



# Department of General Services - Effectiveness of Monitoring Controls Over Fuel Inventory and Distribution

Biennial Performance Audit  
Follow Up for Fiscal Years  
Ended June 30, 2024 and 2023

City Auditor, Josh Pasch  
August 5, 2025



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# Office of the Comptroller



## Josh Pasch, City Auditor

100 N. Holliday St., Room 321  
Baltimore, Maryland 21202

Honorable Bill Henry, Comptroller  
and Other Members  
of the Board of Estimates  
City of Baltimore

## EXECUTIVE SUMMARY

The Department of Audits conducted a follow-up audit of *Biennial Performance Audit of the Department of General Service*, which covered Fiscal Years Ended June 30, 2022, and June 30, 2021. The objective of our performance audit follow-up was to determine the implementation status of Department of General Services (DGS) management's action plans for the prior recommendations. The scope of the follow up audit is from November 1, 2024 to May 31, 2025. The objective of the [prior audit](#) was to evaluate the effectiveness of monitoring controls over fuel inventory and distribution. The report was issued on November 21, 2023.

Of the five prior audit recommendations (See page 9) that we followed up as part of the biennial performance audit follow-up, one recommendation, or 20 percent was implemented, two recommendations, or 40 percent, were partially implemented, and two recommendations, or 40 percent, were not implemented. The following are the reasons for the partially implemented and not implemented recommendations:

- 1) The DGS developed *Standard Operating Procedures 30 - FS: Fuel Anomaly Identification and Reporting*. However, these Standard Operating Procedures have not been effective because certain key user agencies are not using these Standard Operating Procedures. As a result, we recommend the City Administrator, with DGS' assistance, require and enforce user agencies follow *Standard Operating Procedures 30 - FS: Fuel Anomaly Identification and Reporting*.
- 2) The DGS developed *Fuel Site Visit Checklist* in September 2024; however, the designated employee did not perform an inspection between September 2024 and January 2025. This designated position was vacant from January 2025 to June 2025.
- 3) The DGS training was not relevant and sufficient to address audit recommendations and implement management action plans.
- 4) The DGS did not establish and implement a formal process that requires agencies to notify DGS of employee separations to deactivate employee personally identifiable pins (PINs).

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The DGS is working with the Department of Human Resources (DHR) and Baltimore City Information Technology (BCIT) to integrate Workday and E.J. Ward<sup>1</sup>. The goal is to automatically deactivate the users in E.J. Ward once the users are terminated in Workday when the users separate from their current role or the City. In the meanwhile, the DGS does not periodically (monthly, quarterly, semi-annually, or annually) generate a user report and ask agencies to confirm the validity of those users.

Also, the DGS developed the Independent Review Process for WEX Cards; however, it did not implement it. The same person is still responsible for issuance, custody, and transaction reviews of the WEX cards. The previously identified risk remains unchanged.

5) Cameras have not been deployed at all fueling stations.

To improve the effectiveness of monitoring controls over fuel inventory and distribution, we recommend the City Administrator and the Director of DGS implement the recommendation made in this report and recommendations made in the [prior audit report](#). The management responses are included in Appendix I on page 16.

We wish to acknowledge DGS's cooperation extended to us during our audit follow-up.

Respectfully,



Josh Pasch, CPA  
City Auditor  
Baltimore, Maryland  
August 5, 2025

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<sup>1</sup> E.J. Ward is a fuel management system developed by E.J. Ward Inc which validates authorized vehicles and authorized employees. It tracks deliveries, disbursements, and inventory on hand.

## **BACKGROUND INFORMATION**

The DGS Fuel Systems group (Fuel Systems) is responsible for the acquisition and dispensing of fuel for all City vehicles and equipment. The DGS operates four online fuel stations (three sites with underground tanks and one site with above ground tanks) and oversees the fuel sites noted in Table I below.

