices & Special Events	Maintain traffic signs, markings and controls
Traffic Services & ROW Infrastructure Maintenance	Management of Traffic Control Devices & Special Events	Maintain traffic signals
Traffic Services & ROW Infrastructure Maintenance	Management of Traffic Control Devices & Special Events	Operate computerized signal system
Traffic Services & ROW Infrastructure Maintenance	RTMP Studies & Investigations	Signal maintenance
Traffic Services & ROW Infrastructure Maintenance	RTMP Studies & Investigations	Design new traffic signal layouts
Traffic Services & ROW Infrastructure Maintenance	RTMP Studies & Investigations	Traffic investigations
Traffic Services & ROW Infrastructure Maintenance	Parking, Street Light Program Management	Contract management
Traffic Services & ROW Infrastructure Maintenance	Transportation Planning & Development Review	Review subdivision and site plan applications
Traffic Services & ROW Infrastructure Maintenance	Maintenance of Roadway & Drainage Infrastructure	Maintain sidewalks
Traffic Services & ROW Infrastructure Maintenance	Maintenance of Roadway & Drainage Infrastructure	Install drainage pipes
Traffic Services & ROW Infrastructure Maintenance	Maintenance of Roadway & Drainage Infrastructure	Clean storm drain system
Traffic Services & ROW Infrastructure Maintenance	Maintenance of Roadway & Drainage Infrastructure	Maintain the streets through pot hole patching
Traffic Services & ROW Infrastructure Maintenance	Street Sweeping	Conduct street sweeping
Traffic Services & ROW Infrastructure Maintenance	Inclement Weather Response & Recovery	Respond as needed
Traffic Services & ROW Infrastructure Maintenance	Drainage Assistance Program Project Delivery	Assist with repairing stormwater issues

### TRANSIT

Program	Activity	Processes
Fixed Route Operations	Fixed Route (Bus Services)	Operate fixed route buses
Fixed Route Operations	Vehicle Maintenance	Perform fixed route bus maintenance
Paratransit (FASTTRAC!)	ADA Paratransit Service	Operate ADA Paratransit buses
Paratransit (FASTTRAC!)	Vehicle Maintenance	Perform ADA Paratransit bus maintenance
Transit Facilities Maintenance	Bus Stop & Shelter Maintenance	Maintain bus stops and shelters
Transit Facilities Maintenance	Custodial Services	Provide custodial services
Transit Facilities Maintenance	Building Maintenance	Coordinate building maintenance
Transit Facilities Maintenance	FAST Transit Center	Manage Transit Center operations
Transit Administration	Project Management	Project management
Transit Administration	Budget	Prepare and monitor budget
Transit Administration	Grant Administration	Prepare grant reports and documentation
Transit Administration	Grant Administration	Maintain grant documentation
Transit Administration	Grant Administration	Monitor grant subrecipients
Transit Administration	Grant Administration	Develop and administer contracts and agreements
Transit Administration	Planning	Coordinate and perform research and analysis
Transit Administration	Planning	Develop plans for fixed route service
Transit Administration	Planning	Analyze data and projections
Transit Administration	Planning	Maintain bus stop inventory
Transit Administration	Planning	Record daily mileage numbers
Transit Administration	Planning	Maintain a log of exceptions
Transit Administration	Planning	Maintain database of all route changes
Transit Administration	Planning	Update system mapping

