



Follow-up Review of Audit of Purchasing Card Usage and Operational Practices at Broward County Aviation Department

Office of the County Auditor

Follow-up Review

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OFFICE OF THE COUNTY AUDITOR

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September 30, 2025

Honorable Mayor and Board of County Commissioners

We have conducted a Follow-up Review of our Audit of Purchasing Card Usage and Operational Practices at Broward County Aviation Department (Report No. 23-12) dated April 5, 2023. The objective of our review was to determine the implementation status of our previous recommendations.

We conclude that of the 14 recommendations in the original report, seven recommendations were implemented and seven were partially implemented. We commend management for the implementation of our recommendations. The status of each of our recommendations is presented in this follow-up report.

Please be advised that the information presented herein is not considered an audit in accordance with Generally Accepted Governmental Auditing Standards. Had we conducted an audit, we may have identified additional findings and concerns.

We appreciate the cooperation and assistance provided by the Broward County Aviation Department throughout our review process.

Respectfully submitted,

A handwritten signature in blue ink that reads "Bob Melton".

Bob Melton
County Auditor

cc: Monica Cepero, County Administrator
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IMPLEMENTATION STATUS SUMMARY

Implementation Status of Previous Recommendations from our Audit of Purchasing Card Usage and Operational Practices at Broward County Aviation Department

Rec. No.	PREVIOUS RECOMMENDATION	IMPLEMENTED	PARTIALLY IMPLEMENTED	NOT IMPLEMENTED	NOT APPLICABLE
1.A	We recommended management develop and implement policies and procedures to ensure that materials and equipment are adequately assigned to work orders or tickets when issued.		✓		
1.B	We recommended management develop and implement policies and procedures to ensure a proper review and approval of work orders in the Maximo system.		✓		
1.C	We recommended management develop and implement policies and procedures to generate reports from the Maximo system to track and monitor productivity and costs.		✓		
2.A	We recommended management ensure applicable P-Card purchases above the capitalization threshold as well as closely held assets are properly identified in the PeopleSoft P-Card module when processing and approving the P-Card payments and are adequately asset tagged.		✓		
2.B	We recommended management develop and implement internal procedures to consistently and properly track high-risk items valued below the capitalization threshold within the work order or asset		✓		

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Rec. No.	PREVIOUS RECOMMENDATION	IMPLEMENTED	PARTIALLY IMPLEMENTED	NOT IMPLEMENTED	NOT APPLICABLE
	tracking system and require periodic physical verification by independent personnel.				
3	We recommended management ensure that General Ledger accounts are added for the various locations that inventory is stored at as part of the Maximo system upgrade, inventory is properly tracked at these locations, and all holding areas are subject to cycle counts and sufficient controls to safeguard them from misappropriation.		✓		
4	We recommended management make efforts to ensure commonly used materials are obtained through centralized purchasing and to limit the use of P-Cards to incidental purchases. Such efforts may include additional monitoring of P-Card purchases, when appropriate, re-directing staff to obtain materials through the warehouse, and ensuring the warehouse is adequately stocked to timely fulfill staff requests for materials.	✓			
5.A	We recommended management ensure P-Card Holders submit detailed, complete, and accurate vendor invoices or receipts in PeopleSoft.	✓			
5.B	We recommended management ensure P-Card Approvers are held accountable to perform adequate review and ensure required supporting documentation is included prior to approval of transactions.	✓			
6	We recommended management implement adequate controls to ensure duplicate and excessive charges are not paid.	✓			

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Rec. No.	PREVIOUS RECOMMENDATION	IMPLEMENTED	PARTIALLY IMPLEMENTED	NOT IMPLEMENTED	NOT APPLICABLE
7.A	We recommended management ensure P-Card Holders properly identify the delivery methods and locations on the documentation supporting P-Card transactions and shipping addresses of P-Card purchases should be limited to the Broward County Aviation Department (BCAD) work locations authorized for delivery.	✓			
7.B	We recommended management ensure P-Card Approvers are held accountable to perform adequate review and ensure proper delivery methods and BCAD work locations authorized for delivery are included on the documentation supporting P-Card transactions prior to approval of transactions.	✓			
8.A	We recommended management implement procedures to ensure BCAD timely notifies the Purchasing Division of P-Card cancellations for employees' terminations and transfers.		✓		
8.B	We recommended management implement procedures to ensure Purchasing Division immediately cancels the P-Card after receiving the notification from BCAD.	✓			

INTRODUCTION

Scope and Methodology

The Office of the County Auditor conducts audits of Broward County's entities, programs, activities, and contractors to provide the Board of County Commissioners, Broward County's residents, County management, and other stakeholders unbiased, timely, and relevant information for use in promoting government accountability and stewardship and improving government operations.

