



City of Phoenix

Mission Statement

To improve the quality of life in Phoenix through efficient delivery of outstanding public services.

Project Team

Aaron Cook
City Auditor

Cristina Preciado
Deputy City Auditor

Ashley Willis
Senior Internal Auditor

Project Number

1240029

This report can be made available in alternate format upon request.

Police Department Fleet Utilization

May 22, 2024

Report Highlights

Vehicle Management

The Police Department lacks a formalized process for managing its fleet.

Vehicle Utilization

The Police Department did not drive their vehicles at least 2,500 miles each calendar year as required by City policy. Over the past two calendar years, about 12% of the fleet was underutilized.

Vehicle Maintenance

The Police Department did not perform preventative maintenance on some of its vehicles according to City policy. On average, about 14% of vehicles were behind on maintenance.

City Auditor Department
140 N 3rd Avenue Phoenix, AZ 85003
602-262-6641 (TTY use 7-1-1)

Executive Summary

Purpose

Our purpose was to determine if the Police Department (Police) complied with City and department policies for fleet utilization and maintenance.

Background

Property Management Unit Policy 16 *Fleet Management* addresses the responsibilities and expectations of managing Police's fleet operations. The Police Fleet Manager oversees all aspects of fleet operations in the department, including acting as a contact point for equipment coordinators, administrative personnel, committees, and other City departments.

As of December 13, 2023, Police had 2,574 sworn personnel and 2,222 active, regular-use marked and unmarked Police vehicles. Additionally, Police had 153 specialty and training track vehicles in its fleet.

In fiscal year 2023, Police purchased new marked and unmarked vehicles with an average cost of \$35,418.23 per vehicle. Police vehicles have a maximum useful life of seven years, with a yearly depreciation value of \$5,059.75. For April 2023 and March 2024, active, regular-use marked, and unmarked Police vehicles cost the City an average of \$9,042.69 per vehicle per year for maintenance and fuel.

Police Operations Order 4.2 *Operation of Department Vehicles* establishes department vehicle operations and employee responsibility for vehicle maintenance and the assignment of bureau and precinct fleet liaisons.

Fleet management is subject to the following Administrative Regulations (A.R.):

- A.R. 5.13 *Accountability and Inventory Control for City-Owned Property* establishes consistent guidelines for safeguarding City-owned property.
- A.R. 6.11 *Fleet Standards* establishes the standards for acquisition, marking, use, and maintenance of City-owned, leased, or rented vehicles which includes a requirement to use vehicles a minimum of 2,500 miles in a calendar year.

We interviewed Police staff and analyzed department policies and procedures. We tested mileage records for all active Police vehicles for calendar years 2022 and 2023 to determine compliance with the City A.Rs. We also tested weekly maintenance reports for Police vehicles from October 30, 2023, through January 16, 2024, to determine if preventative maintenance was completed as required.

Results in Brief

The Police Department lacks a formalized process for managing its fleet.

We requested policies and procedures from 38 bureaus, units, and precincts. Only two bureaus had written policies or procedures for managing their fleet. While other equipment coordinators had informal processes, they varied widely across the bureaus, units, and precincts. Police did not have a standardized fleet process or training program, and equipment coordinators stated they did not receive training.

The Police Department did not drive some vehicles at least 2,500 miles each calendar year as required by City policy.

We tested mileage records for 2,222 active regular use Police vehicles for calendar years 2022 and 2023 to determine if they were used according to A.R. 6.11. In 2022, 319 Police department vehicles were underutilized, and 231 were underutilized in calendar year 2023. In both years, 143 of the vehicles were underutilized. The City spent an average of \$1,293,104 on yearly maintenance and operational costs for the 143 underutilized vehicles. Additionally, the 143 underutilized vehicles depreciated \$723,544.25 annually for seven years to stay in service alongside new purchases.

The Police Department did not perform preventative maintenance on some of its vehicles according to City policy.

We tested weekly maintenance reports for Police vehicles from October 30, 2023 – January 16, 2024, to determine compliance with preventative maintenance schedules. An average of 301 Police vehicles were out of compliance. For the period reviewed, 48 vehicles were out of compliance. However, 26 received maintenance after our review. We also noted that 15 bureaus, units, and precincts were compliant at least 90% of the time.