**Table I**

**Fuel Sites Overseen by DGS as of July 2025**

<b>Agencies</b>	<b>Manual Sites</b>	<b>Online Underground</b>	<b>Online Aboveground</b>
Baltimore City Public Schools (BCPS)	None	1	None
Baltimore City Recreation and Parks - Parks	2	None	1
Department of Public Works - Water and Wastewater (DPW – WWW)	2	1	3
DPW - Solid Waste (DPW SW)	None	None	1
Mobile Trucks <sup>1</sup>	None	None	5

**Notes:** <sup>1</sup> The following agencies are associated with Mobile Trucks:

- Baltimore City Fire Department (BCFD)
- Department of Transportation (DOT)
- DPW - SW - Quarantine Road Landfill (two tanks); and
- DPW – WWW

**Source:** DGS

### **Fuel Purchases**

Fuel Systems have fuel tank monitors at DGS, BCPS, and DPW - WWW sites that provide data about the amount of fuel that is available, dispensed or purchased. Fuel Systems uses this information to order fuel for the respective locations. All other sites communicate their refueling needs to Fuel Systems to place respective fuel orders. The contracted vendor submits invoices for payment. Fuel Systems reviews Organization of the Petroleum Exporting Countries prices daily and applies the respective volume discount. The approved invoices are entered into Workday for payment.

## **Fuel Dispensing**

### Authorization of Fuel Cards

For employees who need to refuel with the City's E.J. Ward fuel system, Risk Management will compile the list of employees, perform reviews, and schedule training for drivers, excluding Baltimore Police Department (BPD) and BCFD. The BPD and BCFD independently do this review and training. At the end of the training, a completion form is prepared that includes the employee personal identification number (PIN). The forms are forwarded to Fuel Systems for E.J. Ward setup and generation of the employee fuel card.

### Fueling Process

Authorized employees will use their PIN to refuel at online fueling stations. Additionally, approximately 81 percent of the City's fleet is equipped with CANceiver technology which communicates the asset number, current mileage, and vehicle fuel capacity to the E.J. Ward system fuel pump to validate the vehicle fueling. The employee will enter their PIN to validate authorization to obtain fuel and begin fueling. As of June 2025, the City has 9108 active fuel card users throughout the various agencies. If the vehicle does not have a CANceiver (i.e., the remaining 19 percent of the City's fleet and rental vehicles), a white card is scanned at the pump that identifies the asset number, vehicle fuel capacity, and card number. The employee must enter the current mileage and their PIN to begin fueling.

### WEX Cards

The DGS used the WEX<sup>2</sup> Online system (former retail fuel purchase system) until June 30, 2023. In July 2023, the new retail fuel purchase system, Mansfield (FuelNet) was implemented. Agency Fleet Coordinators will submit an email request to Fuel Systems to obtain WEX cards. Fuel Systems will enter the information into the Mansfield web database to create an account, assign a unique PIN, and generate a WEX card, when applicable. Not all employees get their own card. Some WEX cards are linked to more than one PIN. Fuel Systems will contact the agency upon receipt of the card and arrange Fleet Coordinator pickup. WEX cards are issued by the agency Fleet Coordinators to authorized employees. They are then used to obtain fuel from commercial fueling stations for selected take-home vehicles, out-of-area travel, rental cars, and unmarked vehicles (BPD). The agency Fleet Coordinators are responsible for acquiring cards from DGS, safe storage, distribution, monitoring of use, and retrieval of cards from employees. As of June 2025, the City has 189 WEX cards issued.

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<sup>2</sup> WEX Cards are issued by agency Fleet Coordinators to authorized employees to obtain fuel from commercial fueling station.

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**City-wide Fuel Usage**

**Table II**

**City Fuel Disbursed to Agencies between Fiscal Years 2021 and 2025**

Agency	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025 (till May)	
	Cost	Gallons	Cost	Gallons	Cost	Gallons	Cost	Gallons	Cost	Gallons
BPD	\$2,409,956	1,023,421	\$2,589,005	909,464	\$2,543,795	828,145	\$2,412,774	834,482	\$1,983,786	770,666
DPW - SW	1,638,893	632,181	2,192,514	673,038	2,316,617	636,696	2,349,037	732,607	1,767,824	638,531
BCFD	1,238,188	476,156	1,530,476	474,137	1,693,804	467,671	1,571,277	490,531	1,369,785	500,869
DPW - WWW	918,968	374,012	1,160,359	385,324	1,391,506	420,744	1,481,173	490,221	1,074,605	406,907
DOT	717,243	283,699	999,328	323,112	1,017,836	294,552	1,084,024	348,920	886,538	327,967
Others	569,298	224,094	667,725	226,925	726,805	224,446	708,820	239,708	592,503	227,582
<b>Total</b>	<b>\$7,492,546</b>	<b>3,013,563</b>	<b>\$9,139,407</b>	<b>2,992,000</b>	<b>\$9,690,363</b>	<b>2,872,254</b>	<b>\$9,607,105</b>	<b>3,136,469</b>	<b>\$7,675,041</b>	<b>2,872,522</b>