We conducted a Follow-up Review of our Audit of Purchasing Card Usage and Operational Practices at Broward County Aviation Department (Report No. 23-12) dated April 5, 2023. The objective of our review was to determine the implementation status of previous recommendations.

Please be advised that the information presented herein is not considered an audit in accordance with Generally Accepted Governmental Auditing Standards. Had we conducted an audit, we may have identified additional findings and concerns.

Our follow-up review included such tests of records and other review procedures, as we considered necessary in the circumstances. The follow-up testing was performed for the period of October 1, 2024, through July 31, 2025. However, transactions, processes, and situations reviewed were not limited by the review period.

Overall Conclusion

We conclude that of the 14 recommendations in the original report, seven recommendations were implemented and seven were partially implemented. We commend management for the implementation of our recommendations. The status of each of our recommendations is presented in this follow-up report.

OPPORTUNITIES FOR IMPROVEMENT

This section reports actions taken by management on the Opportunities for Improvement in our previous audit. The issues and recommendations herein are those of the previous audit, followed by the status of the recommendations.

1. Work Order Processes Should Have Been Further Enhanced to Properly Assign, Record, Track, and Monitor Material and Labor Costs and Ensure Work Performed is Adequately Approved and Reviewed for Productivity.

During the previous audit, we noted the following issues related to the work order process:

- A. The work order systems used by the Maintenance and Information Systems Divisions were not used to track materials:
 - i. Ten out of the ten work orders sampled from the Maximo system used by the Maintenance Division did not indicate whether materials were utilized. Further, we found that 18,109 of 18,388 (98.5%) inventory issuances in the system did not include materials cost assigned to a work order.
 - ii. The tickets from the Web Help Desk system used by the Information Systems Division did not indicate the flow of inventory (purchase, receipt, and issuance), and did not include supporting documentation for the related purchase transaction.
- B. Eight of 10 work orders sampled from Maximo system lacked evidence of adequate and independent supervisory review and approval. We also noted Broward County Aviation Department (BCAD) did not have a policy in place requiring proper supervisory review and approval of work orders.
- C. BCAD did not fully use the Maximo system work order reporting functions to track and monitor productivity and costs, and had not established a process for generating periodic productivity and cost reports.

BCAD management communicated that the current version of the system needed an upgrade to better track materials and utilize reporting functions.

We recommended management develop and implement policies and procedures to:

- A. Ensure that materials and equipment are adequately assigned to work orders or tickets when issued.
- B. Ensure a proper review and approval of work orders in the Maximo system.
- C. Generate reports from the Maximo system to track and monitor productivity and costs.

Implementation Status:

- A. **Partially Implemented.** During the follow-up review, we noted:
 - The Maintenance Division developed written procedures. However, two of the two work orders reviewed from the Electrical and Carpentry/Locksmith trade shops did not have materials assigned. Management stated that the Maintenance Division is in the process of fully implementing the Maximo functionality to track the materials and equipment on work orders for these locations.
 - The Information Systems Division still utilizes the Web Help Desk system to track the tickets and does not track or include documentation to show the flow of inventory (purchase, receipt, and issuance). Management indicated that the Information Systems Division is working on the procurement of a new system that would allow adequate assignment of materials and equipment to tickets issued.
- B. **Partially Implemented.** During the follow-up review, management communicated that the current process for the Maintenance Division includes an embedded system control that requires supervisory approval and assignment of a work order to perform the work. However, for one of the two work orders reviewed, the Maximo system showed it was approved/assigned and performed/completed by the same non-supervisory staff. We noted that the Information Systems Division developed and implemented requirements for ticket approval in the Web Help Desk system.
- C. **Partially Implemented.** During the follow-up review, we noted that the Maintenance Division has implemented procedures to generate reports from the Maximo system to track and monitor productivity and costs. Management indicated that the Information Systems Division is working on the procurement of a new system that would allow generating reports to track and monitor productivity and costs.