Department Responses to Recommendations

NOTE: This table will be completed after department responses are received. The completed table will appear in the final audit report. (Delete this paragraph for the final report.)

<p>Rec. 1.1: Establish a guide and training for staff to manage the fleet department-wide.</p>	
<p>Response: Development of Standard of Work: The Organizational Integrity Bureau (OIB) and the Police Fleet Manager (PFM) will collaborate to develop a comprehensive standard of work in alignment with City Administrative Regulation 6.11 Fleet Standards and Utilization.</p> <p>This will provide standardized work for liaisons/equipment coordinators about fleet management, policies and procedures, and best practices for each specific bureau/precinct.</p> <p>Distribution and acknowledgment: Once finalized, the standard of work will be posted in Power DMS. Each liaison/equipment coordinator should review the standard of work, and then click the acknowledgment button. This ensures accountability and awareness by liaisons/equipment coordinators.</p> <p>Property Management Unit will update the bureau manual and SharePoint site to provide a further reference for the standard of work concerning fleet management.</p>	<p><u>Target Date:</u></p> <p>9/1/2025</p>
<p><i>Explanation, Target Date > 90 Days:</i> Due to the upcoming implementation of a new tracking and inventory system for PMU, more time is required to determine the feasibility of usage for fleet tracking purposes. Training for this new system along with the M5 Fleet tracking system will also require an extended timeline.</p> <p>Changes to effected Bureau Manuals, additions to Power DMS, and electronic form approval from the chain of command will require additional time.</p>	
<p>Rec. 1.2: Re-evaluate and establish a personnel-to-vehicle ratio that aligns with current department operations. Record this ratio and how it was determined in department policy or procedures.</p>	
<p>Response: The 2007 personnel-to-vehicle ratio is outdated and does not align with City Administrative Regulation 6.11 Fleet Standards and Utilization, or with current bureau or precinct operations.</p> <p>The PFM will conduct an updated analysis that will review utilization data, including usage logs, mileage records, and</p>	<p><u>Target Date:</u></p> <p>9/1/2025</p>

maintenance schedules. The M5 fleet tracking system will be used to analyze data and to record best practices for utilization.

This review will reflect the operational variances of patrol vehicles, specialty vehicles, and unmarked fleets at each bureau/precinct.

The PFM will provide results of this analysis to Liaison/Equipment Coordinators. This allows for development of ratios specific to each bureau/precinct,

Liaisons/Equipment Coordinators will provide updated ratio numbers to the PFM for recording and accountability purposes.

Explanation, Target Date > 90 Days: *Should Executive Staff or each bureau or precinct request a specific analysis study, due to staffing limitations and the upcoming implementation of a new tracking and inventory system for PMU, more time is required to determine the feasibility of usage for fleet tracking purposes.*

This analysis would apply to each specific bureau or precinct for best practices of the fleet.

Rec. 1.3: Establish a rider-to-motorcycle ratio that aligns with current department operations. Record this ratio and how it was determined in department policy or procedures.

Response: The 2007 personnel-to-vehicle ratio is outdated and does not align with City Administrative Regulation 6.11 Fleet Standards and Utilization, or with current bureau or precinct operations.

Under OPS 4.2.1.L(Rev 02/20), responsibility for vetting, selecting, and monthly reviewing vehicles, including motorcycles, lies with specific bureaus/precincts/units and their liaisons (e.g., Traffic Unit for motorcycles).

The PFM will conduct an updated analysis that will review utilization data, including usage logs, mileage records, and maintenance schedules. The M5 fleet tracking system will be analyzed to record best practices.

The PFM will provide results of this analysis to the motors Liaison/Equipment Coordinator.

This will aid in the development of updated rider-to-motorcycle ratios and will be provided by the Liaison/Equipment Coordinator to the PFM for recording and accountability purposes

Target Date:

9/1/2025

Explanation, Target Date > 90 Days: *Due to the upcoming implementation of a new tracking and inventory system for PMU, more time is required to determine the*

feasibility of usage for fleet tracking purposes concerning establishing future rider-to-motorcycles ratios.

Rec. 1.4: Establish procedures for fleet utilization to ensure compliance with A.R. 6.11 - Fleet Standards and Utilization.

