POST AUDIT REPORT
FLEET MANAGEMENT DIVISION
PAR22-01

December 21, 2022

City of West Palm Beach
Internal Auditor's Office

Beverly Mahaso Esq., CIA, CFE
Chief Internal Auditor

December 21, 2022

Audit Committee
City of West Palm Beach
401 Clematis Street
West Palm Beach, Florida

RE: POST AUDIT REPORT OF FLEET MANAGEMENT DIVISION (PAR22-01)

Dear Audit Committee Members:

In FY2016, the Internal Auditor's Office released an audit of the Fleet Management Division **(AUD14-03)**. We performed certain procedures, as enumerated below, with respect to activities of the Fleet Management Division in order to render a conclusion on the status of the recommendations made as a result of that review.

This Post Audit Report (PAR) consisted primarily of inquiries of City personnel and examinations of various supporting documentation. It was substantially less in scope than an audit in accordance with generally accepted government auditing standards.

The evidence obtained provided a reasonable basis for our conclusions; however, had an audit been performed, other matters might have come to our attention that would have been reported to you and our conclusions may have been modified.

The audit contained fifteen (15) recommendations that addressed the audit's findings. Upon completion of this PAR, we concluded that 12 recommendations were fully implemented, and 3 recommendations were partially implemented. In addition, in 2014, the City contracted with Management Partners to review the City's Fleet operations, which resulted in 26 recommendations. We followed up on those recommendations and found that 23 were fully implemented 3 were partially implemented.

We have enclosed a table listing all the recommendations with the current statuses. We found that management made significant efforts to take corrective action. Further, we note that Fleet Management is actively continuing to make improvements. As such, additional steps may have been taken to implement the recommendations after the conclusion of this review.

Recommendations Status with Priority

Implemented: High - 12
Partially Implemented: Medium - 1, High - 2
Not Implemented: 0
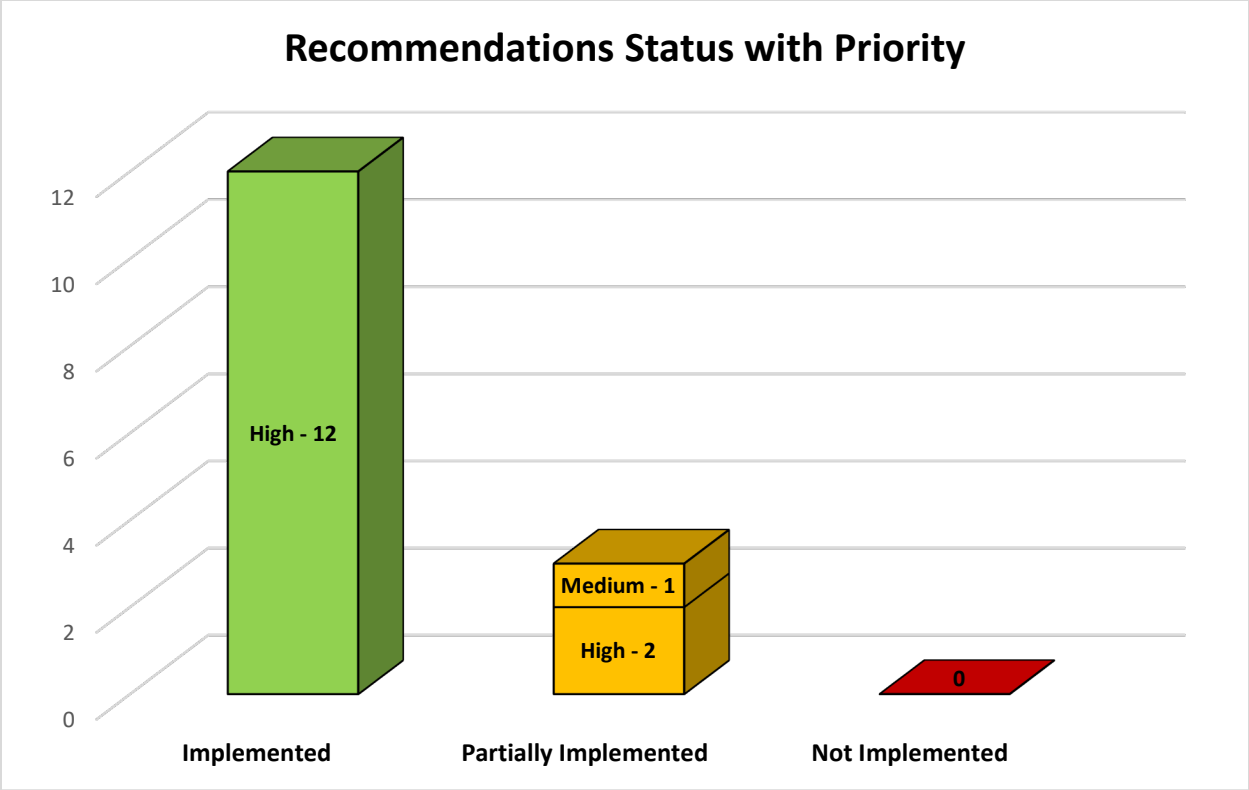
We thank the personnel from Fleet Management for their assistance in conducting this review and on continuing implementation efforts.

