

**POST AUDIT REVIEW
FLEET MANAGEMENT DIVISION
Report No. PAR19-02**



WEST PALM BEACH

Internal Audit

**Beverly Mahaso, Esq. CIA, CFE
Chief Internal Auditor**

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

RE: POST AUDIT REVIEW OF THE FLEET MANAGEMENT DIVISION, AUD14-03

Dear Audit Committee Members:

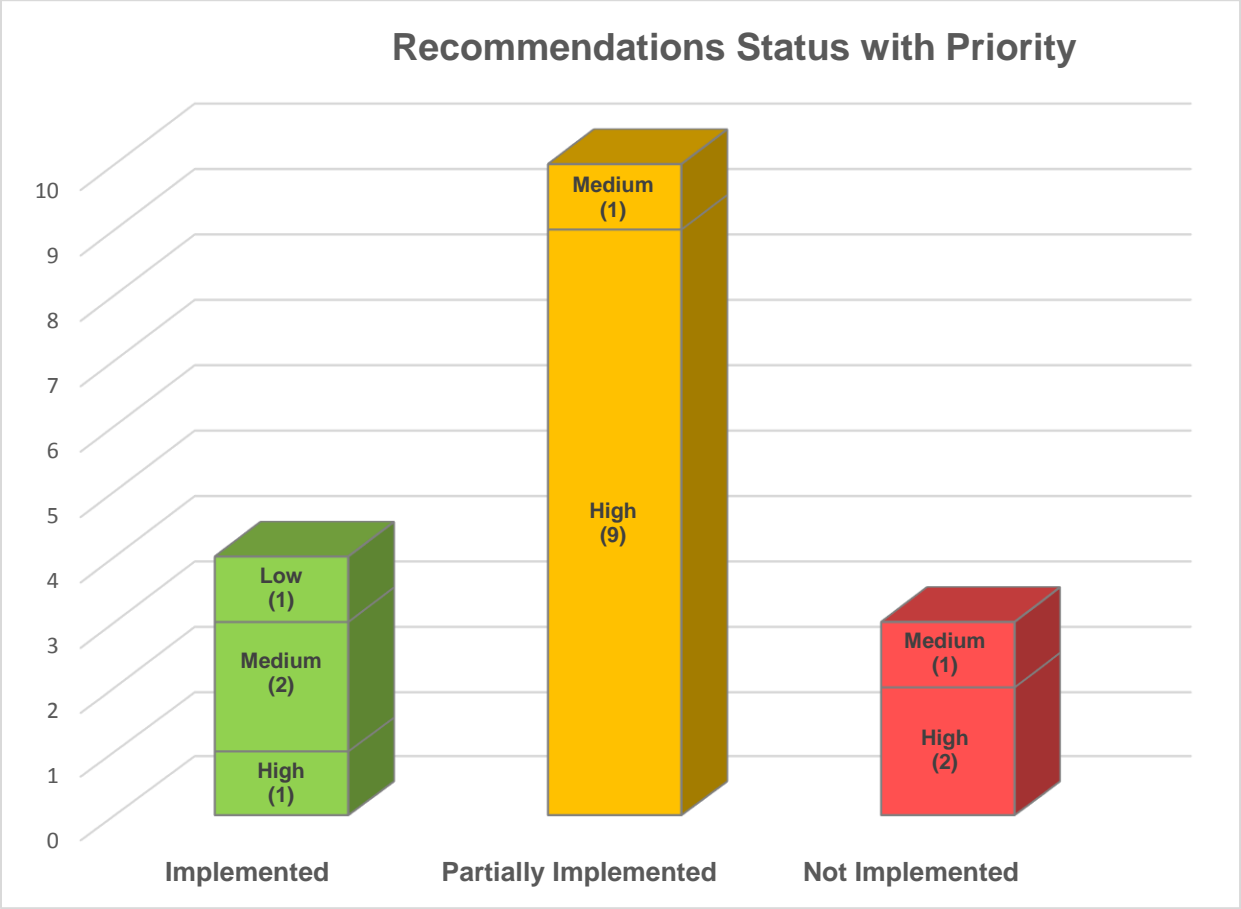
In FY2016, the Internal Auditor's Office released an audit of the Fleet Management Division. We performed certain procedures, as enumerated below, with respect to activities of the Fleet Department in order to render a conclusion on the status of the recommendations made as a result of that review.

