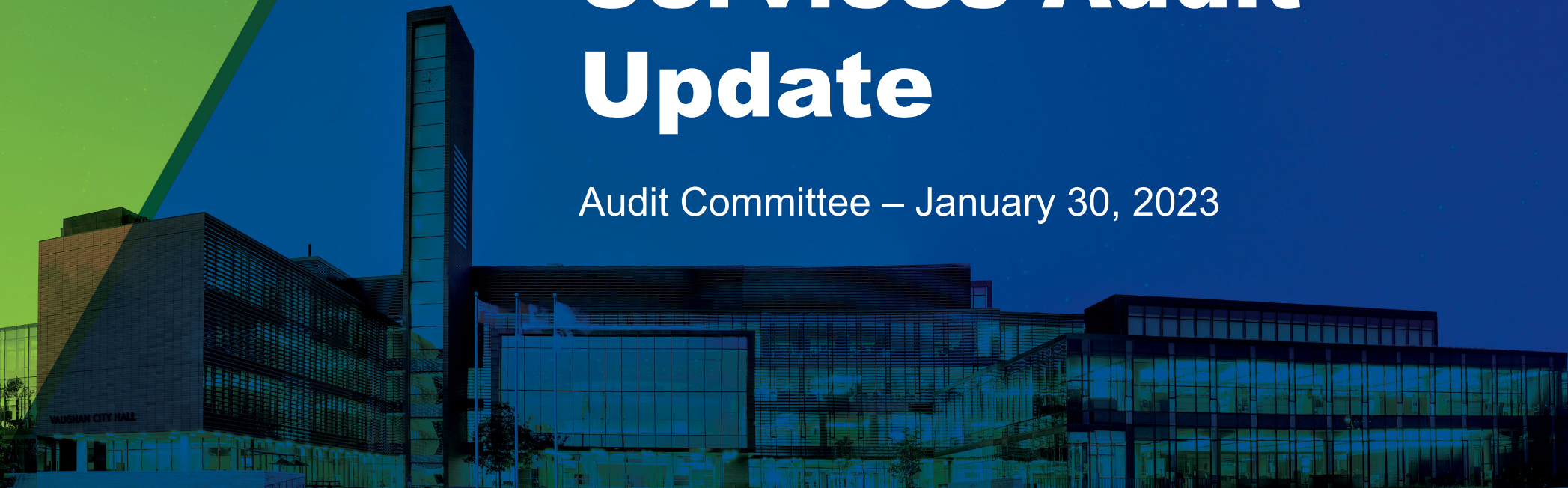


Fleet Management Services Audit Update

Audit Committee – January 30, 2023





Agenda

- Audit Objective
- Audit Scope and Methodology
- Opportunities Identified
- Fleet Management Services Four-Year Strategic Action Plan
- Management Action Plans - 2023
- Fleet Management Services 2023 Action Items



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 (FMS).

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.