Respectfully Submitted,

s/ Beverly Mahaso
Chief Internal Auditor

cc:
  Christy Fox, Commission President   Keith James, Mayor
  Cathleen Ward, Commissioner   Faye Johnson, City Administrator
  Christina Lambert, Commissioner   Armando Fana, Assistant City Administrator
  Shalonda Warren, Commissioner   Joshua McDermott, Director of Public Works
  Joseph Peduzzi, Commissioner

Encl.

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

AUDIT RECOMMENDATIONS

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
1 High Priority	**Condition:** At the time of the audit, Fleet Management had not established performance measures or goals to monitor productivity, efficiency or effectiveness. **Recommendation:** The Fleet Management Division should ensure that it monitors operations by utilizing a performance measurement system with target productivity goals, performance measures, as well as consistently monitoring performance on a regular basis.	**Managements Initial Response -** We concur with the recommendation. As noted in the "cause" section of the report, our current software has numerous limitations that hinders our operations as it relates to monitoring performance measures. Although the information may be available in some instances, it will have to be manually entered as the software cannot generate reports to Excel or Crystal. Currently, we are in the final stages of implementing our new fleet management operating software. This robust system will allow us to monitor our performance measures, employee productivity and numerous other functions daily. Additionally, this web-based program will allow our customers to access the customer portal and review their vehicle or equipment information. Technicians will also be given these reports so they can see their respective productivity. **August 2019 - Partially Implemented**	**IMPLEMENTED DECEMBER 2022** Based on the review we conducted, we found that sufficient corrective actions were taken to implement this recommendation. Fleet Management implemented daily reporting of the time utilization for each technician assigned to a task. The daily reports are monitored and reviewed by management for inefficiencies.

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
		The Fleet Management Division has implemented a new fleet management system. We monitor employee productivity, labor hours, indirect hours and corrective maintenance vs. preventative maintenance with all associated costs. These reports are automated and are sent out either weekly, bi-monthly or monthly. We measure our performance based off employee productivity and work order turnaround time. We will specify the reporting mechanism in a Fleet Management policy. Additionally, we will include a supervisor acknowledgement sheet with regards to measures and productivity. **August 2019 – Auditor's Comment** While we acknowledge Fleet's efforts, a performance measurement system that outlines productivity goals and performance measures should be developed. Further, there should be consistent evidence of monitoring activities.	
2 High Priority	**Condition** At the time of the audit, Fleet Management did not monitor the time spent on repairs on a consistent	**Managements Initial Response -** We concur with this recommendation. Due to the limitations of our current software,	**IMPLEMENTED DECEMBER 2022** Based on the review we conducted, we found that sufficient corrective

Legend
■ Implemented
■ Partially Implemented
■ Not Implemented

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
	basis, such as weekly, biweekly, or monthly to collectively gauge its performance and productivity as a Division. **Recommendation** The Fleet Management Division should ensure that it utilizes system reports to the extent available to oversee repair times and implement Management Partners recommendation to track the time spent on repairs until the new system is in place. Tracking and monitoring the most appropriate repair metrics should help improve repair times and increase efficiencies at the Fleet maintenance facility.	our customers do not have web access to find out information on their vehicles/equipment. The new Fleet Management software will facilitate many of our customer's vehicle inquiries. Departments will now have live information as to the status of its equipment. They will be able to view start time, parts on order and time of completion. This software will also greatly increase our efficiency as supervisors can monitor work orders that have been opened for a significant amount of time. We will also be able to track billable (wrenching hours) vs. non-billable. **August 2019 - Partially Implemented** Employee productivity reports are sent out bi-weekly to all supervisors and once a month to Department Directors. Additionally, departments have access to review work order information live. Our customers can see what the technician has completed, and costs related to repairs. Fleet operation supervisors are now able to review any work orders open for more than seven days. We will specify the reporting mechanism in a Fleet Management	actions were taken to implement this recommendation. Fleet Management implemented daily reporting of the time utilization for each technician assigned to a task. The daily reports are monitored and reviewed by management for inefficiencies.

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
		policy. Additionally, we will include a supervisor acknowledgement sheet with regards to measures and productivity.	
3 High Priority	**Condition** At the time of the audit, Fleet Management was taking a significant amount of time to complete repairs on vehicles involved in accidents. **Recommendation** The Fleet Management Division should ensure that vehicles involved in accidents are repaired in a timely manner by working with Risk Management to establish procedures to streamline and expedite repairs and monitor repair times for vehicles that are involved in accidents such that repairs are completed within four to eight weeks from when the accident was reported to Fleet.	**Managements Initial Response -** We concur with this recommendation. We have recently contracted with an accident management company for accident repairs. By doing so, we will be able to accurately monitor repair times and the number of accidents for each department. Collectively, Fleet Management and Risk Management will monitor cases to ensure that they are processed expeditiously in order to limit the number of claims. Additionally, we can provide reports to our customers on the types, cost and frequencies of accidents. **August 2019 - Partially Implemented** **Fleet Management –** Since the audit, we have contracted with a body shop management company. We are now able to track vehicles in every part of the accident process. This database provides costs, time taken to repair and pictures of accidents. After repairs are	**IMPLEMENTED DECEMBER 2022** Based on the review we conducted, we found that sufficient corrective actions were taken to implement this recommendation. Fleet Management implemented daily reporting of the time utilization for each technician assigned to a task. The daily reports are monitored and reviewed by management for inefficiencies. In addition to monitoring time utilization, Fleet has prepared standard operating procedures for accident repairs to uniformly expedite the process.