This Post Audit Review (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 seventeen (17) recommendations that addressed the audit's findings. Based on the review performed, we concluded that recommendations 4, 5, 10, and 15-A were implemented, recommendations 1-3, 6-9, 11, 15-B, and 15-C were partially implemented, and recommendations 12-14 were not 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 the Fleet Department is actively continuing to make improvements. As such, additional steps may have been taken to implement the recommendations after the conclusion of this Post Audit Review. We will conduct another Post Audit Review in approximately 6 to 12 months, resources permitting, at which time we will review all additional changes made after the conclusion of this Post Audit Review.



We thank the personnel at Fleet for their assistance in conducting this review, and on continuing implementation efforts.

Respectfully Submitted,

s/ Beverly Mahaso
 Chief Internal Auditor

cc:
 Christina Lambert, Commission President
 Kelly Shoaf, Commissioner
 Cory Neering, Commissioner
 Richard Ryles, Commissioner
 Joseph Peduzzi, Commissioner

Keith James, Mayor
 Jeff Green, City Administrator
 Scott Kelly, Assistant City Administrator
 Mario Guzman, Support Services Director

Encl.

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AUDIT RECOMMENDATIONS

No.	Auditor's Condition and Recommendation	Management's Response	Management's Status Update
1 High Priority	<p>Condition: At the time of the audit, Fleet Management had not established performance measures or goals to monitor productivity, efficiency or effectiveness.</p> <p>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.</p>	<p>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.</p> <p>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</p>	<p>PARTIALLY IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>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.</p> <p>Auditor's Comment:</p>

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		information. Technicians will also be given these reports so they can see their respective productivity.	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	<p>Condition: At the time of the audit, Fleet Management did not monitor the time spent on repairs on a consistent basis, such as weekly, biweekly, or monthly to collectively gauge its performance and productivity as a Division.</p> <p>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.</p>	We concur with this recommendation. Due to the limitations of our current software, 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.	<p>PARTIALLY IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>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 policy. Additionally, we will include a supervisor acknowledgement sheet with regards to measures and productivity.</p>

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<p>3 High Priority</p>	<p>Condition: At the time of the audit, Fleet Management was taking a significant amount of time to complete repairs on vehicles involved in accidents.</p> <p>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.</p>	<p>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.</p>	<p>PARTIALLY IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>Fleet Management Update: 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 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.</p> <p>Risk Management Update:</p> <p>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.</p> <p>Auditor's Comment:</p>
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			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 Medium Priority	<p>Condition: At the time of the audit, Fleet Management was not consistently notifying Departments when their vehicles were due for service. As a result, vehicles were exceeding their preventative maintenance schedule.</p> <p>Recommendation: Fleet Management should develop procedures that help ensure that the preventative maintenance program consistently notifies all Departments when their vehicles are due for preventative maintenance and helps ensure that vehicles are brought in for scheduled maintenance as requested. Follow-up notifications should be sent when vehicles or equipment are not scheduled into maintenance for their PM.</p>	<p>We concur with this recommendation. Due to software limitations, reports have to be printed then sent to departments via inter-office mail. Return for service stickers are placed in every vehicle once a service is complete to remind the vehicle/equipment operator when the next PM is due. Our new fleet management software will soon be able to send out notifications twice a month. Departments will now be able to see equipment that is due and overdue for service. In collaboration with telematics (GPS), live automated information will be sent to both Fleet and respective user departments.</p>	<p>IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>Reports are now sent on the 15th and end of the month. This automated report illustrates units that are about to be due for service, currently due and past due for services. Service stickers are also installed at the time of service. This process will be addressed in the Fleet Management policy.</p>