**Source:** DGS, June 12, 2025

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**Table III**

**Fuel Purchased with WEX Cards By Agencies between Fiscal Years 2021 and 2025**

Agency	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025 (till May)	
	Cost	Gallons	Cost	Gallons	Cost	Gallons	Cost	Gallons	Cost	Gallons
BPD	\$65,497	23,165	\$70,188	18,805	\$61,599	19,551	\$69,560	22,671	\$23,488	9,165
DPW - SW	5,305	1,522	16,159	3,471	16,502	5,108	18,541	6,399	6,045	1,492
BCFD	2,502	639	24,748	3,487	18,661	8,075	10,374	2,420	23,170	6,125
DPW - WWW	1,124	407	4,438	694	1,247	378	503	190	213	90
DOT	--	--	--	--	--	--	--	--	--	--
Others	580	200	917	230	1,676	485	2,168	789	612	250
<b>Total</b>	<b>\$75,008</b>	<b>25,933</b>	<b>\$116,450</b>	<b>26,687</b>	<b>\$99,685</b>	<b>33,597</b>	<b>\$101,146</b>	<b>32,469</b>	<b>\$53,528</b>	<b>17,122</b>

**Source:** DGS, June 12, 2025

## **Fuel Anomalies<sup>3</sup>**

Fuel anomalies are irregularities or discrepancies in fuel transactions, consumption rates, or reporting. The following are key indicators of potential fuel anomalies:

### Transaction-Based Anomalies

- Excessive Refueling: Multiple refuels within a short timeframe for the same vehicle;
- Unusual Fueling Locations: Transactions occurring at unauthorized or unexpected fueling sites;
- Fueling Outside of Operating Hours: Transactions logged outside normal work schedules; and
- High-Dollar Transactions: Unusually high fuel purchases that exceed vehicle tank capacity.

### Consumption-Based Anomalies

- Inconsistent Miles Per Gallon (MPG): Significant deviations from expected MPG based on vehicle type;
- Sudden Spikes in Fuel Consumption: Unexpected increases in fuel usage without justification; and
- Fuel Usage Without Recorded Mileage: Fuel dispensed without corresponding odometer readings.

### System and Data Irregularities

- Manual Entry Errors: Incorrect data entry for vehicle numbers, driver IDs, or fuel amounts;
- Duplicate Transactions: Identical transactions recorded multiple times; and
- Mismatched Fuel Types: Fueling reports indicating incorrect fuel types for assigned vehicles.

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<sup>3</sup> **Source:** DGS

## **OBJECTIVE, SCOPE, AND METHODOLOGY**

We conducted our follow-up audit in accordance with *Generally Accepted Government Auditing Standards*. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective. The objective of our audit was to follow up on prior findings and recommendations included in the previous biennial performance audit report dated November 21, 2023. The prior audit objective was to evaluate the effectiveness of monitoring controls over fuel inventory and distribution.

The scope of the follow up audit is from November 1, 2024 to May 31, 2025. To accomplish our objective, we:

- Evaluated supporting documentation such as policies and procedures, a checklist for an independent site visit, and a sample monthly fuel report provided by DGS's management;
- Performed audit procedures to ascertain whether the reported implementation status is adequately supported;
- Conducted a meeting to observe the SharePoint<sup>4</sup> and MS Teams channel<sup>5</sup> to determine if they contain reports, historical reports, Standard Operating Procedures, and an "Incidents" folder;
- Judgmentally selected Fleet Coordinators and inquired how they are using the SharePoint;
- Reviewed the list of Fleet Coordinators to determine whether they have access to SharePoint and MS Teams channel; and
- Validated that the City recovered \$31,878 from Mount Pleasant and Pine Ridge Golf Course through Workday.

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<sup>4</sup> The DGS maintains a folder(s) in SharePoint that they use to store fuel distribution and management documents and information to share with the agency Fleet Coordinators.

<sup>5</sup> MS Teams channel is the centralized communication channel that DGS uses to communicate with agency Fleet Coordinators.