Program	Activity	Processes
Transit Administration	Planning	Coordinate maps/schedules updates
Transit Administration	Safety / Security	Inspect transit facilities and equipment
Transit Administration	Safety / Security	Report and ensure safety hazard corrections
Transit Administration	Safety / Security	Enforce safety procedures
Transit Administration	Safety / Security	Report safety violations
Transit Administration	Safety / Security	Assess safety needs
Transit Administration	Safety / Security	Coordinate, develop and monitor programs
Transit Administration	Safety / Security	Develop and modify policies and procedures
Transit Administration	Safety / Security	Investigate accidents, incidents and injuries
Transit Administration	Safety / Security	Administer Transit's Drug and Alcohol Program
Transit Administration	Safety / Security	Inspect transit facilities and equipment
Transit Administration	Safety / Security	Coordinate and ensure hazard remediation
Transit Administration	Safety / Security	Proximity card management
Transit Administration	Safety / Security	Prepare and submit required reports
Transit Administration	Employee Training	Assess training needs
Transit Administration	Employee Training	Coordinate, develop and monitor programs
Transit Administration	Employee Training	Develop and modify policies and procedures
Transit Administration	Employee Training	Conduct safety classes
Transit Administration	Employee Training	Train on vehicle and machinery operation
Transit Administration	Employee Training	Test on vehicle and machinery operation
Transit Administration	Employee Training	Coordinate to provide/conduct training
Transit Administration	Employee Training	Document participant training progress
Transit Administration	Employee Training	Develop and administer training evaluation

**CITYWIDE**

Program	Activity	Processes
Citywide Process	Kronos Monitoring/Management	Time card review and approvals
Citywide Process	Kronos Monitoring/Management	Employee scheduling
Citywide Process	Kronos Monitoring/Management	Employee record creation
Citywide Process	Travel & Training	Travel and training oversight
Citywide Process	Software Licenses	Manage software licenses
Citywide Process	Project Management	Project management
Citywide Process	Contract Management	Contract management



# INTERNAL AUDIT ANNUAL REPORT

FISCAL YEAR 2024

## Office of Internal Audit

Director of Internal Audit  
Rose Rasmussen, CIA, CFE

Senior Internal Auditor  
Christina Zimmerman, CFE

Internal Auditor  
Eleanor Myers



## **Our Mission**

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

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## Introduction

According to *City of Fayetteville, NC Internal Audit Charter*, the Internal Audit Director will annually report to the Audit Committee and the City Manager on the internal audit activity's purpose, authority, responsibility, and performance relative to its annual audit plan. The Internal Audit Director is also responsible for reporting significant risk exposures, control issues, fraud risks, governance issues, and other matters needed or requested by the Audit Committee and the City Manager.

## Purpose/Mission

The mission of the Office of Internal Audit is to provide independent, objective assurance and consulting services designed to add value and improve the City of Fayetteville's operations. The Office of Internal Audit helps the City of Fayetteville's management team accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

## Authority

The Office of Internal Audit shall have full, free, and unrestricted access to any and all of the City of Fayetteville's records, physical properties and personnel pertinent to carrying out any engagement. All employees are expected to assist the Office of Internal Audit in fulfilling its roles and responsibilities. The internal auditors will also have free and unrestricted access to the City Council and the Audit Committee.

## Responsibility

Audit coverage will encompass, as deemed appropriate by the Internal Audit Director, independent reviews and evaluations of any and all management operations and activities to appraise:

- Measures taken to safeguard assets, including tests of existence and ownership as appropriate.
- Reliability, consistency, and integrity of financial and operating information.
- Compliance with policies, plans, standards, laws, and regulations that could have significant impact on operations.
- Economy and efficiency in the use of resources.
- Effectiveness in the accomplishment of the mission, objectives, and goals established for the City's operations and projects.
- Managing and responding to the Fraud hotline.

## Audit Services

Acceptance of audit recommendations is an indicator of service quality. In fiscal year 2024, management accepted and provided estimated implementation dates for two recommendations included in two audit reports issued during the fiscal year. These results exceed the 95% industry benchmark published in the 2022 Association of Local Government Auditors (ALGA) Benchmarking Report.

