

# Memorandum



**DATE:** June 8, 2012

**TO:** Honorable Mayor and City Council

**SUBJECT:** Audit of Selected Safety and Security Operations of the Department of Aviation<sup>1</sup>

The Department of Aviation's (Aviation) Airport Operations (Safety Section) and Airport Security (Security Section) do not have formal policies and procedures. Aviation personnel follow the Airport Certification Manual (ACM) and the Airport Security Program (ASP) as required by Federal regulations. These documents, however, do not include specific guidance regarding Aviation personnel duties.

Written policies and procedures help to manage risk and to demonstrate that Aviation has effective internal controls, personnel are performing their duties consistently, and that they are complying with Federal regulations and City of Dallas (City) requirements.

## Airport Operations

Airport Operations is composed of the following two sections:

**Safety** – Conducts daily day and night self-inspections to ensure the runways, taxiways, aprons, and perimeters are safe. The Safety Section must comply with Title 14, Code of Federal Regulations (CFR) Part 139, *Airport Certifications*.

**Security Section** – Performs preventive and ongoing security procedures and enforcement at all airport buildings and facilities. The Security Section must comply with Title 49, CFR Part 1542, *Airport Security*.

**Source:** Department of Aviation

<sup>1</sup> The audit was conducted under the authority of the City Charter, Chapter IX, Section 3, and in accordance with the Fiscal Year 2011 Audit Plan approved by the City Council. The audit objectives were to determine Aviation's compliance with selected provisions of Title 14 and Title 49 of the Code of Federal Regulations (CFR) and to determine the adequacy of certain controls over sensitive information. The scope of the audit included certain Aviation safety activities and security identification media processing activities for personnel and vehicles, transactions, and records from October 1, 2008 through June 30, 2011; however, certain other matters, procedures, or transactions occurring outside of that period may have been reviewed to understand and verify information related to the audit period. This performance audit was conducted in accordance with generally accepted government auditing standards (GAGAS) except for the independence requirement as discussed below. 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 upon our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. We interviewed Aviation personnel regarding safety and security practices, observed various airport operations, selected and analyzed several judgmental samples related to airport security identification media processing, and evaluated certain information technology controls over the Facility Commander and CrossMatch Technologies software applications.

The Office of the City Auditor (Office) policies require auditors to disclose any circumstances that might result in a personal impairment to independence either in fact or appearance. An auditor assigned to the information technology portion of the audit did not disclose to the Office in a timely manner that he was pursuing an employment opportunity with the Department of Communication and Information Services while performing the audit. The auditor, however, asserts that he remained independent in fact. While nothing came to the Office's attention during the course of the audit that would cause the Office to believe the auditor was not independent, it may be perceived that the auditor's independence was impaired; therefore, a GAGAS exception was deemed appropriate.

We recommend the Interim Director of Aviation develop formal policies and procedures that provide Aviation personnel guidance on their duties (see Attachment I for management's response).

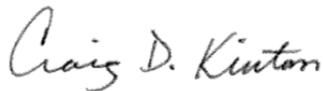
In addition, processing of sensitive information related to security is not properly segregated, consistent and adequately monitored. The report issues and associated recommendations related to security have been omitted from this report. Our decision to exclude this information is based on:

- Government Auditing Standards, December 2011 Revision, Sections 7.39 - 7.43, Reporting Confidential and Sensitive Information; and,
- Texas Government Code Section 552.139. EXCEPTION: GOVERNMENT INFORMATION RELATED TO SECURITY OR INFRASTRUCTURE ISSUES FOR COMPUTERS

These security issues have been communicated to the appropriate Aviation personnel in the *Confidential Security Administration Limited Use Report – Audit of Selected Safety and Security Operations of the Department of Aviation*.

If you have any questions or need additional information, please contact me at 214-670-3222 or Carol Smith, First Assistant City Auditor, at 214-670-4517.

Sincerely,



Craig D. Kinton  
City Auditor

Attachment

C: Mary K. Suhm, City Manager  
A.C. Gonzalez, First Assistant City Manager  
Mark Duebner, Interim Director – Department of Aviation

## Management's Response

### Memorandum

**RECEIVED**

MAY 30 2012

City Auditor's Office



CITY OF DALLAS

DATE: May 23, 2012  
TO: Craig D. Kinton, City Auditor  
SUBJECT: Response to Audit Report:  
Audit of Selected Safety and Security Operations of the Department of Aviation

Our responses to the audit report recommendations are as follows:

#### **Recommendation:**

We recommend the Interim Director of Aviation develop formal policies and procedures that provide Aviation personnel guidance on their duties.

#### **Management Response / Corrective Action Plan**

Agree  Disagree

The Department of Aviation agrees with the recommendation and has begun the development of formal policies and procedures for the Airport Operations Division (Safety and Security). In addition the Department of Aviation is reviewing all procedures to ensure proper segregation of duties. All policies and procedures will be published and distributed to staff and will be incorporated in employees performance plans to ensure compliance.

#### **Implementation Date**

January 2013

#### **Responsible Manager**

Clifford York – Airport Operations Manager

Sincerely,

  
Mark Duebner  
Director of Aviation

C: A.C. Gonzalez, First Assistant City Manager

"Dallas: The City That Works: Diverse, Vibrant, and Progressive."

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