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
		completed, the Fleet shop performs reviews of the repairs. Repair times are subject to the extent of damages, parts availability, determination of salvage value and subrogation. This process will be documented in a policy or flow chart. **Risk Management –** Risk Management is no longer directly involved in the facilitation of repairs or the timeliness. This process is facilitated by Fleet Management and a third-party service provider - Corvel Insurance. **August 2019 – Auditor's Comment** While we acknowledge Fleet's efforts, it should be noted that Fleet should have documented support to show that they actively monitor repairs. Key performance indicators may be helpful in this process.	
4 High Priority	**IMPLEMENTED**	**IMPLEMENTED**	**IMPLEMENTED AUGUST 2019**

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
5 High Priority	**IMPLEMENTED**	**IMPLEMENTED**	**IMPLEMENTED AUGUST 2019**
6 High Priority	**Condition** At the time of the audit, Fleet Management's operating hours were not well suited to meet the needs of its customers. **Recommendation** Fleet Management should ensure that it meets the needs of departments it serves by conducting a survey of the departments to document what hours they need Fleet services and adjusting work hours based on documented feedback from their customers. Fleet management should implement documented Service Level Agreements (SLAs) with its customers and draft policies and procedures related to providing the supporting customer service levels agreed to in the SLAs. Fleet should also obtain written input from departments it serves regarding areas of improvement. Finally, Fleet Management should establish a customer satisfaction	**Managements Initial Response –** We partially agree with this recommendation. In order to increase hours of operations and provide an adequate level of service, more staff will be needed. Thus, Fleet Management adjusted its hours to address peak hours of operation. Vehicle availability and parts availability was factored in the decision. As noted above, much emphasis has been placed on acquiring much needed equipment which will decrease break downs, subsequently eliminating the need to be open extended hours. As an immediate step, with the addition of much needed staff, we will be extending our repair facility hours to 6:00 PM. **August 2019 - Partially Implemented** Since the Audit, the Fleet Division is now currently staffed, and 24 hour on-call has been implemented. In the event workload	**IMPLEMENTED DECEMBER 2022** Based on the review we conducted, we found that sufficient corrective actions were taken to implement this recommendation. Fleet Management has developed Service Level Agreements (SLAs) for departments throughout the City. SLAs are reviewed and approved by department directors. Additionally, Fleet Management schedules monthly and quarterly meetings with department leaders for feedback and resolution. Finally, Fleet Management attaches a blank survey card inside each repaired vehicle.

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
	survey document that is given to all departments it serves on a quarterly basis. Fleet Management should review the survey results and adjust processes as appropriate based on feedback received.	is large, the teams come in on Saturdays. The repair facility is open until 5:30 pm. Currently, instead of surveys, the Fleet Department meets face to face with our customers for meetings unique to their (customers) needs. Going forward, we will conduct surveys and finalize SLAs. More staffing is still required, and we will educate departments on pre and post trip truck inspections.	
7 High Priority	**Condition** At the time of the audit, Fleet was not consistently or proactively notifying departments when repairs were expected to be complete, nor were they providing updates. **Recommendation** The Fleet Management Division should ensure that it communicates with its customers by implementing repair time reporting recommendations made by Management Partners. Specifically, Fleet Management should provide departments with the time reported, estimated time to repair, and the actual time to repair. Additionally, Fleet should use this information as a tool to help manage repair times and identify trends.	**Managements Initial Response –** We concur with the recommendation. Repair times are reactive in nature as technicians need to diagnose equipment prior to giving an estimated repair time. Hence this information will not be placed on any forms. As repairs become labor intensive to repair, we now contact our customers to provide updates. However, with the implementation of the new fleet management software, customers will now be able to view live data as it relates to the repair status of their equipment. They will be able to see what is being done, parts on order and completion time. With the new software, the scheduling of service will greatly	**IMPLEMENTED DECEMBER 2022** Based on the review we conducted, we found that sufficient corrective actions were taken to implement this recommendation. Fleet Management has deployed an external customer portal for the live status of the vehicles being repaired. This portal provides the customer with repair times, customer notes and identifies delays.

