



PRINCE WILLIAM COUNTY

Prince William County, Virginia Internal Audit Report – Procurement Card Cycle Audit

August 31, 2018



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TRANSMITTAL LETTER



August 31, 2018

The Board Audit Committee of
Prince William County, Virginia
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Prince William, Virginia 22192

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Pursuant to the internal audit plan for calendar year (“CY”) 2018 for Prince William County, Virginia (“County” / “PWC”), approved by the Board of County Supervisors (“BOCS”), we hereby present the procurement card (“PCard”) cycle audit. We will be presenting this report to the Board Audit Committee of Prince William County at the next scheduled meeting on September 18, 2018.

Our report is organized into the following sections:

Executive Summary	This provides a high-level overview and summary of the observations noted in the procurement card cycle audit, as well the respective risk ratings.
Background	This provides an overview of the procurement card process as well as relevant background information.
Objectives and Approach	The objectives of the cycle audit are expanded upon in this section as well as a review of the various phases of our approach.
Observations Matrix	This section gives a description of the observations noted during this cycle audit and recommended actions, as well as Management’s response including responsible party, and estimated completion date.
Process Maps	This section illustrates process maps, which identifies data flow, key control points and any identified gaps.

We would like to thank the staff and all those involved in assisting our firm with this cycle audit.

Respectfully Submitted,

RSM US LLP

Internal Auditors



EXECUTIVE SUMMARY

Background

In January of 2014, the Procurement Card (“PCard”) Program was introduced as a pilot program by Prince William County and was fully implemented by December of 2015. The PCard Program was adopted in order to provide the County a more efficient method of procurement and payment. A PCard is a form of charge card that allows goods and services to be procured more expediently while still adhering to applicable procurement regulations. PCards are typically issued to employees who make low dollar, high volume transactions. However, the use of the PCard is not intended to avoid or bypass appropriate procurement or payment policies.

PCard holders have access to the *Procurement Card Policy and Procedures* and the *Procurement Card Procedures Governing General County Purchases* (collectively referred to as “policies and procedures” within this report), both revised June 2018, which provides guidance to employees on the use of PCards. The PCard Program as a whole is monitored primarily by the Procurement Card Administrator and supported by the Purchasing Division. Having an administrator in place to oversee the PCard program is best practice, which reduces the County’s risk of inappropriate expenditures and misuse of the PCards.

Overall Summary / Highlights

The observations identified during our assessment are detailed within the pages that follow. We have assigned relative risk or value factors to each observation identified. Risk ratings are the evaluation of the severity of the concern and the potential impact on the operations of each item. There are many areas of risk to consider in determining the relative risk rating of an observation, including financial, operational, and/or compliance, as well as public perception or ‘brand’ risk.

Fieldwork was performed July 2018 through August 2018.

Objective and Scope

The purpose of a cycle audit is to provide testing and reassurance that policies and procedures are being followed by different agencies (any office, department, board, commission, or other entity within the government, or any independent agency of the government municipal corporation) or that controls continue to be effective once it has been determined that they have been appropriately designed and implemented.

The primary objective of this cycle audit was to validate ongoing compliance and control effectiveness over policies and procedures. Procedures included:

- Assess the design and effectiveness of the County’s policies and procedures for adequate internal controls over procurement card management;
- Determine whether controls are sufficient to facilitate that goods and services that are paid for were properly authorized, ordered and received;
- Assess the PCard inventory process and system access;
- Verify card holder setup and maintenance, monthly reconciliation and general monitoring of program are functioning as designed; and
- Analyze the full population of procurement card transactions to identify anomalies over which a focused investigation could be performed.

The initial internal audit over the Procurement Card Program was accepted by the BOCS on August 4, 2015. Based on those results, follow-up was subsequently performed. It should be noted that the County’s purchasing card program was not fully implemented to all agencies as of the last internal audit.

Summary of Observation Ratings

(See page 8 for risk rating definitions)

	High	Moderate	Low
PCard Cycle Audit	-	-	2

We would like to thank all County team members who assisted us throughout this cycle audit.



EXECUTIVE SUMMARY – CONTINUED

Observations Summary

Below is a summary listing of the observations that were identified in the scope of this cycle audit. Detailed observations are included in the observations matrix section of the report.

Summary of Observations	
Observations	Rating
1. Monitoring of Vendor Spend	Low
2. Annual Inventory of Procurement Cards	Low



BACKGROUND

Procurement Card Program Overview

In January of 2014, the Procurement Card (“PCard”) Program was introduced as a pilot program and was fully implemented by December of 2015. The PCard Program was adopted in order to provide the County a more efficient method of procurement and payment. A PCard is a form of charge card that allows goods and services to be procured more expediently while still adhering to applicable procurement regulations. PCards are typically issued to employees who make low dollar, high volume transactions. However, the use of the PCard is not intended to avoid or bypass appropriate procurement or payment policies.

PCard holders receive training provided by the Finance Department’s Purchasing Division as well as have access to the *Procurement Card Policy and Procedures* and the *Procurement Card Procedures Governing General County Purchases* (collectively referred to as “policies and procedures” within this report), both revised June 2018, which provides guidance to employees on the use of PCards. The PCard Program as a whole is monitored primarily by the Procurement Card Administrator and supported by the Purchasing Division.