## IMPLEMENTATION STATUS OF PRIOR AUDIT FINDINGS AND RECOMMENDATIONS

Table IV

### Summary of Implementation Status of Audit Findings and Recommendations from the Biennial Performance Audit Report for Fiscal Years Ending 2022 and 2021

No	Findings	Recommendations	Management Self-Assessment	Auditor's Assessment
1.	<p>The city does not have systematic monitoring controls to reduce the risk of misappropriation. The DGS delegates monitoring responsibility to agencies; however, DGS does not give necessary tools to agencies to monitor fuel usage and identify anomalies.</p> <p>A cause of lack of monitoring fueling usage is because there is no formally established responsibility for agency Fleet Coordinators. Specifically, the City does not have uniform guidance for user agencies for what they should be looking for and the methodology to identify anomalies.</p>	<p>1) Work with agencies to identify key monitoring controls for fuel usage and identifying anomalies;</p> <p>2) Establish those identified controls in the E.J. Ward system; and</p> <p>3) Develop uniform guidance for Fleet Coordinators for fuel usage monitoring and provide training.</p>	<p>1) Implemented: There is a monthly Fuel Usage Report that circulates to Fleet Coordinators.</p> <p>2) Implemented: After thorough research, it was determined that E.J. Ward cannot be customized to provide restricted access to specific data. Users can either access all data or none, making a tailored version infeasible.</p> <p>3) Implemented: An Interagency Fleet Coordinators meeting was held on December 18, 2024 that addresses fuel usage monitoring and anomaly detection.</p>	<p><b>Partially Implemented</b></p> <p>The DGS developed Standard Operating Procedures 30 - FS: <i>Fuel Anomaly Identification and Reporting</i> and implemented it during the course of audit. The Standard Operating Procedures were originally implemented on March 17, 2025, and subsequently revised on May 2, 2025.</p> <p>According to the DGS, they included the Standard Operating Procedures in the SharePoint folder, which is accessible by all agency Fleet Coordinators. The Standard Operating Procedures outline transaction-based anomalies, consumption-based anomalies, system and data irregularities, how to investigate and report, and preventative measures. The Standard Operating Procedures will be effective if all user agencies utilize it. However, our audit indicated that certain key user agencies are not using this Standard Operating Procedures. Specifically,</p> <ul style="list-style-type: none"> <li>The DOT stated that they rely on DGS to tell them of any fuel related issues;</li> </ul>

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No	Findings	Recommendations	Management Self-Assessment	Auditor's Assessment
				<ul style="list-style-type: none"> <li>The DPW stated that they are aware that DGS has a SharePoint folder with relevant documents that are available to fleet coordinators. However, DGS does not frequently discuss fuel issues.</li> <li>The Department of Housing and Community Development stated that they saw the Standard Operating Procedures during a fleet coordinator meeting and are reviewing the baseline fuel usage of their own agency assets.</li> </ul> <p>Although DGS provided training (meeting) on December 18, 2024, the context of the training was not relevant to the fuel usage monitoring and anomaly detection. Also, only one training will not be sufficient. The training should be part of the orientation for the fleet coordinators. Also, periodic refresher training should be provided.</p> <p><b>(Note:</b> The DGS and user agencies decided not to modify the existing Fuel Usage Report.)</p> <p><b>Additional Recommendation:</b> We recommend the City Administrator, with DGS' assistance, requires and enforces user agencies follow the <i>Standard Operating Procedures 30 - FS: Fuel Anomaly Identification and Reporting</i>.</p>

**Biennial Performance Audit Follow-up Report on Department of General Services - Effectiveness of Monitoring Controls Over Fuel Inventory and Distribution**

