

**CITY DIVISIONS PUBLIC RECOMMENDATIONS FULLY IMPLEMENTED
(Status Verified by the Auditor General)
DECEMBER 30, 2022**

Division: Fleet Services

Report Title: Fleet Services Operational Review - Phase One: Lengthy Downtime Requires Immediate Attention

Report Date: 04/26/2019

No.	Recommendation
3	<p>City Council request the General Manager, Fleet Services Division, to take the necessary steps to improve the fill rates by the parts supplier to help reduce vehicle downtime. Steps to be taken should include, but not be limited to:</p> <ul style="list-style-type: none"> a. ensuring the supplier's calculation of fill rate is consistent with requirements specified in the contract; b. periodically reviewing the part inventory to ensure that frequently used parts are stocked to shorten vehicle turnaround time; c. regularly monitoring the part supplier's inventory fill rate and enforce the incentive/disincentive clause of the part contract; d. making sure future contracts for parts procurement incorporate an effective penalty clause to encourage contract compliance.
5	City Council request the General Manager, Fleet Services Division, to implement processes to identify and monitor repair quality issues, to reduce repeated repairs and downtime.
8	City Council request the General Manager, Fleet Services Division, to expedite clearing of the Division's backlog of outstanding invoice payments.
9	City Council request the General Manager, Fleet Services Division, to work with Corporate Accounts Payable to design and implement a process that balances control risks with the City's need to pay invoices in a timely manner.
10	City Council request the General Manager, Fleet Services Division, to review its contracted capacity and work demand with a goal to retain a sufficient number of qualified vendors to effectively meet its vehicle service needs.
11	City Council request the General Manager, Fleet Services Division, to monitor its external vendor spending and where opportunities are identified, initiate tendering processes to obtain more competitive rates.

Report Title: Fleet Services Operational Review Phase Two – Stronger Asset Management Needed

Report Date: 10/10/2019

No.	Recommendation
1	City Council request the General Manager, Fleet Services Division, to revise the timing for replacement vehicle purchases to take into account the time required to acquire complex and specialized units.

3	City Council request the General Manager, Fleet Services Division, to assess the tendering needs for heavy duty units and where feasible, streamline the procurement process through the use of multi-year contracts.
5	City Council request the General Manager, Fleet Services Division, to develop a policy to formalize the process for declaring units beyond economic repair, including the threshold and the criteria to consider, and required level of documentation.
6	<p>City Council request the General Manager, Fleet Services Division, to take steps to review and address the issue of extended redeployment. Steps to be taken should include, but not be limited to:</p> <ul style="list-style-type: none"> a. Consistently tracking all relevant redeployment information; b. Reviewing business cases to ensure proper justification is provided for redeployments; and c. Regularly monitoring redeployed assets and removing them when it is no longer economical to keep them in service.
8	<p>City Council request the General Manager, Fleet Services Division, to take steps to improve management of the City's fleet inventory, including:</p> <ul style="list-style-type: none"> a. Perform inventory reviews on a regular basis moving forward; b. Revise the process to receive ongoing inventory information updates for greater efficiency, and ensure that user groups have a clear understanding of expectations and the process; c. Work with user groups to ensure that Fleet Services is notified of inventory changes as they occur; d. Work with user groups to improve physical inventory management practices, particularly for attachments and other off-road equipment which may have a higher risk of loss; and e. Ensure appropriate document retention practices for vehicle returns and disposals.
9	City Council request the General Manager, Fleet Services Division, to formalize communication channels between Fleet Maintenance and Fleet Asset Management, particularly relating to acquisition and disposal of fleet assets.
11	<p>City Council request the General Manager, Fleet Services Division, to revise rental vehicle processes with a view to minimizing unnecessary costs, including:</p> <ul style="list-style-type: none"> a. Streamline pick-up and drop-off logistics to minimize delays and unnecessary costs; b. Explore opportunities to increase coverage of rental duties; c. Analyze and monitor rentals regularly, including length of time rented, to ensure that rental decisions are economical to the City; and d. Explore opportunities to identify and minimize low utilization rental vehicles.
12	City Council request the General Manager, Fleet Services Division, to provide garage staff and vehicle operators with contact information of available free roadside assistance services and guidance on when to use this program.
13	<p>City Council request the General Manager, Fleet Services Division, to take steps to strengthen vehicle warranty administration. Such steps should include but not be limited to:</p> <ul style="list-style-type: none"> a. Ensuring all warranty information for vehicles, equipment, and related add-ons and attachments are entered into the M5 system in a timely manner;

	<p>b. Establishing a threshold to guide garage staff on when to pursue warranty claims, considering both downtime and repair costs; and</p> <p>c. Ensuring work order notes contain sufficient details and evidence to allow staff to effectively pursue warranty claims.</p>
15	City Council request the General Manager, Fleet Services Division, to utilize the Warranty Claims Manager module in the M5 system to automate the tracking and reporting of warranty claims.
16	City Council request the General Manager, Fleet Services Division, to track warranty work order statuses and periodically review work orders for missed warranty opportunities.
18	City Council request the General Manager, Fleet Services Division, to take steps to establish service agreements with its warranty service providers at the time of procurement, to ensure timely and uninterrupted maintenance for vehicles requiring service above and beyond its warranty coverage.
19	City Council request the City Manager, in consultation with the General Manager, Fleet Services Division, to take steps to effectively identify, report, and deter damages caused from operating without care to avoid unnecessary costs to the City.