The County contracts with JPMorgan Chase Bank to issue PCards and earns a rebate or approximately 1-2% under this contract. The rebate earned is based on total average charge volume of all PCard purchases made by the County, large dollar transactions, and corresponding days to pay (payment cycle length). In 2015 and 2016, the County received rebates of \$37,312 and \$55,779 respectively. Most recently, the County received a rebate of \$89,611 for purchases made in 2017.

RPMG Research Group Corporation (“RPMG”) is an organization that serves business and governmental agencies through data collection, detailed analyses, and dissemination of information about current trends and practices in the business-to-business use of bank commercial cards, e-procurement technologies and other technologies affecting the expenditure cycle of organizations. Per the 2017 Purchasing Card benchmark survey issued by RPMG, administrative cost savings of \$69.85 per transaction were reported when compared to the traditional purchase order-driven acquisition process. Further, in comparison to a traditional purchase order process, purchasing cards can reduce the procurement cycle time by seven days (71%), increase discounts with suppliers, and improve working capital and cash flow with 29 days of interest-free financing.

Financial and Statistical Information

The last three fiscal years have seen extensive growth in the PCard program, with total purchases significantly increasing from FY 2016 to FY 2018 and an increase of 162 card holders.

Description	FY 2016	FY 2017	FY 2018
Approximate number of cardholders	396	505	558
Approximate number of transactions	16,417	23,260	25,682
Total purchases (net of returns)	\$3,112,242	\$5,252,929	\$6,464,810
Average transaction amount	\$190	\$226	\$252

Source: *payment/net query as of July 2018*



BACKGROUND – CONTINUED

Financial and Statistical Information – continued

Merchant Category Codes (“MCC”) are assigned to each card to limit the types of transactions the card holder can make. These codes categorize each merchant according to the type of business the merchant is engaged in, and the kinds of goods and services provided by the merchant. For FY 2018, the top ten (10) MCCs by total number of transactions are listed in the table below, which encompasses roughly 45% of all transactions.

MCC Description	Total Transactions	Total Expense
HOME SUPPLY WAREHOUSE STORES	3,470	\$ 335,668
BOOK STORES	2,008	\$ 329,441
GROCERY STORES SUPERMARKETS	1,299	\$ 71,979
DIRECT MARKETING-COMBINATION CATALOG-RETAIL MERCH.	892	\$ 216,307
INDUSTRIAL SUPPLIES NOT ELSEWHERE CLASSIFIED	807	\$ 195,568
HARDWARE STORES	699	\$ 54,062
BUSINESS SERVICES-NOT ELSEWHERE CLASSIFIED	609	\$ 229,700
PLUMBING AND HEATING EQUIPMENT	590	\$ 112,118
AUTOMOTIVE PARTS ACCESSORIES STORES	548	\$ 61,607
MISCELLANEOUS AND SPECIALTY RETAIL STORES	512	\$ 133,669

During FY 2018, 3,931 different merchants were transacted with using a PCard. The top ten (10) merchants by total number of transactions are listed in the table below, which encompasses roughly 29% of all transactions.

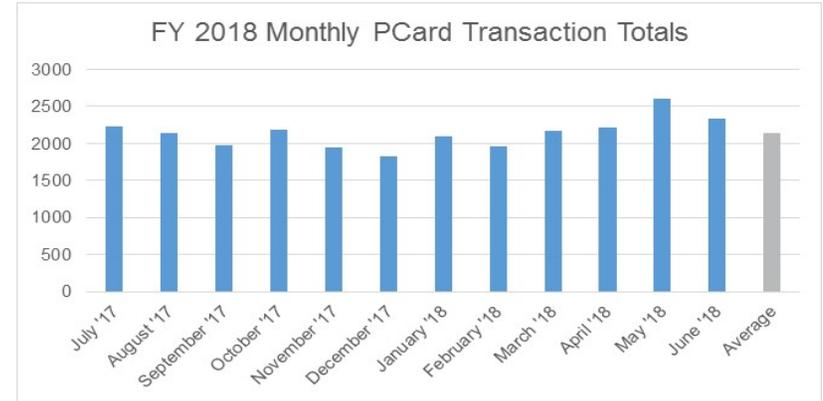
Merchant Name	Total Transactions	Total Expense
AMAZON	2,020	\$ 322,866
LOWES	1,808	\$ 161,773
THE HOME DEPOT	1,594	\$ 162,045
OFFICE DEPOT	823	\$ 200,360
WOODBINE HARDWARE	275	\$ 8,933
DALE CITY HARDWARE	251	\$ 19,475
PAYPAL	249	\$ 71,232
WW GRAINGER	230	\$ 61,397
UNITED AIRLINES	225	\$ 73,471
BJS WHOLESALE	186	\$ 14,618



BACKGROUND – CONTINUED

Financial and Statistical Information – continued

On average, there are 2,140 PCard transactions each month totaling roughly \$538,734.



Additional data analytics on the PCard spend is included in **Appendix A**.



OBJECTIVES AND APPROACH

Objectives

The primary objective of this cycle audit was to validate ongoing compliance and control effectiveness over policies and procedures. The initial internal audit over the Procurement Card Program was accepted by the BOCS on August 4, 2015. Based on those results, follow-up was subsequently performed. It should be noted that the County's purchasing card program was not fully implemented to all agencies as of the last internal audit.