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
		increase the efficiency of both Fleet and user departments. **August 2019 - Partially Implemented** Customers can now view the status of their vehicles and are notified when units are completed. When customers log on to the system, they can see who is working on their vehicle, parts ordered, and completion time. For more specific information on an asset, we reach out directly to customers for delays in repairs. We will specify the process in the Fleet policy and SLA. **August 2019 – Auditor's Comment** We acknowledge Fleet's efforts in taking steps towards implementing the recommendation. It should be noted that work order report times are only sent to customers on a monthly basis. Although the customers are able to generate the status reports from the AssetWorks system, they are not provided with an estimated time of repair at the time of service. Further, Fleet management should utilize the Work Order Turnaround report to	

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
		identify trends in order to create efficiencies within the process. This will require Fleet management to document their reviews of the aforementioned trending reports.	
8 High Priority	**Condition** At the time of the audit, Departments who wished to provide input on vehicles needed for their daily needs were experiencing challenges during the ordering process. **Recommendation** The Fleet Management Division should: a) Develop documented procedures for departments to request vehicles or equipment whereby Departments may draft their requests including the justifications and submit them to Fleet; b) Fleet should consider requests or provide written justification for not fulfilling requests where standardization and maintenance considerations override operational requests; and c) Fleet should negotiate the selected vehicles or equipment. Should a dispute arise, both parties must present their issues to the Vehicle and Equipment Committee. The Committee should include a representative from each of the	**Managements Initial Response –** We concur with the recommendation. We will document procedures for departments to request vehicles or equipment whereby departments may draft their requests including the justifications and submit them to Fleet. Fleet Management will continue to work with departments as we have always done on vehicle configuration to better serve the residents. We will continue to factor standardization, costs, safety, service/support and operator input. If available, fleet will facilitate demonstrations of equipment prior to acquisition. If concerns arise, Departments are free to express them to the Vehicle Equipment Committee. We will expand the membership of this committee to include user department(s) and Risk Management.	**PARTIALLY IMPLEMENTED DECEMBER 2022** Based on the review conducted and the supporting documentation received, we found that some corrective actions were taken to implement this recommendation. Internal Audit noted that a general vehicle and equipment committee was not established. However, Internal Audit did note that the Fleet Management Division actively participates in a Fire Department Apparatus and Equipment committee that works to design and build fire rescue vehicles, however, this committee does not extend to all other City vehicles and equipment. Internal Audit did confirm that there was a process to negotiate the purchase of vehicles and equipment as well as a process to capture the justification for the purchase. Finally, budget constraints including funding for long term vehicle replacements impact the Department's ability to fulfill requests.

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
	departments who is familiar with the department's daily operations and needs to ensure a balanced review process. Further, an independent Risk Management professional should be considered to serve on the committee.	**August 2019 - Partially Implemented** The Fleet Management Division meets with Departments prior to ordering vehicles. All vehicles and equipment have a specification sign off sheet that must be signed and approved prior to any order. Additionally, the Fleet Management Division meets with customers during budget season to make recommendations based on maintenance history and parts availability. This collaborative effort includes our customers input on usage of the vehicle and Fleet's repair history. We will specify the process in the Fleet Policy. **August 2019 – Auditor's Comment** Fleet management should ensure that the Vehicle and Equipment Committee is fully functional and includes members of the departments in addition to Risk Management.	

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
9 High Priority	**Condition** At the time of the audit, Fleet Management did not generate reports for its client departments such as reporting fleet availability rates or the number of repeat repairs. **Recommendation** The Fleet Management Division should implement a quality control process where an independent person reviews the repairs and documents their approval of the quality and sufficiency of the repairs. Further, the Fleet Management Division should generate reports related to repeat repairs and vehicle availability time in order to monitor the quality and timeliness of repairs. The Fleet Management Division should provide detailed repair information to their customers on a recurring basis.	**Managements Initial Response –** We concur with this recommendation. In fiscal year 2015-2016, our billing methodology was changed to reflect actual vehicle costs and as a result, show the true cost of vehicle maintenance. This has eliminated any confusions regarding billing. If any billing inquiries are requested, Fleet can show fuel cost/usage, labor billed and parts billed. Repeat repairs are not billed. We have just requested and received a Fleet equipment specialist position to staff a quality control monitoring function within our Fleet repair facility. Additionally, the new Fleet management software will allow for automated reporting and dashboards for our user departments to review this information. **August 2019 - Partially Implemented** Reports are now being generated automatically that show availability based on work order turn around reports. We are able to illustrate the number of units repaired within 24 hours, 48 hours and 72 hours	**IMPLEMENTED DECEMBER 2022** Based on the review we conducted, we found that sufficient corrective actions were taken to implement this recommendation. The Fleet Management Division generates a periodic (daily, bi-weekly, and monthly) quality control report for shop supervisors to review. This report provides a high-level view of key information that shop supervisors look for such as, vehicle rework and work order turn-around times. In addition to internal quality control reports, customers have access to the AssetWorks web portal to track, monitor and receive notifications of their vehicle or equipment repair status.