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<p>5 Low Priority</p>	<p>Condition: At the time of the audit, Police and Sanitation vehicles were generating the majority of Fleet's repairs leaving less time available for repairs to other departments' vehicles or equipment. As such, all other repairs were prioritized based on frequent follow up initiated by the departments.</p> <p>Recommendation: Recognizing that the Police Department and Sanitation Department take up the majority of Fleet's time, the City Administration should conduct an analysis of the maintenance and repair needs of both these departments, including costs and down time, to determine whether it would be beneficial to have mechanics dedicated to repairing and maintaining their vehicles and equipment. Further, an analysis should be conducted to determine if outsourcing maintenance or repairs for the Police Department vehicles under warranty, would be beneficial. This analysis should be performed with collaboration from the Fleet Department, the</p>	<p>We do not agree with outsourcing due to the fact that during the time of this audit, the Fleet Management division was not fully staffed and due to budget limitations, a small amount of equipment was being purchased. As of recent, 3 additional technicians were approved in fiscal year 2015-2016 which positively impacts work prioritization and repair times. Furthermore, we have opted to lease/purchase equipment which allows the acquisition of a greater number of new vehicles/equipment. The current bond issue has also allowed for much needed fleet replacements. Over 150 units are now on order for Parks, Sanitation, Public Works, Fire, and Police Departments.</p> <p>Nonetheless, we will continue to monitor repair time and outsource repairs as needed.</p>	<p>IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>As of October 1, 2018, the Police Department repairs and fueling were outsourced to outside companies. Group huddles are conducted in every shop with Fleet Operations Supervisors and Fleet Equipment Specialists to determine workflow and priorities for the week. Our system has an ad hoc report indicating work orders that have been open more than seven days. Those units become priorities. We will address prioritization in the Fleet policy.</p> <p>Auditor's Comment:</p> <p>Considering that the Police Department has outsourced all functions of its fleet, the remainder of this recommendation will be addressed in recommendations 1, 2, and 4, which remain as partially implemented. Thus, this recommendation is closed.</p>
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	<p>Sanitation Department, and the Police Department.</p> <p>In the interim, Fleet Management should reevaluate work prioritization through monitoring repair times and proactively making adjustments, establishing performance measures, and scheduling preventative maintenance.</p>		
<p>6 High Priority</p>	<p>Condition: At the time of the audit, Fleet Management's operating hours were not well suited to meet the needs of its customers.</p> <p>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.</p> <p>Fleet management should implement documented Service Level Agreements (SLAs) with its customers and draft policies and</p>	<p>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.</p> <p>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.</p> <p>As an immediate step, with the addition of much needed staff,</p>	<p>PARTIALLY IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>Since the Audit, the Fleet Division is now currently staffed, and 24 hour on-call has been implemented. In the event workload 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.</p>

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	<p>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.</p> <p>Finally, Fleet Management should establish a customer satisfaction 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.</p>	<p>we will be extending our repair facility hours to 6:00 PM.</p>	
<p>7 High Priority</p>	<p>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.</p> <p>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</p>	<p>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</p>	<p>PARTIALLY IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019: 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</p>

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	<p>the time reported, estimated time to repair, and the actual time to repair.</p> <p>Additionally, Fleet should use this information as a tool to help manage repair times and identify trends.</p>	<p>repair status of their equipment. They will be able to see what is being done, parts on order and completion time.</p> <p>With the new software, the scheduling of service will greatly increase the efficiency of both Fleet and user departments.</p>	<p>will specify the process in the Fleet policy and SLA.</p> <p>Auditor's Comment:</p> <p>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 identify trends in order to create efficiencies within the process. This will require Fleet management to document their reviews of the aforementioned trending reports.</p>
<p>8 High Priority</p>	<p>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.</p> <p>Recommendation:</p>	<p>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.</p>	<p>PARTIALLY IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>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</p>