Cycle audits are narrower in scope and specific to inherently high-risk, decentralized functions and processes. The purpose of a cycle audit is to provide testing and reassurance that policies and procedures are being followed within different agencies or that controls continue to be effective once it has been determined that they have been appropriately designed and implemented.

Approach

Our audit approach consisted of the following three phases:

Understanding and Documentation of the Process

The first phase of this cycle audit consisted primarily of inquiry, in an effort to obtain an understanding of the key personnel, risks, processes, and controls relevant to the objectives outlined above. The following procedures were completed as a part of this phase:

- Reviewed relevant documented policies and procedures and any other relevant information;
- Conducted interviews with key personnel to identify process changes;
- Validated the process map depicting the current state of the process documented during the initial internal audit over PCard; and
- Based on the information obtained through our inquiry procedures, we developed a risk-based work plan to validate the ongoing design and operating effectiveness of processes and controls.

Evaluation of the Design and Effectiveness of Process and Controls

The purpose of this phase was to test compliance and internal controls based on our understanding of the processes obtained during the first phase. We utilized sampling and other auditing techniques to meet our audit objectives outlined above. We conducted the following testing, and other procedures as deemed necessary:

- Performed testing of a sample of PCard transactions for proper justification, approval, and documentation of receipt by the responsible persons, including verification of the following:
 - Employee conducting purchase is an active employee;
 - Transactions were not split to avoid single transaction limit;
 - Purchases were not backordered or for prohibited/restricted items;
 - Purchases were within the assigned credit limits;
 - Timeliness of approval of the transaction and Statement of Account;
 - Purchase is in line with the assigned merchant category code(s);
 - Purchase is appropriate for agency;
 - Virginia sales and use tax was not paid on exempt transactions;
 - Purchases were in-line with County policies and procedures;
 - Agency conducted proper follow-up and resolution for transactions violating County policies and procedures;
 - Purchase is compliant with provisions of the Virginia Public Procurement Act - Title 2.2, Chapter 43 of the *Code of Virginia*; and
 - Purchases of food were supported by required documented request form.



OBJECTIVES AND APPROACH – CONTINUED

Approach – continued

Evaluation of the Design and Effectiveness of Process and Controls (continued)

- Reviewed and validated controls over PCard inventory procedures;
- Reviewed forms utilized;
- Assessed the appropriateness of current credit limits set on all active PCards against actual usage to identify possible excessive limits;
- Reviewed management review/monitoring process for Card Holders with zero activity; and
- Performed the following data analytics on the entire population of PCard transactions:
 - Card Holder activity;
 - Duplicate or split transactions;
 - Transactions made on holidays and weekends;
 - Restricted purchase by use of keywords; and
 - Purchases exceeding assigned credit limits.

Reporting

At the conclusion of this cycle audit, we summarized our findings into this report. We have reviewed the results with the appropriate Management personnel, and have incorporated Management’s response into this report.

Provided below is the observation risk rating definitions for the detailed observations reported beginning on the following page.

Observation Risk Rating Definitions	
Rating	Explanation
Low	Observation presents a low risk (i.e., impact on financial statements, internal control environment, brand, or business operations) to the organization for the topic reviewed and/or is of low importance to business success/achievement of goals.
Moderate	Observation presents a moderate risk (i.e., impact on financial statements, internal control environment, brand, or business operations) to the organization for the topic reviewed and/or is of moderate importance to business success/achievement of goals. Action should be in the near term.
High	Observation presents a high risk (i.e., impact on financial statements, internal control environment, brand, or business operations) to the organization for the topic reviewed and/or is of high importance to business success/achievement of goals. Action should be taken immediately.



OBSERVATIONS MATRIX

Observation	1. Monitoring of Vendor Spend
Low	<p>The County’s PCard spend has increased from \$3,112,242 to \$6,464,810 (208%) from FY 2016 to FY 2018, respectively. The increase in spend is aligned with the PCard Program goals, as it is advantageous for the County to maximize PCard use to minimize County employee time spent on the procurement function and achieve an annual rebate based on spend. During FY 2018, there were sixteen (16) vendors with more than \$30,000 in associated PCard purchases. It is our understanding, due to resource limitations, that there is no process in place to review and monitor PCard spend by vendor to assess the following:</p> <ul style="list-style-type: none"> • The method of procurement based on the County’s purchasing regulations; and • Any opportunities for additional savings through negotiation (whether based on dollar or volume of use thresholds). <p>In July 2016, the County replaced its financial management software, Performance, with an Oracle Enterprise Resource Planning (“ERP”) financial management system, internally named Ascend. This system replacement has allowed all PCard transactions to be categorized by commodity. This commodity spend information is distributed to the Purchasing Division’s Contract Specialists on a monthly basis although it is not utilized for review. A listing of all PCard transactions is shared with the Purchasing Division Chief each week, and reviewed for compliance with applicable policies and procedures. The Contract Specialists also receive a listing of PCard transactions on a monthly basis for further review. Monitoring of vendor spend increases the County’s ability to identify additional potential cost savings.</p>
Recommendation	<p>We recommend the County implement a process to monitor vendor spend against established thresholds (dollar and volume of use) in order to identify possible cost saving opportunities through competitive bid/quote/solicitation and/or discounts/rebates. In addition, the County could further increase its rebate potential through expansion of its PCard Program to vendors with higher dollar purchasing thresholds. However, the County should be mindful of the risks and additional controls it would need to put in place with an expansion.</p>
Management’s Action Plan	<p>Response: Management agrees with the finding. Internal control mechanisms currently exist on all County procurement cards (“PCards”) to ensure proper use. These controls include Merchant Category Codes (MCC), credit limits, and restrictions on the number of card uses per day. Each cardholder’s transactions are reviewed and approved by an authorized representative in the respective department (typically the cardholder’s supervisor, for example). In addition, the Finance Department has a dedicated position, the PCard Administrator, who monitors card usage, conducts random audits of cardholder accounts, maintains cardholder account controls (i.e. sets purchasing limits, MCC Codes, etc.) and regularly reviews PCard transaction logs.</p> <p>The Finance Department/Purchasing Division will work with JP Morgan, the County’s PCard vendor, to create a semi-annual report that classifies all charges via MCC code and merchant to analyze trends and spend patterns in order to identify County-wide procurement opportunities to further increase efficiencies and obtain more favorable prices.</p>



