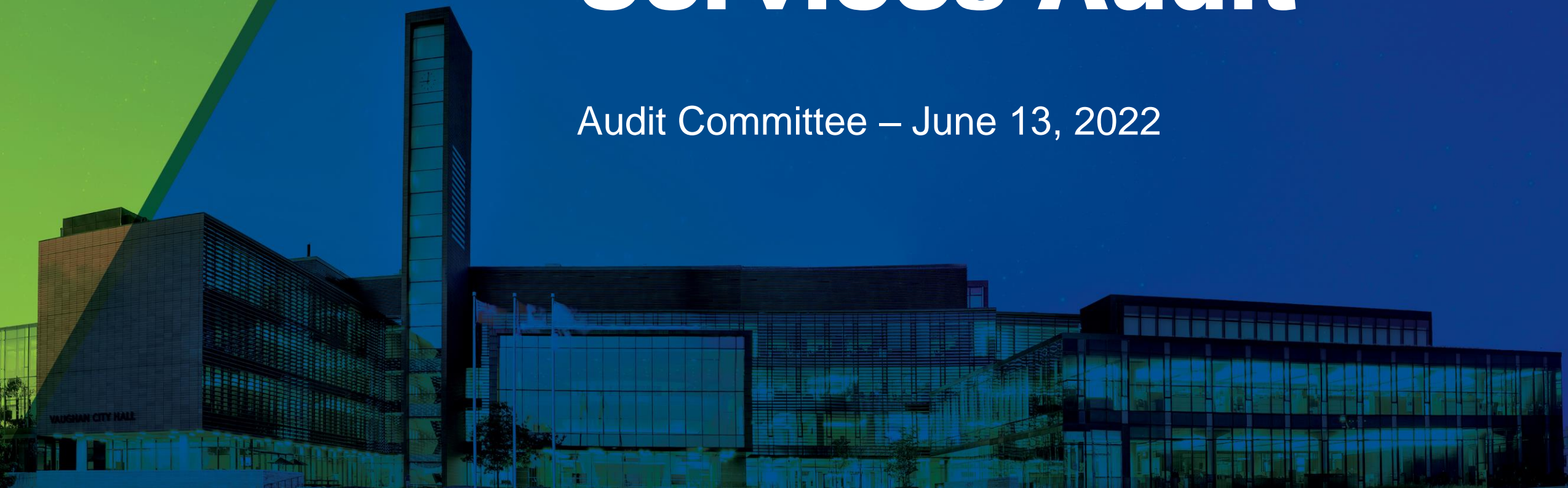


Fleet Management Services Audit

Audit Committee – June 13, 2022



Today's Presentation

- Audit Objective
- Scope and Methodology
- Audit Conclusion
- Management Action Plans
- Next Steps
- Questions

Audit Objective

The objective of the audit was to evaluate the adequacy and effectiveness of the internal controls, processes, and procedures in place to mitigate the business risks associated with services provided by Fleet Management Services.

Audit Scope & Methodology

- Review of policies and procedures
- Analyze reports
- Assess the use of technology
- Conduct interviews
- Perform process walk throughs
- The scope of the audit covered department activities for the period of January 2021 to December 2021.

Audit Conclusion

This audit has raised concerns related to the administration and oversight of FMS, which increases the risk of misappropriation and reputational damage to the City.

Issues and Observations

The following are some of the opportunities identified:

- Developing a Comprehensive Fleet Management Strategy
- Acquiring a Fit-for-Purpose Fleet Management Information System (FMIS) and Upgrading the Automatic Vehicle Localization (AVL) Units
- Improving Compliance to Vehicle Inspection Requirements
- Determining the future of Fuel Distribution

Management Action Plans

Developing a Comprehensive Fleet Management Strategy

- FMS is shifting towards shared accountability model
- FMS will update the Fleet Policy Manual and The Green Fleet Strategy
- FMS is currently recruiting a Fleet Acquisition Specialist
- FMS will formalize a sustainable Fleet Capital replacement plan
- FMS and Procurement will be negotiating VOR maintenance agreements with Sole/Single source vendors

Management Action Plans

Acquire the FMIS and Upgrading AVL

- FMS and VFRS are currently working together to purchase a fit-for-purpose Fleet Management Information System (FMIS)
- FMIS will provide a centralized data management system
- FMS is currently upgrading Automatic Vehicle Location (AVL) devices
- AVL data will be integrated into the FMIS to fully leverage data

Management Action Plans

Improving Compliance to Vehicle Inspection Requirements

- FMS is exploring a digital vehicle inspection compliance solution to replace the existing process
- FMS will update accident reporting procedures as part of the Fleet Policy Manual update
- An automatic escalation framework will be developed to ensure timely resolution on accident investigations
- FMS will explore direct verification of operator competency solutions.

Management Action Plans

Determining the future of Fuel Distribution

- FMS will hire a consultant to conduct a fuel distribution feasibility analysis
- FMS currently have a capital project for the procurement of a fuel management software system that will be integrated into the FMIS
- A new software system will be able to identify the asset and operator accessing the system

Next Steps

- Action plans have been developed
- Implementation is underway or completed
- Internal Audit will follow up and report on the status of these action plans



Questions?





Thank You