Response: To ensure compliance with City A.R. 6.11 Fleet Standards and Utilization, a SharePoint form will be developed and listed on the Property Management Unit SharePoint site.

Target Date:

9/1/2025

This electronic form will be used by the Liaison/Equipment coordinators for each bureau/precinct. This form will include reportable requirements contained within City AR 6.11.A. Submission of these forms will be done electronically ensuring accountability and standardized vehicle utilization reporting to the PFM.

Data analysis will be required to ensure compliance with policy and procedures. After completion of the analysis by the PFM and Public Works, underutilized vehicles identified, not on track to meet requirements will result in notification to the affected bureau/precinct chain of command.

Explanation, Target Date > 90 Days: Changes to affected Bureau Manuals, additions to Power DMS, and the development of the SharePoint form would take significant time to develop.

Chain of command approval will be needed, along with the rollout of the accompanying standard of work and training for the use of the SharePoint site.

Rec. 1.5: Establish procedures for ensuring that all Police vehicles are maintained according to required preventative maintenance schedules.

Response: To ensure compliance with City A.R. 6.11 Fleet Standards and Utilization, a SharePoint form will be developed and listed on the Property Management Unit SharePoint site.

Target Date:

9/1/2025

This electronic form will include reportable requirements contained within City AR 6.11.A.

Submission of these forms will be done electronically ensuring accountability and standardized vehicle utilization reporting to the PFM.

Liaisons/Equipment Coordinators will be advised of this form in the standard for work provided by the PFM. Submission of these forms will be done electronically ensuring accountability and tracking.

Notification is done through M5 vehicle tracking log. PFM and Equipment Coordinators are responsible for ensuring preventative

maintenance has been completed, for overdue vehicles. According to Operations Orders 4.2. I 'Proper vehicle maintenance is the responsibility of all employees' and should be updated to include, up to date preventative maintenance and damage logs. Overdue vehicles may have fueling privileges restricted until compliance with prescribed maintenance schedule has been achieved.

M5 training is to be determined by PFM as required for further maintenance notifications.

Explanation, Target Date > 90 Days: Changes to affected Bureau Manuals, additions to Power DMS, and electronic form approval from the chain of command will require additional time. Additional M5 training could be requested for further development of preventative maintenance schedules. Changes to Operations Orders and standardized training for M5 and SharePoint forms will require additional time to develop and implement.

Rec. 2.1: Establish a policy and procedure for turning in vehicles per the Vehicle Utilization and Retention Committee determinations.

Response: To ensure compliance with City A.R. 6.11 Fleet Standards and Utilization, a SharePoint form will be developed and listed on the Property Management Unit SharePoint site.

Target Date:
9/1/2025

This electronic form will be a template of the Public Works Under-Utilization Vehicle form.

Drop-down selections will list reportable requirements contained within City AR 6.11.C.4 that include justification criteria listed within the AR.

This data will be analyzed every six months to ensure compliance with policy and procedures. After completion of the analysis by the PFM and Public Works, underutilized vehicles identified, not on track to meet requirements will result in notification to the affected bureau/precinct chain of command.

Explanation, Target Date > 90 Days: Changes to affected Bureau Manuals, additions to Power DMS, and the development of the SharePoint form would take significant time to develop. Data analysis of submitted SharePoint forms would require time for review to ensure compliance.

Chain of command approval will be needed, along with a rollout of accompanying standards of work and training for the use of the PMU SharePoint site.

Rec. 2.2: Establish a process to ensure that Police vehicles given a 36-month exclusion by the Vehicle Utilization and Retention Committee are meeting utilization requirements during the exclusion period.

Response: Utilize an electronic version of the template for the Public Works Under-utilization Vehicle form using SharePoint. This form will be electronically sent to the PFM.

Target Date:

9/1/2025

Liaisons/equipment coordinators will be provided with dropdown selection options from the City A.R 6.11. C.4 which lists justification criteria to be considered for the 36-month exclusion request.

Documentation of criteria for extended use of vehicles identified on the Utilization Target List will become standardized while listing criteria to justify the retainment of underutilized vehicles during the exclusion period.

Liaisons/Equipment Coordinators will be advised of this form in the standard of work provided by the PFM. Submission of these forms will be done electronically ensuring accountability and standardized criteria for exclusion from underutilization report.