OBSERVATIONS MATRIX – CONTINUED

Observation	1. Monitoring of Vendor Spend - continued
Management's Action Plan - continued	<p>Response - continued: Finally, the Finance Department recently awarded a banking contract to JP Morgan for Merchant and Procurement Card Services as a result of a competitive Request for Proposal ("RFP") process. As part of this RFP and resulting contract, the County included ePayables as an optional service. An ePayables solution will allow the County to move from paper check and electronic payment means to a unique, virtual payment card, with additional rebate earnings potential. However, to move forward with the program, the Purchasing Division will need a dedicated resource, such as an Assistant PCard Administrator, to effectively handle the increased volume and ensure adequate internal control. A position will be requested by the Finance Department as part of the FY 2020 budget process.</p> <p>Responsible Party: Finance Department; Purchasing Division Chief</p> <p>Estimated Completion Date: January 1, 2019</p>

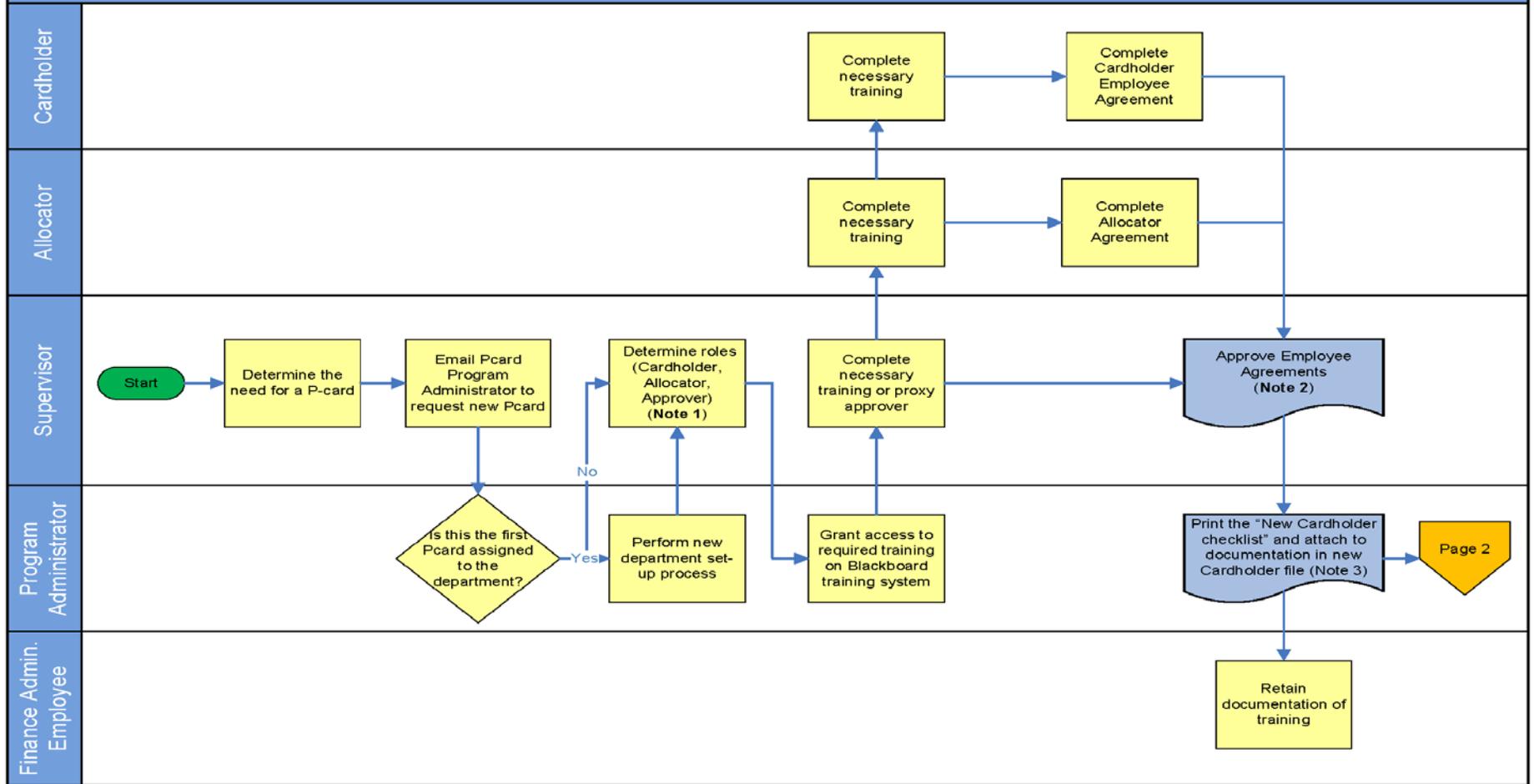


OBSERVATIONS MATRIX – CONTINUED

Observation	2. Annual Inventory of Procurement Cards
<p>Low</p>	<p>The number of County PCard holders has increased from 396 to 558 (141%) from FY 2016 to FY 2018, respectively. We noted that a timely periodic inventory of procurement cards is not being performed.</p> <p>A thorough inventory process of all PCards reduces the risk of unauthorized and invalid use.</p>
<p>Recommendation</p>	<p>We recommend that all agencies conduct a physical inventory of active PCards on an annual basis. This process should be initiated by the Procurement Card Administrator and appropriately leverage the applicable Supervisors, reviewers, and/or approvers in the departments. When the inventory results are received by the Procurement Card Administrator, they should be reviewed and verified for accuracy, with follow-up on any discrepancies. A full listing of all active PCards should be obtained directly from JP Morgan (or applicable vendor) and utilized for the inventory. Documentation of inventory results should be maintained by the Procurement Card Administrator.</p> <p>In addition, the annual inventory of procurement cards should be incorporated into the respective County policies and procedures.</p>