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	<p>The Fleet Management Division should:</p> <p>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;</p> <p>b) Fleet should consider requests or provide written justification for not fulfilling requests where standardization and maintenance considerations override operational requests; and</p> <p>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 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.</p>	<p>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.</p> <p>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.</p>	<p>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.</p> <p>Auditor's Comment:</p> <p>Fleet management should ensure that the Vehicle and Equipment Committee is fully functional and includes members of the departments in addition to Risk Management.</p>
<p>9 High Priority</p>	<p>Condition: At the time of the audit, Fleet Management did not generate</p>	<p>We concur with this recommendation. In fiscal year 2015-2016, our billing</p>	<p>PARTIALLY IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p>

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	<p>reports for its client departments such as reporting fleet availability rates or the number of repeat repairs.</p> <p>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.</p>	<p>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.</p> <p>Additionally, the new Fleet management software will allow for automated reporting and dashboards for our user departments to review this information.</p>	<p>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 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.</p>
<p>10 Medium Priority</p>	<p>Condition: At the time of the audit, Fleet Management did not require its mechanics or supervisors to have certifications or provide cross-training opportunities.</p> <p>Recommendation: The Fleet Management Division should ensure that Fleet staff are:</p>	<p>We concur with this recommendation. Fleet will continue to train technicians as appropriate training becomes available. In order to encourage and incentivize our technicians to become certified, Fleet will also work with Human Resources to create an ASE certification pay program.</p>	<p>IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>Technicians have been cross trained in both light vehicles and heavy duty trucks. Numerous technical and professional development trainings through City Edge have been adopted. Also, a training log will be</p>

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	<p>a) Provided with documented initial and periodic cross-trainings needed to repair the vehicles or equipment that they are tasked with repairing;</p> <p>b) Encouraged to acquire training which will help them obtain certifications consistent with their work assignments and held by their peers in other organizations;</p> <p>c) To the extent possible, hire staff based on certification requirements, not just as a preference, but as a targeted achievement in addition to required skill sets; and</p> <p>d) Provided with an ASE incentive program supported by Human Resources.</p>		<p>created. In addition, HR and Support Services have collaborated to create a career path based on ASE certifications.</p>
<p>11 High Priority</p>	<p>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."</p> <p>Recommendation: The Fleet Management Division should ensure that departments</p>	<p>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</p>	<p>PARTIALLY IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>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.</p>

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	<p>have a clear understanding of their roles and responsibilities by creating a SLA 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.</p> <p>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.</p>	<p>and maintenance costs. A vehicle replacement program was also created that will address future replacements.</p> <p>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.</p>	<p>We will update the SLA to reflect the process.</p>
<p>12 High Priority</p>	<p>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</p>	<p>As vehicles/equipment replacement occur, Fleet will continue to standardize equipment and work with NAPA to ensure highly used parts are available.</p>	<p>NOT IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>Due to the standardization of vehicles and equipment, parts are now readily</p>

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	<p>have the necessary parts for Fleet to perform repairs.</p> <p>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.</p> <p>The report(s) should be reviewed periodically as changes in department needs may occur.</p>	<p>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.</p>	<p>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.</p> <p>Auditor's Comment:</p> <p>Fleet should conduct 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.</p>
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<p>13 Medium Priority</p>	<p>Condition: At the time of the audit, Fleet did not systematically track vendor performance to determine whether vendors consistently provided quality products or repairs.</p> <p>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.</p>	<p>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.</p>	<p>NOT IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>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.</p> <p>Auditor's Comment:</p> <p>Fleet management should actively generate vendor performance reports and conduct periodic reviews of these reports. In addition, we note that procedures documenting vendor performance have not yet been established.</p>
<p>14 High Priority</p>	<p>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</p>	<p>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</p>	<p>NOT IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>City Administration is reviewing the inventory process for the City as a whole to determine the best course of</p>