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
		respectively. These reports are sent out monthly. The system flags any potential repeat repairs. Quality Control is monitored by the Fleet Equipment Specialists. Detailed automated reports are sent monthly illustrating detailed repair information. We will create the QC task in the work order system. In addition, this process will be addressed in the Fleet Policy and a Supervisor acknowledgement form.	
10 High Priority	**IMPLEMENTED**	**IMPLEMENTED**	**IMPLEMENTED AUGUST 2019**
11 High Priority	**Condition** At the time of the audit, there were no Service Level Agreements (SLAs) in place with user departments and Fleet during the audit period. A significant number of Sanitation vehicles were returned to Fleet and marked as "rework." **Recommendation** The Fleet Management Division should ensure that departments have a clear understanding of their roles and responsibilities by creating a SLA	**Managements Initial Response –** During the time of this audit, the vast majority of the Sanitation trucks were in need of replacement. Since then, the Fleet department has purchased three commercial front loaders and one grapple truck. Currently on order are three commercial front loaders, two automated side loaders and one grapple truck. The acquisition of new equipment will significantly diminish downtime, repair time and maintenance costs. A vehicle	**IMPLEMENTED DECEMBER 2022** Based on the review we conducted, we found that sufficient corrective actions were taken to implement this recommendation. Fleet Management has developed Service Level Agreements (SLAs) for departments seeking mechanical and repair services. The SLAs cover a wide range of mutually agreed upon topics such as repairs times, repair quality and status reports.

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
	for the departments and ensuring that departments understand how Fleet will serve them. Further, as previously mentioned, Fleet should consider Sanitation as subject matter experts as related to the type of equipment or replacements that may be most effective and efficient for Sanitation's daily operations. Management should ensure that the repairs and maintenance needs of the Sanitation Department are met by conducting an analysis of the various maintenance and repairs for the Sanitation Department and determining which would best serve the needs of Sanitation. The analysis should review options such as having dedicated mechanics who work solely on Sanitation vehicles and equipment.	replacement program was also created that will address future replacements. Fleet has also changed its preventative maintenance program and has implemented an "in-house" hydraulic hose repair program that speeds the repair process for Sanitation trucks. Collectively, with new trucks, additional staff, and a robust preventative maintenance program, Sanitation repair times have decreased significantly. However, additional funding is still needed to replace some of the older assets that have numerous break downs and are at the end of their life cycle. **August 2019 - Partially Implemented** The Fleet Management Division meets consistently with the Sanitation department weekly to ensure vehicles and equipment are up. Meetings include scheduling repairs and knowing which vehicles will be down. As for equipment acquisition, both departments work closely to order equipment that best serves the City. We will	

Legend
- Implemented (green)
- Partially Implemented (orange)
- Not Implemented (red)

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
		update the SLA to reflect the process.	
12 High Priority	**Condition** At the time of the audit, delays in repairs were occurring because Fleet mechanics were waiting on parts from NAPA, the outsourced parts store. NAPA does not always have the necessary parts for Fleet to perform repairs. **Recommendation** The Fleet Management Division should ensure that parts are readily available by: a) Conducting a full assessment of the parts needed versus availability; b) Creating a report summarizing the parts ordered for the past year; and; c) Using that information to determine what parts should be stocked by NAPA. The report(s) should be reviewed periodically as changes in department needs may occur.	**Managements Initial Response –** As vehicles/equipment replacement occur, Fleet will continue to standardize equipment and work with NAPA to ensure highly used parts are available. Additionally, Fleet will run the recommended reports and review them periodically to help identify any changes that may be needed to the parts inventory maintained by our parts supplier. **August 2019 - Not Implemented** Due to the standardization of vehicles and equipment, parts are now readily available. Reports are sent monthly from NAPA on low frequency items. Supervisors meet with NAPA staff weekly. Quarterly meetings are conducted between Fleet's Superintendent, Director and NAPA regional manager. We will also provide NAPA reports. **August 2019 – Auditor's Comment**	**IMPLEMENTED DECEMBER 2022** Based on the review we conducted, we found that sufficient corrective actions were taken to implement this recommendation. Due to NAPA being unable to stock parts necessary to repair vehicles timely and software integration issues, the Fleet Management Division selected a new vendor, Vector Fleet Management, with a go live date of November 2021. Vector Fleet Management's vehicle parts management process integrates into the Fleet Management Division's main software, AssetWorks, to track and maintain adequate stocking of parts as repairs are occurring.