<p>Management's Action Plan</p>	<p>Response: Management agrees with this finding. Currently, whenever a new PCard account is established, an Administrative Assistant in the Finance Department/Purchasing Division receives the card from JP Morgan and records the card in a log maintained by the Purchasing Division. The cardholder must meet with the PCard Administrator on a one-on-one basis prior to receiving the card. The Procurement Card Program is reviewed and the card is issued to the cardholder upon presentation of a picture ID. Whenever an employee is terminated from the County, the PCard Administrator is notified. If the employee is a cardholder, the PCard Administrator closes the card account and all outstanding transactions are allocated and approved by the respective department. The PCard Administrator and Purchasing Division Chief have access at all times to all active, suspended or closed card accounts in the JP Morgan system, PaymentNet.</p> <p>In addition, the Purchasing Division will establish an annual cardholder verification process whereby a listing of all active card accounts will be sent to each department for review. This will serve as a secondary control to ensure terminated or transferred employee accounts have been appropriately suspended or closed, as applicable.</p> <p>Responsible Party: Finance Department; Purchasing Division Chief</p> <p>Estimated Completion Date: December 31, 2018</p>



PROCESS MAPS



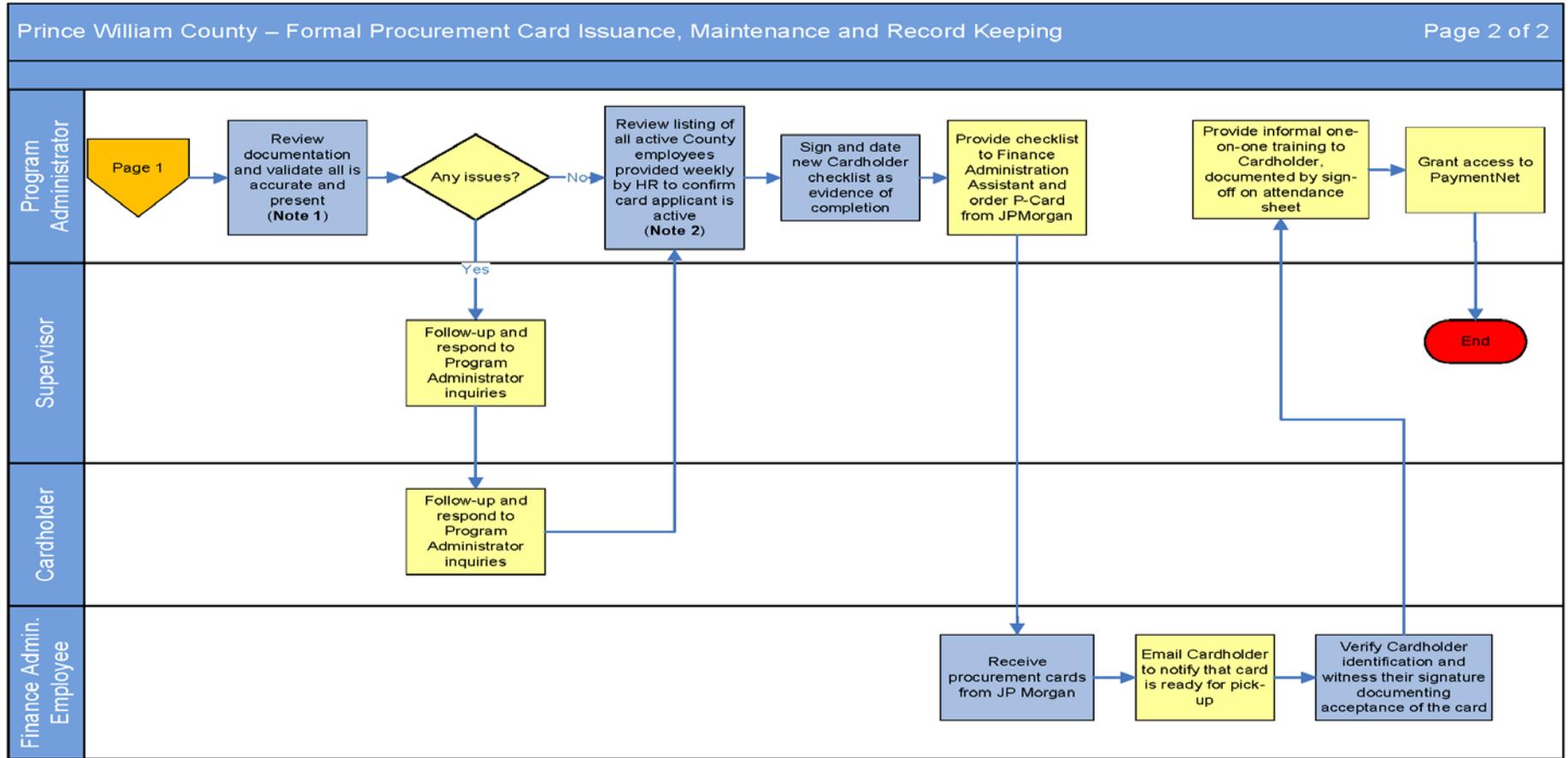
Note 1: If a department is in the process of receiving their first P-Card, the Program Administrator will hold a meeting with department personnel to explain the County's P-Card procedures and roles via PowerPoint presentation.
Note 2: The Cardholder/employee agreement indicates the purchase categories permitted by Merchant Category Code ("MCC") groups, monthly spending limit, single transaction spending limit, and the specific duties of the Cardholder. Cardholder signs the document to evidence agreement.
Note 3: The Program Administrator utilizes a "New Cardholder Checklist" to make sure all steps are followed and documentation is completed and retained.