No	Findings	Recommendations	Management Self-Assessment	Auditor's Assessment
2.	<p>Although DGS established Standard Operating Procedures for daily and monthly reconciliation of fuel inventory, these reconciliations are not consistently performed at all fueling sites that includes the manual and online-above ground sites.</p> <p>Additionally, we noted that DGS does not perform periodic site visits to independently verify fuel inventory and validate whether the Standard Operating Procedures for daily and monthly reconciliations are implemented and operating as designed. Independent verification of physical inventory and validation of the implementation of the Standard Operating Procedures are controls to confirm consistency and accuracy of fuel inventory management.</p>	<p>1) Train Site Supervisors and Fuel Attendants in charge of tracking daily fuel inventory to clarify the Standard Operating Procedures for Daily Inventory Control and Monthly Inventory Control; and</p> <p>2) Establish and implement Standard Operating Procedure for periodic (such as monthly) DGS independent surprise visits at fueling sites to verify fuel inventory and validate whether standard procedures are implemented and operating as designed.</p>	<p>1) Implemented: Initial training for DGS fuel attendants, laborers, and supervisors was conducted on Tuesday, October 29, 2024.</p> <p>2) Implemented: A Standard Operating Procedure and training schedule have been developed and attached.</p>	<p><b>Not Implemented</b></p> <p>1) Although DGS provided the initial training on October 29, 2024, training was for a holistic view of maintaining site operations, which would include inventory management. However, the training was not specifically about daily and monthly fuel reconciliations. Also, only one training will not be sufficient. The training should be part of the orientation for the fleet coordinators. Also, periodic refresher training should be provided.</p> <p>2) In September 2024, DGS developed the <i>Fuel Site Visit Checklist</i> for site visits, however, the designated employee did not perform an inspection between September 2024 and January 2025. This designated position was vacant from January 2025 to June 2025.</p>

**Biennial Performance Audit Follow-up Report on Department of General Services - Effectiveness of Monitoring Controls Over Fuel Inventory and Distribution**

No	Findings	Recommendations	Management Self-Assessment	Auditor's Assessment
3.	<p>The DGS did not maintain all documentation to support authorization of fuel and WEX cards selected for review. Additionally, DGS does not deactivate employees' accounts (PIN) immediately after employees are separated from their positions. Also, an independent employee in DGS does not validate transactions for emergency WEX cards. Without effective controls over PIN and WEX card inventory, the risk of misappropriation of fuel is increased.</p>	<p>1) Provide reports to agencies that detail card activities that include but are not limited to employee names, number of gallons, and associated dollar amounts;</p> <p>2) Periodically (monthly, quarterly, semi-annually, or annually) generate a user report and ask agencies to confirm the validity of those users;</p>	<p>1) Implemented: A monthly report circulates that list all the fuel transactions, which include employee and transaction information. This report is sent to Fleet Coordinators and includes a detailed itemized breakdown of fuel usage. Additionally, a WEX Report is provided each month, containing all relevant transaction details for monitoring and accountability.</p> <p>2) Not Implemented: This part is contingent on cleaning up the list in E.J. Ward and developing a method to cross reference E.J. Ward with Risk Management. The DGS is currently working on this list, in conjunction with Risk Management, but this process will take 6 months.</p>	<p><b>Partially Implemented.</b></p> <p>1) The DGS implemented the Wex card activities report. Also, DGS circulates a monthly report that includes employee names (or asset number), number of gallons, and associated dollar amounts.</p> <p>2) The DGS does not establish and implement a formal process that requires agencies to notify DGS of employee separations to deactivate employee PINs. The DGS is working with DHR and BCIT to integrate Workday and E.J. Ward. The goal is to automatically deactivate the users in E.J. Ward once the users are terminated from Workday when the users separate from the current role or the City. In the meanwhile, the DGS does not periodically (monthly, quarterly, semi-annually, or annually) generate a user report and ask agencies to confirm the validity of those users.</p>

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No	Findings	Recommendations	Management Self-Assessment	Auditor's Assessment
		<p>3) Establish and implement a formal process that requires agencies to notify DGS of employee separations to deactivate employee PINs;</p> <p>4) Establish and implement formal (written, approved, dated) citywide policies and procedures for the second and third bullets above; and</p>	<p>3) Partially Implemented: The DGS is actively collaborating with DHR, Safety/Risk Management and BCIT to streamline cross-agency communication and establish a cohesive, unified decision on this matter. We are working with DHR to ensure that we have authorization to access personnel data for terminated employees. Risk Management currently provides updates to DGS regarding employees whose yellow cards are active. The purpose in this collaboration is to ensure that DGS receives the employee data in real time. Initial meetings began on October 23, 2024, and the next follow-up meeting is scheduled for February 11, 2025 to continue progress toward a finalized resolution.</p> <p>4) Partially Implemented: This will be completed upon finalization of the process in collaboration with DHR, BCIT and Risk management/ Safety.</p>	<p>3) The DGS did not establish and implement a formal process that requires agencies to notify DGS of employee separations to deactivate employee PINs.</p> <p>4) N/A because the second and third bullets were not implemented.</p>