This data will be analyzed by PFM and notifications sent to Liaison/Equipment Coordinators for each bureau/precinct.

Explanation, Target Date > 90 Days: Development of the SharePoint form would take significant time to develop. Chain of command approval will be needed, along with a rollout of accompanying standards of work and training for the use of the PMU SharePoint site.

1 – Police Department Fleet Utilization and Maintenance

Background

Property Management Unit Policy 16 *Fleet Management* addresses the responsibilities and expectations of managing Police fleet. The Police Fleet Manager is responsible for overseeing all aspects of fleet operations in the department including providing a contact point between fleet liaisons (equipment coordinators), administrative personnel, committees, and other City departments.

Police fleet is also subject to Operations Order 4.2 *Operation of Department Vehicles*, which establishes Police vehicle operations, including employee responsibility for vehicle maintenance and the assignment of bureau, unit, and precinct equipment coordinators.

Fleet management is subject to the following regulations:

- A.R 5.13 *Accountability and Inventory Control for City-Owned Property* establishes consistent guidelines for safeguarding City-owned property.
- A.R 6.11 *Fleet Standards* established the standards for acquisition, marking, utilization, and maintenance of City-owned, leased, or rented vehicles.

We interviewed Police and Public Works Department (Public Works) staff and obtained mileage, maintenance, inventory, and staffing records to determine whether Police complied with various department and City policies.

Results

The Police Department did not comply with established personnel-to-vehicle ratios in the Patrol or Investigations divisions and did not have an established motorcycle-to-officer ratio.

Police established Patrol personnel-to-vehicle ratios in 2007 and Investigation personnel-to-vehicle ratios in 2011. No ratio exists for motorcycles and they are not included in the annual utilization review.

We reviewed vehicle inventories and sworn personnel rosters for the patrol precincts and four investigation bureaus as of December 13, 2023, to determine if Police complied with its established ratios. Additionally, we calculated the ratio of motorcycle officers to motorcycles.

Personnel to Vehicle Ratios

Division	Established Ratio	Current Ratio	Exceeds Established Ratio
Patrol	1.7 personnel per vehicle	1.59 sworn personnel per vehicle	Yes
Investigations	1.33 personnel per vehicle	1.21 sworn personnel per vehicle	Yes
Motorcycles	NA	1.27 motorcycles per eligible officer	No established ratio

The Police department exceeds established ratios.

Police exceeded established ratios for the Patrol and Investigations divisions. Police assigned 950 vehicles for 1,508 sworn personnel in seven precincts. The four investigation bureaus were assigned 305 vehicles for 370 sworn personnel. Established ratios have not been updated. Police staff stated that they did not know how the ratio was developed and did not follow it.

Police has 58 full time and 17 part time motorcycle officers. The motorcycle fleet contains 61 assigned motorcycles, 15 training motorcycles, and 34 spare and unassigned motorcycles. Police had not established a ratio for motorcycles. The 34 spare and unassigned motorcycles cost the City \$1,019,320 to purchase.

The Police Department lacks a formalized process for managing the department's fleet.

Police assigned equipment coordinators to each bureau, unit, and precinct to handle equipment management, including vehicles. Equipment coordinators were responsible for ensuring that vehicles assigned to their section received regular maintenance and were utilized according to City policy.