Legend:

Process Step	Automated Control	Manual Control	Gap
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PROCESS MAPS – CONTINUED



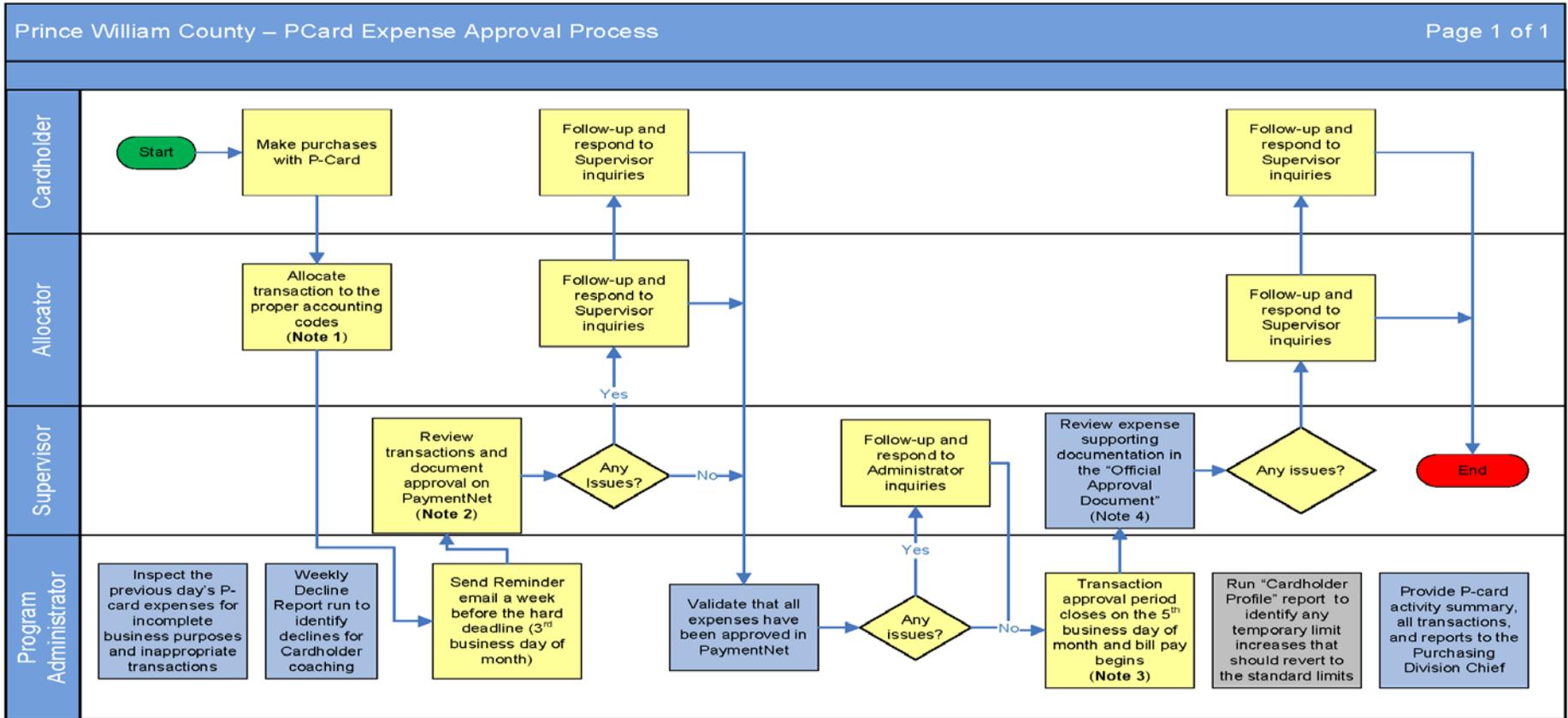
Note 1: As part of the document review, the Program Administrator validates that the Approver and Allocator also have the appropriate training completed and evidence is on file.
Note 2: Program Administrator prints and retains Human Resources documentation to evidence that the applicant is a active employee.