2. Asset Identification, Tagging, and Tracking Practices Should Have Been Improved to Monitor Costs and Safeguard Assets.

During the previous audit, we noted the following issues related to the asset identification, tagging, and tracking process by various BCAD Divisions:

- A. Three out of seven (43%) P-Card transactions sampled for purchases of tangible property with a unit value above the capitalization threshold and closely controlled assets were not properly identified as fixed assets in PeopleSoft and not asset tagged as required by the County Administrative Policies and Procedures.
- B. Forty-six out of fifty (92%) P-Card transactions sampled for purchases of high-risk items with a unit value below the capitalization threshold were not properly tracked within the work order or asset tracking system. The high-risk items included equipment and services assignable to specific projects or locations and other non-assignable items (such as tools) that are held for continuous usage across projects. High-risk items including those not subject to the County's requirements for asset tagging, were more prone to misappropriation based on a combination of value and ease of transport.

We recommended management:

- A. Ensure applicable P-Card purchases above the capitalization threshold as well as closely held assets are properly identified in the PeopleSoft P-Card module when processing and approving the P-Card payments and are adequately asset tagged.
- B. Develop and implement internal procedures to consistently and properly track high-risk items valued below the capitalization threshold within the work order or asset tracking system, and require periodic physical verification by independent personnel.

Implementation Status:

- A. **Partially Implemented.** During the follow-up review, we noted that no P-Card purchases of capital assets or laptops/computers (closely controlled assets) were made by the Maintenance and Information Systems Divisions in FY 2024 and FY 2025. However, we noted that two of the two P-Card transactions reviewed for purchases of six closely controlled assets (three iPads and three tablets) made by the Information Systems Division were not properly identified in the PeopleSoft P-Card module as fixed assets, and all six items were not asset tagged.
- B. **Partially Implemented.** During the follow-up review, Management indicated:

- The Maintenance Division implemented tracking of high-risk items valued below the capitalization threshold as inventory items in the Maximo system, and they are in the process of testing a real-time tracking solution for the asset locations. However, two of the four high-risk items reviewed were not tracked within the Maximo system. The Maintenance Division also indicated that the verifications of high-risk assets were periodically performed by independent personnel.
- The Information Systems Division is working on the procurement of a new system that would allow proper tracking of high-risk items valued below the capitalization threshold. Additionally, the Information Systems Division communicated that some of their high-risk items were asset tagged by the BCAD's Finance Division in FY 2025.

3. Assets Should Have Been Tracked and Included as Inventory Until Final Issuance.

During the previous audit, we noted that assets (such as various parts, tools, aviation electronics, and information technology components) were no longer included on the formal inventory once they were distributed from the warehouse to various trade shops and the Information Systems Division prior to final issuance and usage. This was due to the improper initial setup of the Maximo system at BCAD, which did not include General Ledger (GL) accounts for the trade shops.

We recommended management ensure that General Ledger accounts are added for the various locations that inventory is stored at as part of the Maximo system upgrade, inventory is properly tracked at these locations, and all holding areas are subject to cycle counts and sufficient controls to safeguard them from misappropriation.

Implementation Status: Partially Implemented. During the follow-up review, Management indicated that the GL accounts were created in the Maximo system for the Maintenance Division; however, the implementation of the system functionality for tracking inventory at four trade shops is still in progress. We noted that the cycle counts of inventory are performed periodically based on the system-generated list. Management also indicated that the Information Systems Division relies on BCAD's Finance Division for cycle counts and is working on the procurement of a new system, which would allow proper tracking of inventory at the holding areas.

4. BCAD Should Have Obtained Materials and Parts Available Through Centralized Purchasing by the Warehouse and Placed Less Reliance on Purchasing Materials Using P-Cards.