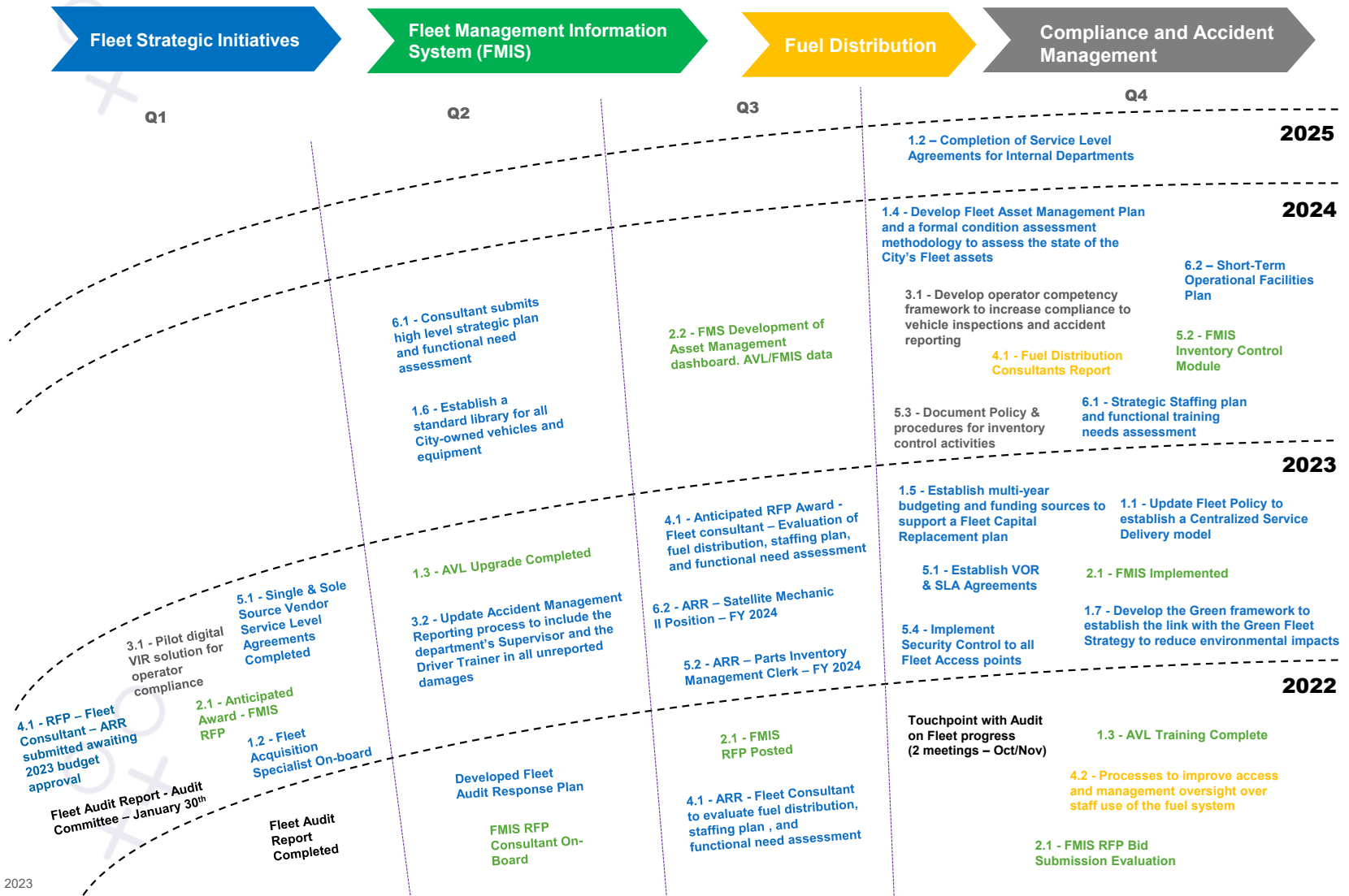
Opportunities Identified:

1. Developing a Comprehensive Fleet Management Strategy
 - Centralized Service Delivery Model
 - Implementation of Policies and Procedures
 - Leveraging Technology
 - Develop a Comprehensive Fleet Asset Management Plan
 - Multi-Year Budgeting Plan to support Fleet Capital Replacement Plan
 - Establish a Standard Specification Library
 - Green Fleet Strategy

Opportunities Identified:

2. Acquiring a Fit-for-Purpose Fleet Management Information System (FMIS) and Upgrading the Automatic Vehicle Localization (AVL) Units
3. Improve Compliance to Vehicle Inspection Requirements
4. Determining the Future of Fuel Distribution
5. Enhance Procurement, Contract Administration, and Inventory Management Processes
6. Developing a Progressive Strategic Staffing and Training Plan

Fleet Management Services Four-Year Strategic Action Plan



Management Action Plans - 2023

Developing a Comprehensive Fleet Management Strategy *(Centralized Service Delivery, Implementation of Policies and Procedures, Leveraging Technology, Develop a Comprehensive Fleet Asset Management Plan, Multi-Year Budgeting Plan to support Fleet Capital Replacement Plan, Establish a Standard Specification Library, Green Fleet Strategy)*

- Fleet Acquisition Specialist
- Fleet Policy Manual
- Green Fleet Strategy



Management Action Plans - 2023

Acquire the FMIS and Upgrading AVL

- Fleet Management Information System (FMIS)
- Automatic Vehicle Location Devices (AVL)