Legend
■ Implemented
■ Partially Implemented
■ Not Implemented

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
		Fleet should conducted a full assessment of parts needed. In addition, Fleet should consistently generate reports that summarize parts ordered for the past year and utilize this information to determine what should be stocked by the part suppliers.	
13 Medium Priority	**Condition** At the time of the audit, Fleet did not systematically track vendor performance to determine whether vendors consistently provided quality products or repairs. **Recommendation** Fleet Management should improve its oversight over vendors by: a) Establishing a procedure to document vendor performance and; b) Ensure that vendor performance reports are generated and documented reviews are conducted periodically.	**Managements Initial Response –** Our new software will allow us to monitor and track vendor comebacks. Outside repairs have been reduced significantly due to the hiring of additional staff. **August 2019 - Not Implemented** Vendor performance issues are tracked in reports and if issues are not resolved, Procurement is notified. Going forward, we will follow the current Procurement process on vendor performance. **August 2019 – Auditor's Comment** Fleet management should actively generate vendor performance reports and conducted periodic reviews of these reports. In addition, we note that procedures documenting vendor performance have not yet been established.	**PARTIALLY IMPLEMENTED DECEMBER 2022** Based on the review we conducted, we found that the Fleet Management Division has not performed any vendor performance reviews. Rather, Fleet management advised that the vendor performance reviews should be a standardized and formalized process or policy developed by City Administration and Fleet could assist with developing that process. Internal Audit did note that management has reviewed the recommendations noted in the original audit report and performed an in-house evaluation of its parts store vendor which resulted in the discontinuance of the use of NAPA for its parts store.

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
14 High Priority	**Condition** At the time of the audit, Fleet Management was not responsible for conducting a physical inventory of the City's vehicles and equipment that they maintained. In addition, there was no independent physical inventory performed of the City's vehicles or equipment by any other department. **Recommendation** The City Administration should ensure that the City's vehicles and equipment are accounted for by requiring the Fleet Management Division to physically verify and account for all vehicles and equipment. Since Fleet is responsible for the maintenance of these assets, this activity could provide condition assessment opportunities for Fleet. This should be performed on an annual basis in conjunction with the current processes performed by the Finance Department.	**Managements Initial Response –** Inventories of the City's vehicles and equipment are currently monitored by the Finance Department's Fixed Assets Accountants. We will work with Finance and the Administration to determine if this would be an appropriate function for Fleet to assume in the near future. **August 2019 - Not Implemented** City Administration is reviewing the inventory process for the City as a whole to determine the best course of action for City-wide physical inventories on a regular basis, which would include the City's fleet and equipment.	**PARTIALLY IMPLEMENTED DECEMBER 2022** Based on the review conducted, we found that some corrective actions were taken to implement this recommendation. Internal Audit noted that on an annual basis, the Fleet Management Division distributes a list of assets to its respective departments, seeking the asset's existence and condition. However, Internal Audit noted that this process does not include an independent verification of the asset's existence and condition. Additionally, the Finance Department is not involved in the process to record the updated status of the asset. The Fleet Management Division should work with City Administration and Finance to conduct, verify and update city assets.
15-A High Priority	**IMPLEMENTED**	**IMPLEMENTED**	**IMPLEMENTED AUGUST 2019**

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
15-B Medium Priority	**Condition** At the time of the audit, the Police Department was experiencing vehicle shortages due to several factors, including the take-home policy, accident review process and insufficient funding for replacement vehicles. **Recommendation** The Fleet Management Division should ensure that its operations are sufficient to meet the needs of departments by revising the process for accident repairs such that evaluations, determinations, and repairs are completed within four to six weeks. This should be completed with the collaboration of Risk Management.	**Managements Initial Response –** We have recently contracted with an accident management company for accident repairs. By doing so, we will be able to accurately monitor repair times and the number of accidents for each department. Over 80 units have been purchased for the Police Department which will positively impact vehicle availability. Fleet will continue to work on replacements and the potential need of additional units. **August 2019 - Partially Implemented** **Police Department –** Upon the Police Department assuming the accident/crash management, a great relationship has been forged between Corvel, Risk Management, and the Police Fleet. The time that vehicles wait for appraisals has decreased from weeks to only days for minor damage. Major damage claims wait about a week for an independent appraiser. This speedy appraisal process has cut repair times in half. The limited vehicle down time has	**IMPLEMENTED DECEMBER 2022** Based on the review we conducted, we found that sufficient corrective actions were taken to implement this recommendation. The Fleet Management Division has developed policies and procedures as well as a decision flow chart for technicians to assess accident repairs in a timely manner for vehicles under their service.

Legend
■ Implemented
■ Partially Implemented
■ Not Implemented

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
		resulted in reduced impact to Police fleet. **Risk Management –** Risk Management is no longer directly involved in the facilitation of repairs or the timeliness. This process is facilitated by Fleet Management and a third-party service provider Corvel Insurance.	
15-C High Priority	**Condition** At the time of the audit, the Police Department was experiencing vehicle shortages due to several factors, including the take-home policy, accident review process and insufficient funding for replacement vehicles. **Recommendation** The Police Department should ensure that it has adequate vehicles to meet its needs by: I. Reviewing its procedures to ensure that maximum resources are available when needed; II. Conducting an analysis to determine the cause of vehicular accidents and taking steps to minimize accidents caused by staff; and III. Obtaining multiple quotes from various car rental agencies to ensure	**Managements Initial Response – Recommendation 15-C-I** The Police Department procedures mentioned (shift assignments, take home vehicles for certain assignments and City residents) are set by the Collective Bargaining Agreement and would need to be negotiated in order to change. Parking is limited at the facility (238 spaces). **Recommendation 15-C-II** Review and analysis of accidents are done quarterly, semiannually and annually. Only 20.9% of vehicular accidents are the fault of the employee (2015 statistics). Multiple requests have been made for Fleet alterations to improve safety to include integrated dashboards, Bluetooth, and selection of vehicles to improve	**IMPLEMENTED DECEMBER 2022** Based on the review we conducted, we found that sufficient corrective actions were taken to implement this recommendation. Internal Audit noted as follows: I. The Police Department has developed, Policy III-19 Department Vehicle Policy to address the accountability and use of take-home vehicles. II. Beginning in FY18, the Police Department began adding factory backup cameras as well as standard equipment such as Bluetooth communication devices to vehicles placed into service. III. The police department explored the options of utilizing another rental company and noted that only one rental company authorizes Law Enforcement to rent their vehicles,

