



# Highlights

## Why OCA Did This Study

In accordance with the Office of the City Auditor's Fiscal Year 2018 Audit Work Plan, we conducted a performance audit of the Fleet Operations Department's Vehicle Acquisitions Process.

The objective of our audit was to assess whether Fleet Operations was efficiently and effectively meeting the needs of the City.

## What OCA Recommends

OCA made six recommendations to improve the program. Recommendations include:

- Fleet Operations should set performance goals for acquisition time based on vehicle class.
- Fleet Operations should establish policies and procedures to track and monitor acquisition time for all vehicles and equipment, including steps that would require investigating when performance goals are not met.
- Fleet Operations should establish a City Administrative Regulation to define roles and responsibilities for City departments involved in the vehicle acquisition process.
- Fleet Operations should evaluate and implement solutions for project tracking, customer communications, and acquisition planning by utilizing FleetFocus EAM to the greatest extent possible. Fleet Operations should collect more specific data so it can be used to evaluate acquisition process operations.
- Fleet Operations should work with the Personnel Department to develop an additional position to fill its FleetFocus EAM staffing needs.
- Fleet Operations should develop policies and procedures for FleetFocus EAM data collection to ensure data accuracy, completeness, validity, and timely entry.

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## Performance Audit of the Fleet Operations' Vehicle Acquisition Process

*Fleet Operations Can Improve the Efficiency of Vehicle Acquisitions*

### What OCA Found

The Fleet Operations Department (Fleet Operations) manages the acquisition, maintenance, service, repairs, washing, fueling, replacement, and disposal of the fleet vehicles and motorized equipment used by City departments. Fleet Operations works with individual City departments to purchase vehicles and motorized equipment needed to achieve their missions. Because these vehicles are critical to delivering City services, it is important that Fleet Operations acquire and place new vehicles in service as efficiently as possible.

#### Finding 1:

We found that Fleet Operations may be able to gain efficiencies in getting vehicles in-service more quickly if it tracked key steps in its acquisition process. Delayed acquisition can cost customer departments in the form of continued repair costs of vehicles that are being retired while waiting for new vehicles to be put in-service. We found that Fleet Operations does not have a process in place to routinely evaluate the timeliness of the acquisition process and the data it collects is not sufficient to evaluate delays in the acquisition process. Also, we found that there are no formalized roles and responsibilities agreements between many of the City departments involved in the vehicle acquisition process and Fleet Operations.



#### Finding 2:

We found that Fleet Operations is not using its asset management system (FleetFocus EAM) to its full potential. Fleet Operations has not fully implemented the modules it has purchased, and is lacking quality acquisition data to maximize the system's potential. Furthermore, Fleet Operations has not established policies and procedures to ensure reliable, accurate, and complete data entry and management. Fleet Operations can improve its acquisitions process through improved utilization of FleetFocus EAM. However, in order to leverage these capabilities to improve Fleet Operations vehicle acquisition process, the department requires staff with critical skills to administer the software and databases, establish policies and procedures, and design solutions to support management decisions.