Division: Office of the Chief Information Security Officer

Report Title: Auditor General’s Cybersecurity Review: Open-Source Internet Data Intelligence Review

Report Date: 05/20/2022

No.	Recommendation
4	City Council request the City Manager to forward Confidential Attachment 1 to the report (February 4, 2021) from the Auditor General to City Division Heads and Chief Executive Officers of major City agencies and corporations and request them to review and implement the confidential instructions that may be relevant to their respective operations.

Division: Technology Services

Report Title: Audit of Information Technology Vulnerability and Penetration Testing-Phase 1: External Penetration Testing

Report Date: 02/16/2016

No.	Recommendation
1	City Council request the Chief Information Officer to establish the City baseline for cybersecurity applicable to all of the City’s IT systems and infrastructure and to direct all City divisions, agencies, and corporations to adhere to this standard. The Chief Information Officer establish protocols for monitoring and enforcing compliance with this City-wide standard.
2	City Council request that the Chief Information Officer to develop a cybersecurity program that includes ongoing vulnerability assessment and penetration testing using current tools used by industry subject matter experts. The testing tools adopted by the City should be updated regularly and provide ongoing reporting and metrics around existing and newly discovered threats.

Report Title: IT Infrastructure and IT Asset Management Review: Phase 1: Establishing an Information Technology Roadmap to Guide the Way Forward for Infrastructure and Asset Management

Report Date: 01/30/2018

No.	Recommendation
3	City Council request the Chief Information Officer to leverage data obtained through various network tools to inform the City's network and strategic planning teams.
7	City Council request the Chief Information Officer to ensure that the Strategic Technology Roadmap identifies opportunities for harmonizing lifecycle management and standardizing technologies in Information Technology infrastructure in order to achieve operational efficiencies, reduce costs, and source assets strategically.
8	City Council request the Chief Information Officer to conduct periodic architecture reviews to strengthen security, eliminate redundancies, and identify opportunities to modernize the Information Technology environment.
9	City Council request the Chief Information Officer to expedite efforts to mature its processes and capabilities to support Cloud services.
10	City Council request the Chief Information Officer to ensure that all Information Technology business cases describe how the new Information Technology project or lifecycle management refresh aligns with the strategic technology roadmap; and include an evaluation of cloud versus on-premise solution.
11	City Council request the Chief Financial Officer, in consultation with the Chief Information Officer, to develop a tool to communicate the total cost impacts (operating and capital) of Information Technology projects to provide clarity wherever increased operating budget pressures from cloud services are offset by savings in capital costs.
12	City Council request the Chief Information Officer, to coordinate with the Chief Purchasing Officer on implementing category management for the procurement of Information Technology equipment, services and solutions, utilizing the strategic technology roadmap to lower the total cost of Information Technology.
14	City Council request the Chief Information Officer to enhance the existing process to monitor and update Information Technology policies, procedures and standards on a periodic basis.
15	<p>City Council request:</p> <ul style="list-style-type: none"> a. the City Manager forward this report to agencies and corporations for review; and b. the heads of the major agencies and corporations review the issues and recommendations included in this report and consider the relevance to their respective organizations for implementation.

Report Title: Information Technology Infrastructure and Asset Management Review: Phase 2: Establishing Processes for Improved Due Diligence, Monitoring and Reporting for Effective IT Projects and Asset Management

Report Date: 06/28/2018

No.	Recommendation
3	City Council request the Chief Information Officer to develop a reporting mechanism and criteria for reporting to the Executive Modernization Committee and respective Executive Project Sponsors on project implementation delays and unused software licences with reports to include as a minimum:

	<p>a. Accumulated financial impact of delays.</p> <p>b. Unused assets, licences and solutions.</p> <p>c. Forgone benefits as a result of project implementation delays.</p> <p>d. Plans in place to mitigate the impact of delays.</p>
4	<p>City Council request the Chief Financial Officer to coordinate with the Executive Director of Human Resources and Chief Information Officer to:</p> <p>a. Expedite the adoption of the SAP Employee Self-service solution throughout the City to maximize licence use and save costs incurred from printing and distribution of pay stubs.</p> <p>b. Review the existing IT environment to evaluate options to allow staff that do not have a work computer to have access to Employee Self-service solution.</p>
5	<p>City Council request the Chief Information Officer to conduct an assessment of the City's existing physical servers for identification of opportunities for adoption of cloud services and/or virtualization.</p>
6	<p>City Council request the Chief Information Officer to implement ongoing monitoring of cloud consumption levels by divisions to ensure any necessary adjustments to the service delivery model are identified and implemented on a timely basis to avoid incurring excessive costs.</p>
7	<p>City Council request the Chief Information Officer to formalize criteria to identify critical network assets to be covered by the corporate support and maintenance contract and communicate to the responsible divisions the advantages of inclusion in the City contract.</p>
8	<p>City Council request the City Manager to forward this report to the major agencies and corporations for their review and consideration of the relevance of the recommendations to their respective organizations.</p>