Management Action Plans - 2023

Improving Compliance to Vehicle Inspection Requirements

- Vehicle Inspection Reports Solution (VIR)
- Accident Reporting Procedures



Management Action Plans - 2023

Determining the Future of Fuel Distribution

- Additional Resource Request (ARR) – Fleet Consultant 2023



Management Action Plans - 2023

Enhance Procurement, Contract Administration, and Inventory Management Processes

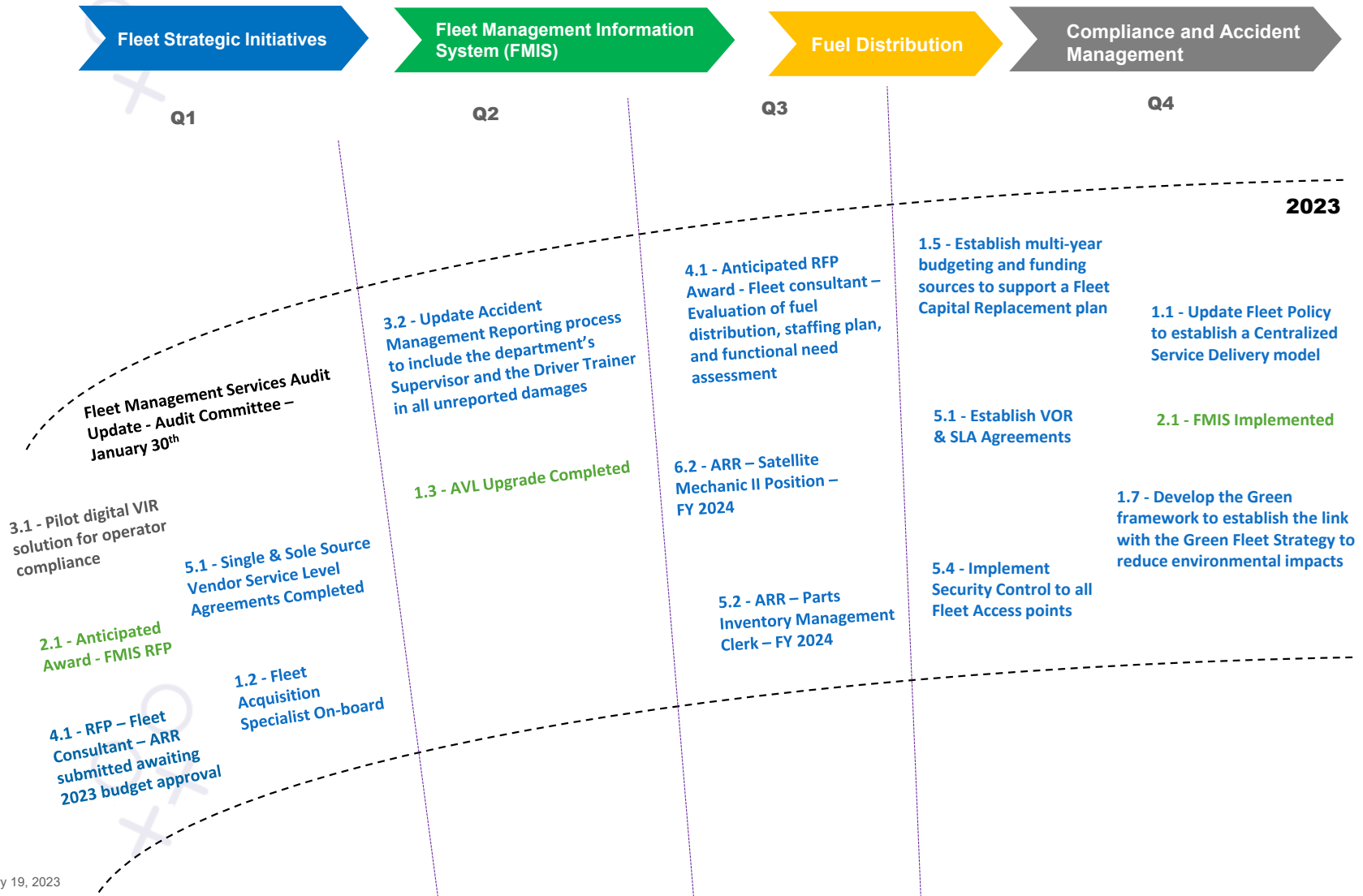
- Service Level Agreements (SLA)
- ARR - Parts and Inventory Management Clerk - 2024 Budget Consideration
- Employee Badge Access System

Management Action Plans - 2023

Develop a Progressive Strategic Staffing and Training Plan

- ARR – Fleet Consultant 2023
- ARR – Satellite Mechanic II - 2024 Budget Consideration

Fleet Management Services 2023 Action Items





Thank You