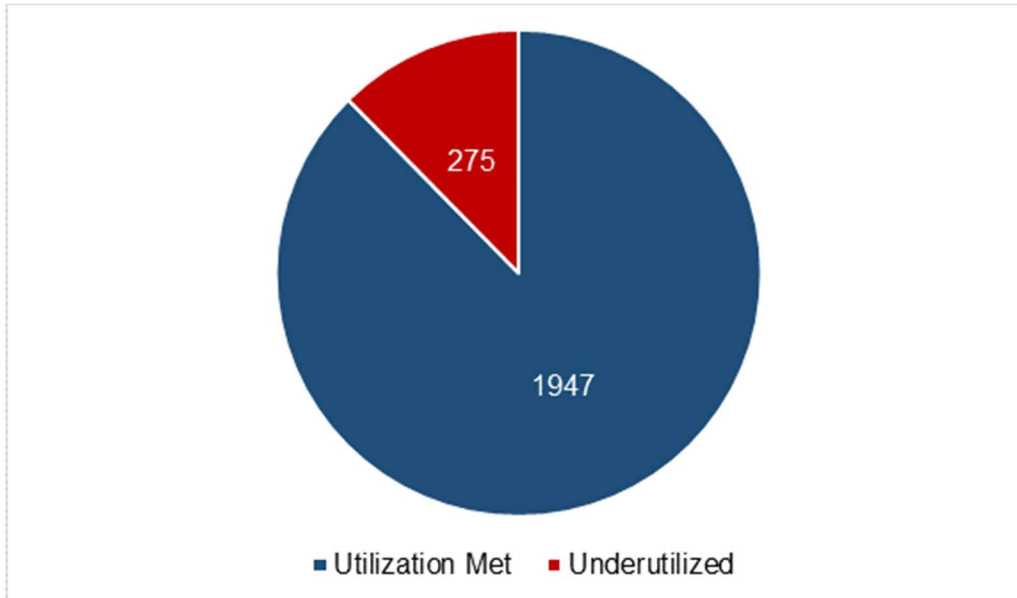
We interviewed equipment coordinators and analyzed the bureau, unit, and precinct policies and procedures. Two bureaus had written policies or procedures for managing fleet. Other equipment coordinators had informal processes, but practices varied widely across the bureaus, units, and precincts. Personnel interviewed stated no training was provided. Police does not have a standardized process or training program for equipment coordinators.

The Police Department did not drive some vehicles at least 2,500 miles each calendar year as required by City policy.

A.R. 6.11 requires that all City-owned vehicles be driven at least 2,500 miles in a calendar year. We tested mileage records for all active Police vehicles for calendar

years 2022 and 2023. For utilization purposes, we excluded 121 specialty and 32 training vehicles from our testing. As of December 13, 2023, Police had 2,222 active regular-use vehicles, including marked and unmarked Police units.

Police Department Fleet Utilization



Police underutilized 12% of their fleet in the two years we reviewed.

In calendar year 2022, 319 Police vehicles were underutilized. Of those, 131 were marked and 188 were unmarked. In calendar year 2023, 231 Police vehicles were underutilized. Of those, 102 were marked and 129 were unmarked. There were 143 vehicles that were underutilized in both years. As we described earlier, Police does not have a standardized process for managing its fleet. The 143 underutilized vehicles cost the City an average of \$1,293,104 to maintain and operate per year. Additionally, the 143 underutilized vehicles depreciated \$723,544.25 annually for seven years to stay in service alongside new purchases.

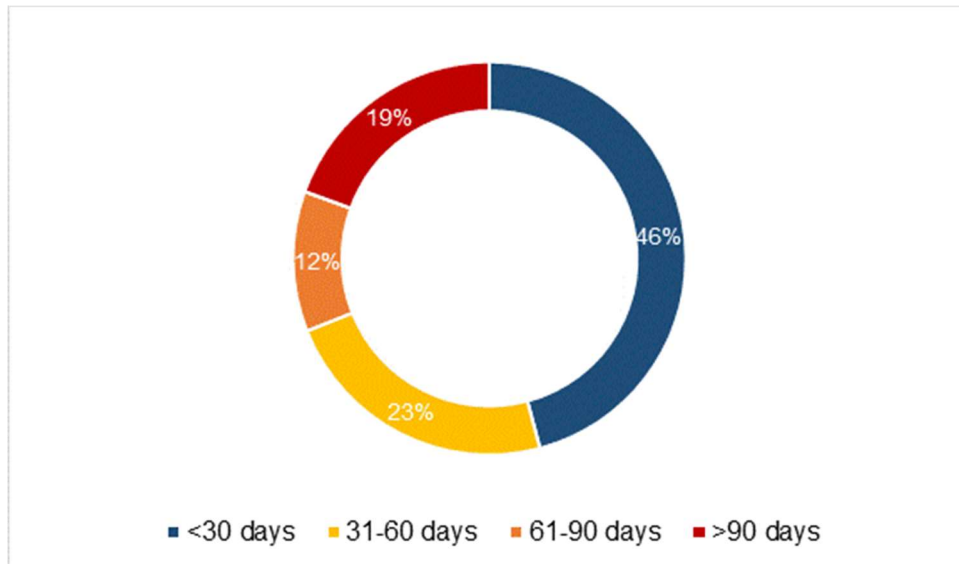
The Police Department did not perform preventative maintenance on some of its vehicles according to City policy.