During the previous audit, we noted BCAD staff did not adequately utilize the warehouse to obtain materials and parts and instead relied on P-Card purchases. For the period of October 1, 2017, through April 30, 2020, we found a significant disparity in warehouse distributions versus P-Card purchases of materials and parts, that could have otherwise been reasonably obtained through the warehouse.

We recommended management make efforts to ensure commonly used materials are obtained through centralized purchasing and to limit the use of P-Cards to incidental purchases. Such efforts may include additional monitoring of P-Card purchases, when appropriate, re-directing staff to obtain materials through the warehouse, and ensuring the warehouse is adequately stocked to timely fulfill staff requests for materials.

Implementation Status: Implemented.

5. P-Card Transactions Should Have Been Approved with Adequate Supporting Documentation Submitted in PeopleSoft.

During the previous audit, we tested 1,595 P-Card transactions and found that for 186 (12%) transactions, P-Card Holders failed to consistently submit adequate and required supporting documentation for their purchases in PeopleSoft. Further, we noted that P-Card Approvers failed to consistently perform a sufficient review of the documentation supporting transactions and did not ensure adequate support is being uploaded to PeopleSoft prior to approving, as required by the P-Card Program Manual.

We recommended management ensure:

- A. P-Card Holders submit detailed, complete, and accurate vendor invoices or receipts in PeopleSoft.
- B. P-Card Approvers are held accountable to perform adequate review and ensure required supporting documentation is included prior to approval of transactions.

Implementation Status:

- A. **Implemented.**
- B. **Implemented.**

6. P-Card Review Controls Should Have Been Enhanced to Ensure Duplicate or Excessive Charges Were not Paid.

During the previous audit, we noted three P-Card transactions that were paid twice, and two P-Card transactions were for purchases with excessive charges, resulting in overpayments.

We recommended management implement adequate controls to ensure duplicate and excessive charges are not paid.

Implementation Status: Implemented.

7. P-Card Supporting Documentation Should Have Identified Proper Delivery Method, and all Shipping Addresses Should Have Been Authorized BCAD Work Locations.

During the previous audit, we reviewed a total of 1,595 P-Card transactions and found that the supporting documentation in PeopleSoft for 174 (11%) transactions contained shipping/delivery addresses that were not BCAD work locations authorized for delivery. While many of these identified discrepancies were resolved after additional review, supporting documentation in PeopleSoft should have included annotations and/or additional support to clarify the appropriateness of the 'ship to' addresses used on invoices. Further, no evidence showed the P-Card Approver questioned the non-authorized shipping address through his or her review.

We recommended management ensure:

- A. P-Card Holders properly identify the delivery methods and locations on the documentation supporting P-Card transactions and shipping addresses of P-Card purchases should be limited to BCAD work locations authorized for delivery.
- B. P-Card Approvers are held accountable to perform adequate review and ensure proper delivery methods and BCAD work locations authorized for delivery are included on the documentation supporting P-Card transactions prior to approval of transactions.

Implementation Status:

- A. **Implemented.**
- B. **Implemented.**

8. P-Cards Should Have Been Timely Cancelled for Terminated and Transferred Employees.

During the previous audit, we noted that three of 12 (25%) P-Cards reviewed for terminated and transferred outside of the BCAD employees were not cancelled timely, including delays from BCAD (not notifying the Purchasing Division timely) or the Purchasing Division (not canceling the P-Card timely after receiving the notification from BCAD).

We recommended management implement procedures to ensure:

- A. BCAD timely notifies the Purchasing Division of P-Card cancellations for employees' terminations and transfers.
- B. Purchasing Division immediately cancels the P-Card after receiving the notification from BCAD.

Implementation Status:

- A. **Partially Implemented.** During the follow-up review, we noted that two of the two P-Cards reviewed, for one terminated and one transferred employee, were not cancelled timely due to delays from BCAD (not notifying the Purchasing Division timely). No unauthorized P-Card purchases were made after the termination and transfer dates. Management communicated that, for the instance of the terminated employee, the BCAD staff in charge of notifying the Purchasing Division of P-Card cancellation was on unexpected leave, and for the other instance of the transferred employee, the P-Card Holder physically stayed with BCAD for two weeks following the formal transfer date.
- B. **Implemented.**