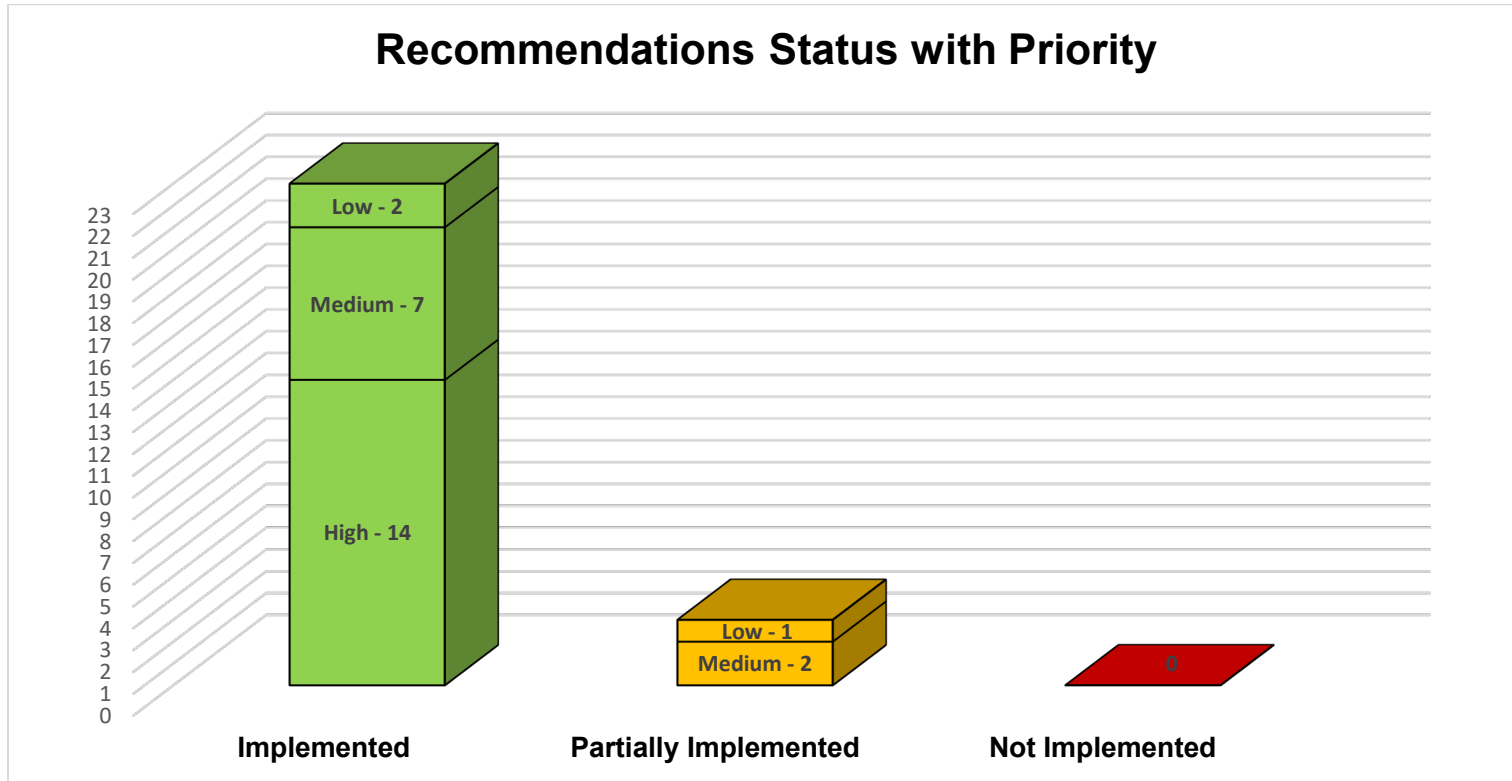| No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
	competitive pricing or alternatively, placing an RFP for vendors to bid on.	blind spots. Thus far (at the time of the audit), one request related to Bluetooth was approved. Police Department trainings include varied driving components annually. **Recommendation 15-C-III** Current rental vehicles are on an existing contract, which has been reviewed and alternates considered. The Police Department needs a clear-cut plan for the responsibility of obtaining a rental replacement vehicle contract and distribution (Department, Fleet, or Procurement). **August 2019 - Partially Implemented** I. Due to the authorized purchase of additional vehicles, the Police Department has begun to issue take home vehicle to all sworn employees. This will increase the life expectancy of vehicles. Officers having take home vehicles has increased the number of available parking spots in the garage. II. Crashes were analyzed, and it was discovered that there were significantly more crashes while a vehicle was backing up. Risk Management has assisted us with	Avis Budget Group. This contract was a piggyback from the City of Coral Springs and the State of Florida. However, due to higher rental fees, the Police Department switched back to Enterprise Holdings for monthly rentals. For out of town rentals, the Police Department utilizes Avis Budget Group.