Legend:

Process Step	Automated Control	Manual Control	Gap
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PROCESS MAPS – CONTINUED



Note 1: Allocators are encouraged to allocate expenses on the PaymentNet site on a weekly basis and must do so by the 4th business day after month end.
Note 2: The designated approver may be different from the Cardholders supervisor, which will be documented in the Cardholder's file.
Note 3: Purchases must be approved on PaymentNet by the 5th business day after month end, after which the period is closed automatically by PaymentNet and no approvals may be done.
Note 4: The "Official Approval Document" includes all required supporting documentation for transactions and must be signed by the approver within 30 days of month end.





APPENDIX A: DATA ANALYSIS

All data presented in this section is from after the first cycle audit and contains transactions from July 1, 2017 through June 30, 2018.

Top 20 Cardholders by Total Spend					
Cardholder Name	Total Transactions	Total Expense	Average Transaction Amount	Total Transaction %	Total Expense %
SHARON BAGFORD	71	\$670,003.24	\$9,436.67	0.28%	10.36%
MONICA MARTIN	830	\$354,123.64	\$426.65	3.23%	5.48%
BRENT HEAVNER	220	\$154,569.45	\$702.59	0.86%	2.39%
MERLE TURNER	816	\$144,062.71	\$176.55	3.18%	2.23%
NIKKI MEADOWS	145	\$136,216.93	\$939.43	0.56%	2.11%
PWC TRAVEL	506	\$116,157.13	\$229.56	1.97%	1.80%
CRAIG SURLES	551	\$91,819.94	\$166.64	2.15%	1.42%
AMY WALLACE	280	\$76,447.90	\$273.03	1.09%	1.18%
MICHELLE ANDERSON	113	\$70,116.01	\$620.50	0.44%	1.08%
LORA WILSON	161	\$61,228.14	\$380.30	0.63%	0.95%
DIANE DUKES	95	\$54,276.03	\$571.33	0.37%	0.84%
PATRICIA MARROW	48	\$54,068.14	\$1,126.42	0.19%	0.84%
MARLENE MEARS	160	\$52,574.75	\$328.59	0.62%	0.81%
DANIEL COOK	67	\$52,341.86	\$781.22	0.26%	0.81%
PAUL PRICE	158	\$51,794.10	\$327.81	0.62%	0.80%
PAULETTE MCDONALD	227	\$51,344.90	\$226.19	0.88%	0.79%
ELIZABETH HECK-HOWARD	189	\$44,692.24	\$236.47	0.74%	0.69%
STEVEN CARWILE	65	\$42,756.12	\$657.79	0.25%	0.66%
CHARLES GIFFORD	156	\$42,382.04	\$271.68	0.61%	0.66%
SUZETTE KAPP	28	\$40,499.01	\$1,446.39	0.11%	0.63%
Remaining Cardholders	20796	\$4,103,336.13	\$197.31	80.98%	63.47%
Total	25682	\$6,464,810.41	\$251.73		



APPENDIX A: DATA ANALYSIS – CONTINUED

Top 20 Cardholders by Total Transactions					
Cardholder Name	Total Transactions	Total Expense	Average Transaction Amount	Total Transaction %	Total Expense %
MONICA MARTIN	830	\$354,123.64	\$426.65	3.23%	5.48%
MERLE TURNER	816	\$144,062.71	\$176.55	3.18%	2.23%
CRAIG SURLES	551	\$91,819.94	\$166.64	2.15%	1.42%
PWC TRAVEL	506	\$116,157.13	\$229.56	1.97%	1.80%
BRIAN BAIRD	330	\$37,084.95	\$112.38	1.28%	0.57%
AMY WALLACE	280	\$76,447.90	\$273.03	1.09%	1.18%
PAULETTE MCDONALD	227	\$51,344.90	\$226.19	0.88%	0.79%
TIMOTHY DANIEL	226	\$29,452.95	\$130.32	0.88%	0.46%
ROBERT PUGH	222	\$24,458.47	\$110.17	0.86%	0.38%
BRENT HEAVNER	220	\$154,569.45	\$702.59	0.86%	2.39%
JONATHAN ALVAREZ MALDONA	215	\$33,732.74	\$156.90	0.84%	0.52%
JEFFERY SAYLOR	215	\$24,651.51	\$114.66	0.84%	0.38%
MARCO RIVERA	202	\$26,571.83	\$131.54	0.79%	0.41%
ANDREW HARTBERGER	200	\$27,961.05	\$139.81	0.78%	0.43%
ROD KRUKOWSKI	193	\$16,491.25	\$85.45	0.75%	0.26%
ELIZABETH HECK-HOWARD	189	\$44,692.24	\$236.47	0.74%	0.69%
SHERRIE HELM-HAYES	172	\$3,957.12	\$23.01	0.67%	0.06%
MICHAEL STUTSMAN	171	\$21,579.62	\$126.20	0.67%	0.33%
MICHAEL BRANHAM	165	\$12,125.75	\$73.49	0.64%	0.19%
THOMAS FLYNN	164	\$34,509.32	\$210.42	0.64%	0.53%
Remaining Cardholders	19588	\$5,139,015.94	\$262.36	76.27%	79.49%
Total	25682	\$6,464,810.41	\$251.73		