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	<p>independent physical inventory performed of the City's vehicles or equipment by any other department.</p> <p>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.</p>	<p>appropriate function for Fleet to assume in the near future.</p>	<p>action for City-wide physical inventories on a regular basis, which would include the City's fleet and equipment.</p> <p>Target Implementation Date: FY2020</p>
<p>15-A High Priority</p>	<p>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.</p>	<p>We do not agree with outsourcing Police repairs. During the time of this audit, the Fleet Management division was not fully staffed and due to budget limitations, a small amount of equipment was being purchased. As of recent, three additional technicians were approved for fiscal year 2015-</p>	<p>IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019:</p> <p>Fleet no longer services the Police Department's Fleet and vehicle down time has significantly decreased. Vehicles awaiting preventative maintenance are now off the road for less than a few hours. Major repairs</p>

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	<p>Recommendation 15-A: Due to the fact that the Police Department is one of Fleet Management’s largest customers and spends the majority of its time repairing police vehicles, City Administration should ensure that sufficient resources are available to timely maintain and repair all City vehicles and equipment by: I. Conducting an analysis to determine the benefits of outsourcing Police repairs, thereby creating additional time for all other repairs that are not currently addressed in a timely manner. This analysis should be performed jointly with documented input from the Police Department and collaboration with Fleet Management; and II. Performing an analysis to determine if new police vehicles would receive maintenance and repairs from the dealership that is providing the new vehicle warranty. The purpose of the analysis would be to determine if the City's needs would be better served by removing some of the work load that Fleet has in a cost effective manner, thereby creating</p>	<p>2016, which positively impacts work prioritization and repair times. Furthermore, we have opted to lease/purchase equipment which allows the acquisition of a greater number of new vehicles/equipment. The current bond issue has also allowed for much needed Fleet replacements. Over 150 units are now on order for Parks, Sanitation, Public Works, Fire, and Police Departments.</p> <p>Nonetheless, we will continue to monitor repair times and outsource repairs as needed.</p>	<p>have decreased from weeks to now less than three days. Vehicles are currently serviced by several local vendors. This includes Al Packer Ford and Schumacher GMC (Local Dealerships). All warranty work is completed as well as many new vehicles have scheduled preventative maintenances. Griffin Auto Care and Firestone are also used. The use of these four preferred vendors has reduced the vehicle down time to an hour or two, if not minutes. There has been a significant decrease in overall prices to repair vehicles. The quality of work performed, combined with the youth of the inventory (despite the major issue caused by contaminated fuel last year) has resulted in a significantly healthier Police Fleet.</p>
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- Not Implemented

	<p>much needed time for all the remaining City vehicles and equipment that need more timely repairs. As such, the analysis should evaluate the timeliness of repairs and the amount of time that will become available for repairs and maintenance of all other City vehicles and equipment. Further, the analysis should compare the cost of the services as currently billed by Fleet and the dealership.</p>		
<p>15-B Medium Priority</p>	<p>Recommendation 15-B 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.</p>	<p>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.</p>	<p>PARTIALLY IMPLEMENTED MANAGEMENT UPDATE: 8/2019: Police Department Update: 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 resulted in reduced impact to Police fleet.</p>

**POST AUDIT REVIEW
FLEET MANAGEMENT DIVISION**

Legend

- Implemented
- Partially Implemented
- Not Implemented

			<p>Risk Management Update:</p> <p>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.</p>
<p>15-C High Priority</p>	<p>Recommendation 15-C 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 competitive pricing or alternatively, placing an RFP for vendors to bid on.</p>	<p>Recommendation 15-C-I Response:</p> <p>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).</p> <p>Recommendation 15-C-II Response:</p> <p>Review and analysis of accidents are done quarterly, semiannually and annually. Only 20.9% of vehicular accidents are the fault of the employee (2015</p>	<p>PARTIALLY IMPLEMENTED</p> <p>MANAGEMENT UPDATE: 8/2019: 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 the approval of the purchase of backup cameras and back up assist (beeping). It is believed that this will</p>

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		<p>statistics). Multiple requests have been made for Fleet alterations to improve safety to include integrated dashboards, Bluetooth, and selection of vehicles to improve blind spots. Thus far <i>(at the time of the audit)</i>, one request related to Bluetooth was approved. Police Department trainings include varied driving components annually.</p> <p><i>Recommendation 15-C-III</i> <i>Response:</i></p> <p>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).</p>	
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