<b>Key Performance Measures</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Actual</b>	<b>FY 2025 Target</b>
% of Internal Audit recommendations accepted by management	100%	100%	100%

<b>AUDITS</b>	<b>STATUS</b>
<b>Parks, Recreation &amp; Maintenance Nonresident Fees Follow-up (A2016-05F)</b> <i>7 recommendation proposed in January 2019.</i> <ul style="list-style-type: none"> <li>Fully Implemented – 3</li> <li>Partially Implemented – 2</li> <li>Not Implemented - 2</li> </ul>	Report Issued August 2023
<b>Police Confidential Funds (A2023-01)</b> <i>No significant exceptions were noted.</i>	Report Issued August 2023
<b>Procurement Card Follow-up (A2022-03F)</b> <i>1 recommendation proposed in January 2023.</i> <ul style="list-style-type: none"> <li>Fully Implemented - 1</li> </ul>	Report Issued October 2023
<b>Police Payroll Follow-up (A2020-01F)</b> <i>18 recommendations proposed in August 2020.</i> <ul style="list-style-type: none"> <li>Fully Implemented or No Longer Applicable – 15</li> <li>Partially Implemented – 2</li> <li>Not Implemented - 1</li> </ul>	Report Issued January 2024
<b>Kronos Implementation-Police (A2022-02)</b> <i>1 recommendation proposed and accepted to address the following:</i> <ul style="list-style-type: none"> <li>Payroll operating procedures were not updated</li> <li>Leave entered by supervisors did not follow cascade order.</li> </ul>	Report Issued January 2024
<b>Subrecipient Grant Monitoring Follow-up (A2022-04F)</b> <i>8 recommendations proposed in October 2022.</i> <ul style="list-style-type: none"> <li>Fully Implemented - 8</li> </ul>	Report Issued January 2024
<b>Code Violation Enforcement &amp; Collections Follow-up (A2019-06F)</b> <i>7 recommendations proposed in August 2019.</i> <ul style="list-style-type: none"> <li>Fully Implemented - 7</li> </ul>	Report Issued May 2024
<b>Vector Fleet Contract Follow-up Audit (A2020-04F)</b> <i>3 recommendations proposed in November 2021.</i> <ul style="list-style-type: none"> <li>Fully Implemented or No Longer Applicable – 2</li> <li>No Longer Concur - 1</li> </ul>	Report Issued May 2024
<b>Wireless Communication Usage Follow-up Audit (A2021-02F)</b> <i>7 recommendations proposed in August 2021.</i> <ul style="list-style-type: none"> <li>Fully Implemented – 2</li> <li>Not Implemented – 4</li> <li>No Longer Concur - 1</li> </ul>	Report Issued May 2024
<b>Fire Kronos Implementation Follow-up Audit (A2022-01F)</b> <i>4 recommendations proposed in January 2022.</i> Fully Implemented – 4	Draft Report Issued August 2024
<b>Police Confidential Funds Audit (A2024-01)</b> <i>No significant exceptions were noted.</i>	Draft Report Issued August 2024

<b>REQUIRED REVIEWS &amp; CONSULTING SERVICES</b>	<b>STATUS</b>
Annual Proximity Card Review	Complete
Annual Conflict of Interest Review	Complete
HUB Oracle Access Controls Review	Continuous
HUB HCM Payroll Implementation	Continuous
Transit Cash Handling Consultation	Complete

### *Fraud, Waste and Abuse Investigations*

The Office of Internal Audit also manages suspected cases of fraud, waste and abuse reported by employees, vendors and citizens. Such cases may be reported in various ways to include in-person, telephone, email, or the City’s Fraud Hotline. The City’s Fraud Hotline is operated by a third party and reports can be made anonymously either over the telephone or online.

For fiscal year 2024, there were 10 incidents reported of which 70% were reported through the Fraud Hotline. The table below summarizes the various types of allegations received.