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Auditor's Condition and Recommendation	Management's Response and Update	Auditor's Status Update
		the approval of the purchase of backup cameras and back up assist (beeping). It is believed that this will decrease crashes when backing up vehicles. III. An RFP was completed last year for rental vehicles. This contract and billing are monitored at PD. We are awaiting the South Florida Co-op RFP for rentals and hope to see improved rates in the next year.	

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION
MANAGEMENT PARTNERS RECOMMENDATIONS

The following graph and table provide the recommendation statuses from the review performed by Management Partners.

Recommendations Status with Priority

Implemented:
- Low - 2
- Medium - 7
- High - 14

Partially Implemented:
- Low - 1
- Medium - 2

Not Implemented: 0

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Management Partners Recommendation	Priority Level	Implementation Status
1	Track and monitor mechanics' non-wrenching hours over a six-month period to determine the level of staff needed to efficiently perform these duties.	Medium	**Implemented**
2	Hire additional mechanics necessary to provide adequate wrenching hours to support the fleet.	High	**Implemented**
3	Establish a performance productivity goal for mechanics to spend a minimum of 70% of their time on wrenching activities.	High	**Implemented**
4	Organize the preventive maintenance workload for the entire year and notify fleet customers one month in advance of their scheduled PM appointment.	Medium	**Implemented**
5	Redesign PM checklists to reflect manufacturer recommended inspections and intervals applicable to various classes of vehicles and equipment.	High	**Implemented**
6	Add a swing shift to better accommodate fleet customers' schedules.	Medium	**Implemented**
7	Develop a dedicated service request form that includes time reported, estimated time to repair and actual completed time.	Medium	**Implemented**
8	Using the RFP process, contract for fleet repair services with outside vendors with set prices, delivery criteria, and warranties.	High	**Implemented**
9	Levy a service charge on internal customers for lost fuel keys to cover the cost of making new keys.	Low	**Implemented**
10	Determine the cost for providing the City's car wash and establish a charge to recover costs.	Low	**Implemented**
11	Develop a long-range replacement plan that incorporates more realistic replacement intervals as well as salvage values, auction fees, and make-ready costs.	High	**Implemented**
12	Redesign the current methodology used to support the replacement of vehicles and equipment.	High	**Implemented**
13	Reinstate the vehicle and equipment replacement fund in which customers contribute to the replacement cost of their units over time.	High	**Implemented**

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Management Partners Recommendation	Priority Level	Implementation Status
14	Develop a comprehensive and accountable chargeback system that incorporates fleet replacement, overhead, and all operational costs.	High	**Implemented**
15	Track wrenching and non-wrenching time for all fleet personnel involved with or who support the fleet operation.	High	**Implemented**
16	Develop shop labor rates and markups by appropriately allocating labor and overhead costs.	High	**Implemented**
17	Establish a Vehicle and Equipment Committee whose main task is to develop comprehensive administrative policies for vehicles and equipment.	Medium	**Partially Implemented.** Internal Audit noted that while the Fleet Management Division exercises some elements of a committee, this has not been officially established.
18	Develop service level agreements between the Fleet Management Division and each of its customers.	Medium	**Implemented**
19	Establish and monitor performance measures with the goal of continuous improvement.	High	**Implemented**
20	Customize monthly reports and develop an annual report for each client department.	Medium	**Implemented**
21	Develop routine management reports for the Support Services Department management and the City manager.	Medium	**Partially Implemented.** Internal Audit noted that while the Fleet Management Division has open communication with the Support Services Department and City Administrator, there are no routine reports. Fleet Management will meet with City Administration to determine what reports should be generated and the frequency.
22	Contract for maintenance of the City's small equipment.	High	**Implemented**
23	Contract for maintenance of the City's diesel generators.	High	**Implemented**
24	Contract for a turnkey parts operation.	High	**Implemented**

POST AUDIT REPORT
FLEET MANAGEMENT DIVISION

No.	Management Partners Recommendation	Priority Level	Implementation Status
25	Convene discussions with other jurisdictions to identify potential fleet service sharing opportunities.	Low	**Partially Implemented.** The Fleet Management Division did not identify any fleet service sharing opportunities. However, Fleet actively participates in cross jurisdiction communication for references and ideas.
26	Develop and issue a request for proposals for fleet management services and compare responses to an improved in-house program.	Medium	**Implemented**