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No	Findings	Recommendations	Management Self-Assessment	Auditor's Assessment
		5) Establish and implement a periodic (e.g., monthly) independent review process for emergency WEX cards and formally document (written, approved, and dated) the process.	5) Implemented.	5)The DGS developed the Independent Review Process for WEX Cards; however, DGS did not implement it.  The same person is still responsible for issuance, custody, and transaction reviews of the WEX cards. The previously identified risk remains unchanged.
4.	Certain manual fuel sites do not have cameras to deter and investigate suspicious activities.	Deploy cameras at all fueling stations.	Implemented: A meeting was held on May 22, 2024 with Baltimore City Recreation and Parks, Solid Waste, and Water and Wastewater to discuss the plan for rolling out surveillance cameras at the fuel sites.	<b>Not Implemented</b>  Cameras have been rolled out to Biddle and Front Street. All fuel sites have been surveyed for camera deployment.  Not all manual fuel sites have cameras. Cameras have not been deployed to the following manual fuel sites: Montebello, Liberty Dam, and Patterson Park.
5	Until 1984, the City operated the following municipal golf courses: Pine Ridge, Forest Park, Carroll Park, Mount Pleasant and Clifton Park. Since 1985, the City has had an agreement with the Baltimore Municipal Golf Corporation (BMGC), which is 501(c) (3) non-profit organization that operates five municipal golf courses. The BMGC independently runs the municipal golf courses including fuel inventory	Improve monitoring of fuel invoices to verify DGS pays for fuel purchases applicable to the City only	1) Partially Implemented: A copy of the MOU for BCRP was received; however, the fueling processes were not addressed in the MOU, resulting in a lack of clear directives for operations moving forward.  2) Implemented: DGS contacted the golf courses to recover overpaid funds in order to streamline and clean up the processes. For three fiscal years,	<b>Implemented</b>

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No	Findings	Recommendations	Management Self-Assessment	Auditor's Assessment
	<p>management and fuel purchases. However, from FYs 2017 to 2023, DGS paid for fuel purchases incurred at two municipal golf courses. As per the agreement between the City and BMGC, it transferred all operating costs to BMGC including fuel expenses. However, DGS personnel were unaware that BMGC was responsible for their own fuel costs and continued to pay the invoices for Mount Pleasant and Pine Ridge golf courses. For seven fiscal years, auditors identified the City paid \$ 49,458 for two of five golf courses.</p>		<p>auditors identified the City paid \$ 20,911 for two of five golf courses. Upon further investigation and invoice reconciling, it was discovered that overpayment was in excess of the originally found \$20,911, and DGS was reimbursed \$31,878.58 from the overpayment at Mount Pleasant and Pine Ridge Golf Course.</p> <p>3) Implemented: We no longer pay for fuel at the golf courses. The data has been cleaned up by directly contacting the vendors regarding payments.</p> <p>4) Implemented: Fleet relies on Portfolio Management &amp; Property Services, which attends the Real Estate Committee meetings to discuss citywide property transfers, to stay updated on any items that affect the ownership status of fueling substations.</p>	

## APPENDIX I - MANAGEMENT'S RESPONSE TO THE AUDIT REPORT

**Date:** July 8, 2025

**To:** Josh Pasch, City Auditor

**Subject:** Management Response to Audit Report:

*Biennial Performance Audit Follow-up Report on Department of General Services for the Fiscal Years Ended June 30, 2023 and 2022 – Effectiveness of Monitoring Controls Over Fuel Inventory and Distribution*

Our responses to the further recommendation for the Finding I are as follows:

### **Further Recommendation I**

We recommend the City Administrator, with DGS's assistance, requires and enforces user agencies follow *Standard Operating Procedures 30 - FS: Fuel Anomaly Identification and Reporting*.

### **Management Response / Corrective Action Plan**

**Agree**                       **Disagree**

#### **I. Responses from the City Administrator's Office**

Beginning August 2025, DGS will conduct monthly audits with a sample of at least five transactions for each major agency. Findings will be submitted to the Deputy Mayor of Operations and agency leadership, and agencies will be required to respond and take appropriate accountability measures when potential misuse is identified. Below are the steps that will be taken, and monitored by the Deputy Mayor of Operations:

##### **1. WEX Card Oversight (Separate STANDARD OPERATING PROCEDURES)**

A standalone STANDARD OPERATING PROCEDURES will be created to address the distinct processes for acquiring and using WEX cards.