<b>ALLEGATION TYPE</b>	<b>HOTLINE</b>	<b>NON-HOTLINE</b>	<b>TOTAL</b>
Fraud	1	0	1
Policy Issues	1	1	2
Theft of Cash	0	1	1
Theft of Goods/Services	1	0	1
Theft of Misuse of Company Assets/Services	3	0	3
Theft of Time	1	1	2
<b>Total</b>	<b>7</b>	<b>3</b>	<b>10</b>

Allegations may be investigated by the Office of Internal Audit, referred to a City department (generally for lower risk issues), referred to a non-City agency (if relating to matters outside City jurisdiction or requiring external law enforcement), and/or deemed non-actionable. Non-actionable allegations result from insufficient or dated information, prior corrective action, immateriality or inappropriate use of the Hotline. If referred to a City department, the Office of Internal Audit generally requests the department to investigate, take appropriate action and communicate the results to the Office of Internal Audit within 30 days.

The table below summarizes assignments and dispositions for the allegations reported and/or resolved during fiscal year 2024 based on the following categories: Substantiated (allegation was validated); Substantiated – No Violations (conditions cited were accurate but did not constitute a violation); Unsubstantiated (facts did not support allegation and/or allegation was not proven); Department Resolution; or Inconclusive (available evidence was not sufficient to determine the validity of the allegation).

<b>DISPOSITION</b>	<b>REFER</b>	<b>INVESTIGATE</b>	<b>TOTAL</b>
Non-Actionable	1	1	2
Substantiated	1	3	4
Substantiated – No Violations	0	1	1
Unsubstantiated	2	1	3
<b>Total</b>	<b>4</b>	<b>6</b>	<b>10</b>

## Staff Training and Professional Development

### **Training Provided by Internal Audit**

Internal Audit staff provided training on fraud, waste and abuse to approximately 556 City employees at new employee orientation and during Internal Audit Awareness Month presentations in May.

### **Internal Audit Staff Memberships**

Internal Audit staff are members of the following professional organizations:

- The *Institute of Internal Auditors (IIA)* established in 1941, is an international professional association and the internal audit profession's leader in standards, certification, education, research, and technical guidance throughout the world.
- The *Association of Certified Fraud Examiners (ACFE)*, established in 1988, is a professional association with a mission to reduce the incidence of fraud and white-collar crime and to assist the membership in fraud detection and deterrence.
- The *Association of Local Government Auditors (ALGA)*, established in 1989, is a professional association committed to providing an inclusive and thriving community for all local government auditors working together, making a difference for the public good.
- The *Information Systems Audit and Control Association (ISACA)*, established in 1967, is a professional association committed to the advancement of digital trust by empowering IT professionals to grow their skills and knowledge in audit, cybersecurity, emerging tech and more.

### **Training Obtained by Internal Audit**

Internal Audit staff completed training and professional development activities during fiscal year 2024 in compliance with internal audit standards. The training included, but was not limited to, specific training for local government auditors, ethics, fraud, Governmental Accounting Standards, communication and interpersonal skills.

### **Internal Audit Staff Earn New Credentials**

Internal Audit Director, Rose Rasmussen and Senior Internal Auditor, Christina Zimmerman earned their Certified Fraud Examiner Credential by passing a series of four examinations focused on: Fraud Prevention and Deterrence, Financial Transactions and Fraud Schemes, Law, and Investigation administered through the ACFE.



Certified Fraud Examiners, CFEs, are trained professionals who possess a unique set of diverse skills in preventing, detecting and investigating fraud. Skills such as:

- Knowledge of complex financial transactions;
- Understanding of investigative techniques and legal issues;
- The ability to resolve allegations of fraud, and
- Designing effective anti-fraud programs.

## Summary

In summary, Internal Audit staff took on new endeavors and made a strong effort to complete as many audits and projects as possible during the past fiscal year. Internal Audit's success this past fiscal year was made possible as a result of the support of the City Manager's office, and the hard work of the department personnel which audit projects were conducted. Over the past year the strengths and skills of Internal Audit personnel developed in a way that contributed to the success of the Office. Internal Audit strived to ensure the scope of each audit engagement added value to the organization and good customer service was provided.