Police and City policies require that all vehicles undergo regular preventative maintenance. Public Works maintains the M5 database to track mileage and maintenance for all City vehicles. Public Works sends maintenance reports weekly to all designated fleet managers and equipment coordinators, listing vehicles that are due and overdue for service.

We tested weekly maintenance reports for Police vehicles from October 30, 2023 – January 16, 2024, to determine compliance with preventative maintenance schedules.

We found that, on average, 301 Police vehicles (14%) were behind on maintenance on a given week.

Average Number of Days Out of Compliance



Nearly 20% of overdue maintenance was behind by 90 days or more.

There were 48 vehicles out of compliance for the entire time period reviewed; however, 26 of the 48 out of compliance vehicles received maintenance after our review. Preventative maintenance is critical for ensuring the health and longevity of a vehicle and if it is not performed on time, it can lead to costly repairs in the future. Police did not have a standardized process to ensure that vehicles were maintained according to schedule.

We also tested compliance rates with preventative maintenance schedules for bureaus, units, and precincts for the same period. Eighteen bureaus, units, and precincts maintained at least 90% of their assigned fleet on time while five bureaus and units missed preventative maintenance requirements on more than 25% of their assigned fleet.

Recommendations

- 1.1 Establish a guide and training for staff to manage fleet department-wide.
- 1.2 Reevaluate and establish a personnel-to-vehicle ratio that aligns with current department operations. Record this ratio and how it was determined in department policy or procedures.
- 1.3 Establish a rider-to-motorcycle ratio that aligns with current department operations. Record this ratio and how it was determined in department policy or procedures.

- 1.4 Establish procedures for fleet utilization to ensure compliance with A.R 6.11 Utilization Standards.
- 1.5 Establish procedures for ensuring that all Police vehicles are maintained according to required preventative maintenance schedules.

2 – Fleet Underutilization Review

Background

A.R 6.11 addresses the utilization, maintenance, and review of City-owned vehicles. The policy sets forth the standards for the acquisition, marking, utilization, and maintenance of City-owned, leased, or rented vehicles and other fleet equipment. Specifically, vehicles are required to be driven a minimum of 2,500 miles per calendar year.

The Public Works Fleet Services Division is responsible for ensuring proper fleet utilization, size, and composition of City Fleet. Fleet Services reviews utilization each calendar year and provides reports to departments about any fleet unit that fails to meet minimum utilization requirements. If a department wants to retain an underutilized vehicle, it must provide a written request with justification to the Vehicle Utilization and Retention Committee (Committee). See Attachment A – Department Request to Retain Under-Utilized Vehicle Memo.

A.R. 6.11 requires the Committee to meet annually to evaluate retention requests for underutilized vehicles. The Committee either approves or denies the retention request. The excluded fleet are still required to be driven a minimum of 2,500 miles per calendar year during the exclusion period, however if the Committee grants the request, the vehicle is excluded from review by the Committee for 36 months. Fleet Services communicates the Committee's decision to the departments, which must act on the results accordingly.

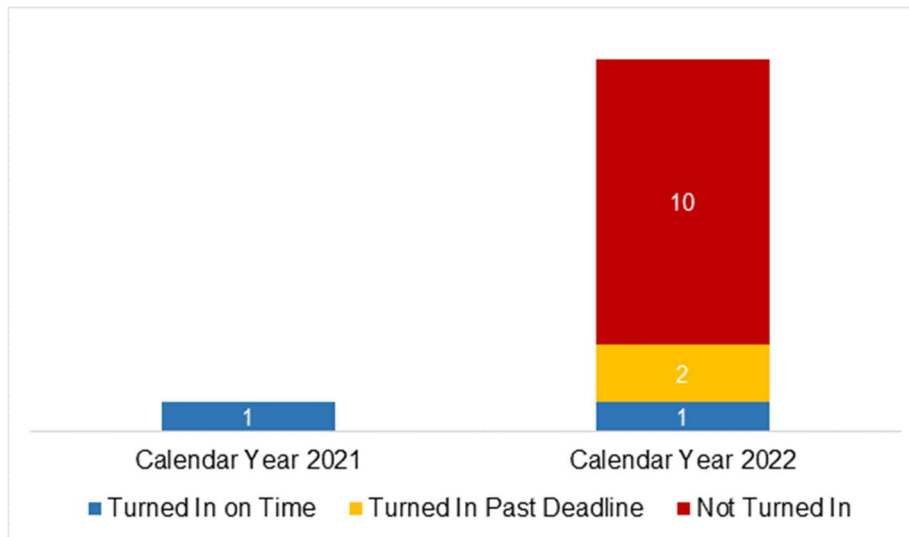
We obtained the Committee's retention request decisions for calendar years 2021 and 2022. We tested compliance with the Committee decisions of Police vehicles where the Committee determined the vehicle needed to be turned in for calendar years 2021 and 2022. We also tested utilization of Police vehicles that were given a 36-month exclusion by the Committee in calendar years 2021 and 2022.