- **Centralized Monitoring:** DGS will monitor WEX card activity via its secure dashboard.
- **Anomaly Reporting:** Misuse or irregular transactions (e.g., non-fleet purchases, time / location mismatches) will be flagged and reported.
- **Audit Protocols:** Establish clear procedures for audit, investigation, and escalation aligned with fleet and procurement standards.

## **2. Centralized Fuel Anomaly Identification**

- **Automated Detection via E.J. Ward:** DGS will identify fuel anomalies using E.J. Ward's analytics tools.
- **Formal Reporting:** Reports will detail the anomaly type, date, asset, and—if available—the assigned driver.
- **Agency Accountability:** Agencies will be required to provide corrective actions and personnel follow-up. The Deputy Mayor of Operations will work with DGS to track the implementation of corrective actions.
  - *Examples of anomalies:*
    - Excessive refuels within 24 hours
    - Fueling outside operational hours
    - Odometer discrepancies
    - Inappropriate fuel volume / type

## **3. Independent Audit and Preventive Support**

- **Agency STANDARD OPERATING PROCEDURES Support:** Guidance will be provided to agencies by the City Administrator's Office or DGS for internal audits (monthly or quarterly).
- **Ongoing Data Access:** Agencies will continue receiving E.J. Ward exports.
- **Proactive Controls:**
  - Disable cards for reoccurring misuse
  - Apply time / location / dollar limits
- **Training and Job Aids:**
  - Provide Group or one-on-one sessions
  - Develop Quick-reference materials for report interpretation

#### **4. Continuous Improvement and Feedback Loop**

- **STANDARD OPERATING PROCEDURES Updates:** Continue developing procedures based on feedback and technology improvements.
- **Communication Channels:** Leverage various communication channels to communicate with agency liaisons on fuel identifying and tracking fuel anomalies.
  - Fleet Coordinators Team Chat and SharePoint
  - Monthly workshops
  - Designated points of contact
- **Benchmarking:**
  - Use industry standards on fuel tracking (e.g., National Association of Fleet Administrators, Government Fleet)
  - Explore telematics integration

**Implementation Date:** Short Term: January 2026; Long Term: FY 2027 (see details on page 19)

**Responsible Personnel:** Khalil Zaied, Deputy Mayor

## **II. Responses from DGS**

### **1. Revised Implementation Date: By End of January 2026**

DGS has finalized and implemented an interagency Standard Operating Procedure (SOP) to address fuel anomalies. This SOP has been formally approved and will be enforced under the authority of the Deputy Mayor and agency leadership.

#### **Short-Term Milestones (By End of January 2026):**

- **End of August 2025:** Distribute the finalized SOP to major agencies (DPW, DOT, BCRP, BPD, BCFD), establish clear guidelines, and begin sending monthly audit samples to these agencies.
- **End of September 2025:** Finalize and distribute the WEX Card Oversight SOP to major agencies (DPW, DOT, BCRP, BPD, BCFD).
- **End of January 2026:** Conduct an independent audit in collaboration with the major agencies listed above.

**Long-Term Milestones (By End of FY 2027):** Based on the finalized SOPs for WEX and Fuel Cards, extend implementation and monitoring to all remaining agencies outside the major five.

- **End of February 2026:** Distribute SOP guidelines and initiate random audit samples for remaining agencies.
- **End of April 2026:** Collect feedback and evaluate SOP procedures to identify areas for improvement or policy enhancements.
- **End of July 2026:** Conduct an independent audit that includes all remaining agencies not part of the original major five.

### **2. Revised Implementation Date: By the End of Q1 2026**

DGS continues to hold quarterly meetings with Fuel Attendants to support full-cycle implementation and promote consistency across operations. Based on this ongoing engagement and alignment process, we are targeting Q1 2026 for full implementation. Additionally, the Fuel Systems Checklist is currently being monitored and implemented by the newly appointed Fuel Systems Specialist to ensure accountability and standardization across all sites.

**3. Revised Implementation Date: By the End of Q1 2026**

DGS continues to enhance the WEX and Fuel Card system and related processes for City employees.

**4. Revised Implementation Date: By the End of January 2027**

DGS has completed all necessary research and planning for the installation of security cameras at all City fuel sites. This project is part of a broader initiative to strengthen monitoring, accountability, and site security.