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AUDITOR GENERAL

STATE OF ARIZONA
OFFICE OF THE
AUDITOR GENERAL

WILLIAM THOMSON
DEPUTY AUDITOR GENERAL

November 18, 2003

The Honorable Robert Blendu, Chair
Joint Legislative Audit Committee

The Honorable John Huppenthal, Vice Chair
Joint Legislative Audit Committee

Dear Senator Blendu and Representative Huppenthal:

Our Office has recently completed a 24-month followup of the Arizona Department of Public Safety—Highway Patrol regarding the implementation status of the 16 audit recommendations (including sub-parts of the recommendations) presented in the performance audit report released in September 2001 (Auditor General Report No. 01-20). As the attached grid indicates:

- 15 of the 16 recommendations have been implemented; and
- 1 of the 16 recommendations is in the process of being implemented.

Unless otherwise directed by the Joint Legislative Audit Committee, this report concludes our follow-up work on the Department's efforts to implement the recommendations resulting from the September 2001 performance audit.

Sincerely,

Debbie Davenport
Auditor General

Attachment

cc: Colonel Dennis A. Garrett, Director
Department of Public Safety

**DEPARTMENT OF PUBLIC SAFETY
Highway Patrol
24-Month Follow-Up Report To
Auditor General Report No. 01-20**

FINDING I: Highway Patrol Division Could Improve the Accuracy of Its Staffing Estimates

Recommendation	Status of Implementing Recommendation	Explanation for Recommendations That Have Not Been Implemented
1. The Division should perform a sensitivity analysis of its PAM model to focus its efforts on first refining the model inputs that have the greatest impact on the staffing estimates.	Implemented at 18 months	
2. The Division should reevaluate all policy decisions that are used in the model and make appropriate revisions.	Implemented at 18 months	
3. The Division should establish a schedule to regularly review the policy decision inputs that impact their PAM model.	Implemented at 12 months	
4. The Division should provide periodic formal or informal refresher training to officers to ensure accurate reporting of workload data.	Implemented at 24 months	

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FINDING I: Highway Patrol Division Could Improve the Accuracy of Its Staffing Estimates (Concl'd)

Recommendation	Status of Implementing Recommendation	Explanation for Recommendations That Have Not Been Implemented
5. The Division should take steps to ensure the accuracy of workload data entered into the Division's officer time-tracking system, such as verifying a percentage of workload data and/or developing management or exception reports.	Implementation in Process	
6. When conducting the sensitivity analysis, DPS should specifically test whether overtime hours have a significant impact on its staffing estimates. If so, the Division should include overtime hours into its model.	Implemented at 18 months	
7. The Division should analyze the costs and benefits of contracting with the model's developer to revise its staffing model or switching to an improved version of the model.	Implemented at 24 months	
8. The Division should consider establishing a study committee to assist in deciding which PAM model will be used and reviewing policy inputs.	Implemented at 12 months	

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FINDING II: DPS Needs To Develop Comprehensive Motor Vehicle Fleet Size and Replacement Policies

Recommendation	Status of Implementing Recommendation	Explanation for Recommendations That Have Not Been Implemented
1. DPS should take steps to ensure it collects reliable data on an ongoing basis showing how frequently all of its sworn officers and civilians in all divisions respond to emergencies outside of their normal working hours.	Implemented at 12 months	
2. Once collected, DPS should use the data to: a. Evaluate and revise as necessary its existing Highway Patrol Division vehicle assignment and fleet size policies; and b. Develop formal vehicle assignment and fleet size policies for DPS' other divisions.	Implemented at 18 months Implemented at 18 months	
3. DPS should monitor how many miles each vehicle is driven and examine more closely any vehicles that are driven relatively few miles to determine whether they can be eliminated from the fleet.	Implemented at 6 months	

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FINDING II: DPS Needs To Develop Comprehensive Motor Vehicle Fleet Size and Replacement Policies (Concl'd)

Recommendation	Status of Implementing Recommendation	Explanation for Recommendations That Have Not Been Implemented
4. DPS should take further steps to ensure the accuracy of vehicle odometer readings maintained in its motor vehicle fleet database.	Implemented at 6 months	
5. DPS should develop a comprehensive, objective vehicle replacement policy. In developing this policy, DPS should: <ul style="list-style-type: none"> a. Use its historical vehicle operating cost data to identify the most cost-effective time to replace vehicles; b. Compare its standard to the practices of other fleet managers; and c. Provide unique replacement standards for different types and uses of vehicles. 	<ul style="list-style-type: none"> <li style="text-align: center;">Implemented at 18 months <li style="text-align: center;">Implemented at 6 months <li style="text-align: center;">Implemented at 6 months 	