APPENDIX A: DATA ANALYSIS – CONTINUED

Top 20 Vendors by Total Spend

Merchant Name	Total Transactions	Total Expense	Average Transaction Amount	Total Transaction %	Total Expense %
CHERRY BEKAERT	4	\$335,574.00	\$83,893.50	0.02%	5.19%
AMAZON	2020	\$322,866.43	\$159.83	7.87%	4.99%
INOVA PHYSN SRVS-ECASH	39	\$300,473.00	\$7,704.44	0.15%	4.65%
OFFICE DEPOT	823	\$200,360.40	\$243.45	3.20%	3.10%
THE HOME DEPOT	1594	\$162,044.66	\$101.66	6.21%	2.51%
LOWES	1808	\$161,773.04	\$89.48	7.04%	2.50%
UNITED AIRLINES	225	\$73,470.61	\$326.54	0.88%	1.14%
PAYPAL	249	\$71,232.17	\$286.07	0.97%	1.10%
WW GRAINGER	230	\$61,397.27	\$266.94	0.90%	0.95%
GOOGLE *ADWS4231837578	5	\$55,000.00	\$11,000.00	0.02%	0.85%
AMERICAN AIRLINES	145	\$38,038.28	\$262.33	0.56%	0.59%
HENRY SCHEIN ANIMALHLT	16	\$34,734.80	\$2,170.93	0.06%	0.54%
COMCAST	90	\$33,796.66	\$375.52	0.35%	0.52%
PWC-LD LAND DEVELOPMEN	32	\$33,163.12	\$1,036.35	0.12%	0.51%
CUMMINS-LONG ISLAND	9	\$31,111.36	\$3,456.82	0.04%	0.48%
AIRECO #11 WOODBRIDGE	123	\$30,468.85	\$247.71	0.48%	0.47%
PHYSIO CONTROL INC	5	\$28,849.50	\$5,769.90	0.02%	0.45%
CHERRY BEKAERT LLP	2	\$27,924.95	\$13,962.48	0.01%	0.43%
MCCARTHY TIRE SERVICE	72	\$27,058.92	\$375.82	0.28%	0.42%
EAST TO WEST EMBRO	43	\$26,386.31	\$613.64	0.17%	0.41%
Remaining Vendors	18148	\$4,409,086.08	\$242.95	70.66%	68.20%
Total	25682	\$6,464,810.41	\$251.73		



APPENDIX A: DATA ANALYSIS – CONTINUED

Top 20 Vendors by Total Transactions

Merchant Name	Total Transactions	Total Expense	Average Transaction Amount	Total Transaction %	Total Expense %
AMAZON	2020	\$322,866.43	\$159.83	7.87%	4.99%
LOWES	1808	\$161,773.04	\$89.48	7.04%	2.50%
THE HOME DEPOT	1594	\$162,044.66	\$101.66	6.21%	2.51%
OFFICE DEPOT	823	\$200,360.40	\$243.45	3.20%	3.10%
WOODBINE HARDWARE	275	\$8,933.10	\$32.48	1.07%	0.14%
DALE CITY HARDWARE	251	\$19,475.09	\$77.59	0.98%	0.30%
PAYPAL	249	\$71,232.17	\$286.07	0.97%	1.10%
AGENT FEE 89	235	\$6,992.00	\$29.75	0.92%	0.11%
WW GRAINGER	230	\$61,397.27	\$266.94	0.90%	0.95%
UNITED AIRLINES	225	\$73,470.61	\$326.54	0.88%	1.14%
BJS WHOLESALE #0041	186	\$14,618.41	\$78.59	0.72%	0.23%
SOUTHERN REFRIGERATION	149	\$25,549.30	\$171.47	0.58%	0.40%
AMERICAN AIRLINES	145	\$38,038.28	\$262.33	0.56%	0.59%
VAMAC INC WOODBRIDGE	140	\$15,714.56	\$112.25	0.55%	0.24%
WM SUPERCENTER #1852	138	\$7,491.13	\$54.28	0.54%	0.12%
MICHAELS STORES 4816	130	\$4,608.03	\$35.45	0.51%	0.07%
DOLLAR TREE	125	\$3,474.15	\$27.79	0.49%	0.05%
AIRECO #11 WOODBRIDGE	123	\$30,468.85	\$247.71	0.48%	0.47%
READYREFRESH BY NESTLE	116	\$3,883.03	\$33.47	0.45%	0.06%
WM SUPERCENTER #3588	115	\$7,902.27	\$68.72	0.45%	0.12%
Remaining Vendors	16605	\$5,224,517.63	\$314.64	64.66%	80.81%
Total	25682	\$6,464,810.41	\$251.73		



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