Results

The Police Department did not comply with the Vehicle Utilization and Retention Committee decisions to turn in most of its underutilized vehicles.

The Committee denied Police's request to retain one vehicle in calendar year 2021 and 12 in calendar year 2022 and required the vehicles to be turned in.

Police Vehicles Turned in According to Committee Determinations



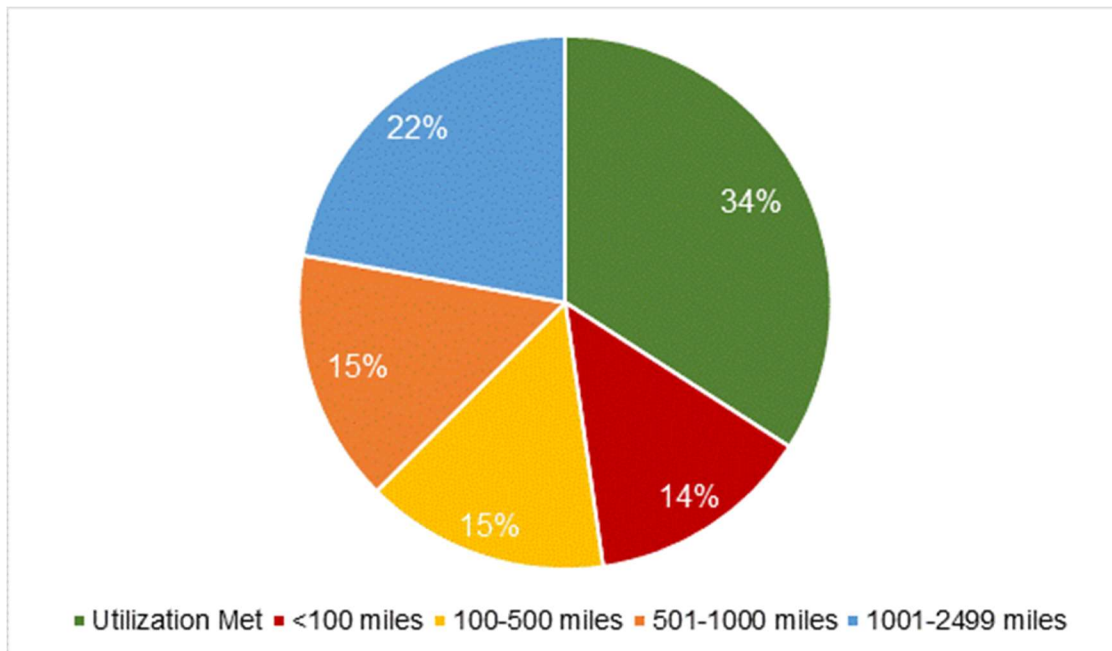
The Police Department turned in 4 of the required 14 vehicles.

Police complied with the Committee’s decision in 2021 and turned in the underutilized vehicle to Public Works before the established deadline. However, Police only turned in 3 of the 12 vehicles in 2022, and two were turned in after the deadline. Not returning vehicles as required by the Committee violates City policy. Underutilized vehicles tie up City resources that can be allocated to other services. Retaining these ten underutilized vehicles costs the City an average of \$141,025 annually in maintenance, operation, and depreciation costs .

Although the Police Department was granted a 36-month exclusion for some of its underutilized vehicles, the department continued to underutilize many of these vehicles during the exclusion period.

The Committee approved Police’s request to retain 23 vehicles in 2021 and 180 vehicles in 2022. Although the Committee granted 36-month exclusions to these vehicles, we tested 2023 mileage records for 174 (85%) of the excluded vehicles from M5 to determine if the vehicles met the utilization requirements during one year of the exclusion period.

Mileage of Excluded Police Vehicles in Calendar Year 2023



66% of the Police Department's excluded vehicles did not meet City utilization requirements in 2023.

In calendar year 2023, 114 of the excluded vehicles were underutilized. Twenty-four of the vehicles were driven less than 100 miles, and 26 were driven less than 500 miles. Retaining these 114 excluded underutilized vehicles costs the City \$1,607,678 annually in maintenance, operation, and depreciation costs.

Recommendations

- 2.1 Establish a policy and procedure for turning in vehicles per the Vehicle Utilization and Retention Committee determinations.
- 2.2 Establish a process to ensure that Police vehicles given a 36-month exclusion by the Vehicle Utilization and Retention Committee are meeting utilization requirements during the exclusion period.

Attachment A – Department Request to Retain Under-Utilized Vehicle Memo



City of Phoenix

To: Lane Moulton
Public Works Department
Operations Manager

Date:

From:

Subject: DEPARTMENT REQUEST TO RETAIN UNDER-UTILIZED VEHICLE

Unit Number:

Year:

Make:

Model:

Please describe in detail the reason(s) for this vehicle to be underutilized. (Ex: Specialized equipment not otherwise available, vehicle is assigned to a position that was vacant and unable to utilize the vehicle, assigned to a limited service range; attach usage log.)

Please describe in detail the proposal to increase the utilization on the above listed vehicle over the next 12 months. (If applicable)

If this request is approved for retention, the vehicle and retention committee will review the utilization after a period of 36 months.

Print Requesting Department Director:

Signature:

Date:

Scope, Methods, and Standards

Scope

We evaluated Police's process for managing its fleet. In addition, we also performed testing of Police fleet maintenance, utilization, and adherence with committee decisions. We also performed an analysis of current Police sworn personnel to vehicle ratios for its Investigations and Patrol divisions as well as personnel assigned to motorcycle details. Vehicle utilization records were reviewed for calendar years 2022 and 2023. Maintenance records selected for testing covered the period from October 30, 2023, through January 16, 2024. Vehicle Utilization and Retention Committee decisions selected for testing covered calendar years 2021 and 2022. Mileage records, sworn personnel staffing rosters, and fleet inventory selected for testing were records as of December 13, 2023.

The internal control components and underlying principles that are significant to the audit objectives are:

- Control Activities
 - Management should implement control activities through policies.
- Monitoring Activities
 - Management should establish and operate monitoring activities to monitor the internal control system and evaluate the results.
- Information and Communications
 - Management should use quality information to achieve the entity's objectives.

Methods

We used the following methods to complete this audit:

- Reviewed Administrative Regulations and Police policies and procedures governing fleet management.
- Interviewed Police and Public Works personnel responsible for managing and monitoring fleet.
- Identified and tested key controls over Police fleet.
- Analyzed Police fleet mileage and maintenance records for compliance with department and City policies.
- Analyzed Police fleet inventory for completeness and accuracy.
- Analyzed sworn personnel staffing rosters in the Patrol and Investigations divisions to determine compliance with department-established ratios.

- Calculated the assigned motorcycle riders to motorcycles ratio.

Unless otherwise stated in the report, all sampling in this audit was conducted using a judgmental methodology to maximize efficiency based on auditor knowledge of the population being tested. As such, sample results cannot be extrapolated to the entire population and are limited to a discussion of only those items reviewed.

Data Reliability

We assessed the reliability of the M5 data by (1) performing electronic testing, (2) reviewing existing information about the data and the system that produced them, and (3) interviewing agency officials knowledgeable about the data. We determined that this data was sufficiently reliable for the purposes of this audit. The data used from SAP was validated in a previous audit.

Standards

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. Any deficiencies in internal controls deemed to be insignificant to the audit objectives but that warranted the attention of those charged with governance were delivered in a separate memo. We are independent per the generally accepted government auditing requirements for internal auditors.