

Fleet Maintenance and Operations:

Public Works Can Continue to Improve Fleet Operations

A Report by the San José City Auditor
August 2020

www.sanjoseca.gov/auditor

Sedans



Fire apparatuses



Electric Airport bus shuttles



Street sweepers



Portable generators



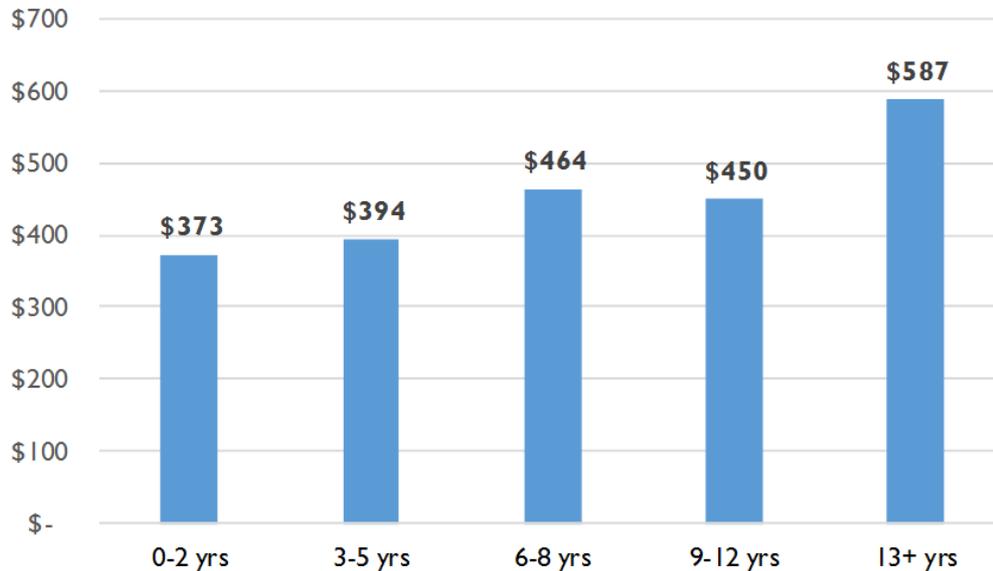
Happy Hollow's Danny the Dragon



- Finding 1: **Updating the City’s Replacement Criteria Can Help Prioritize Fleet Replacements**
- Finding 2: **Addressing Staffing and Preventive Maintenance Challenges Can Enhance Fleet Division’s Performance**
- Finding 3: **Fleet Division Has Instituted Multiple Process Improvements and Can Continue to Enhance Service Delivery**
- Finding 4: **The City’s Fleet Acquisition Process Can Be Streamlined**

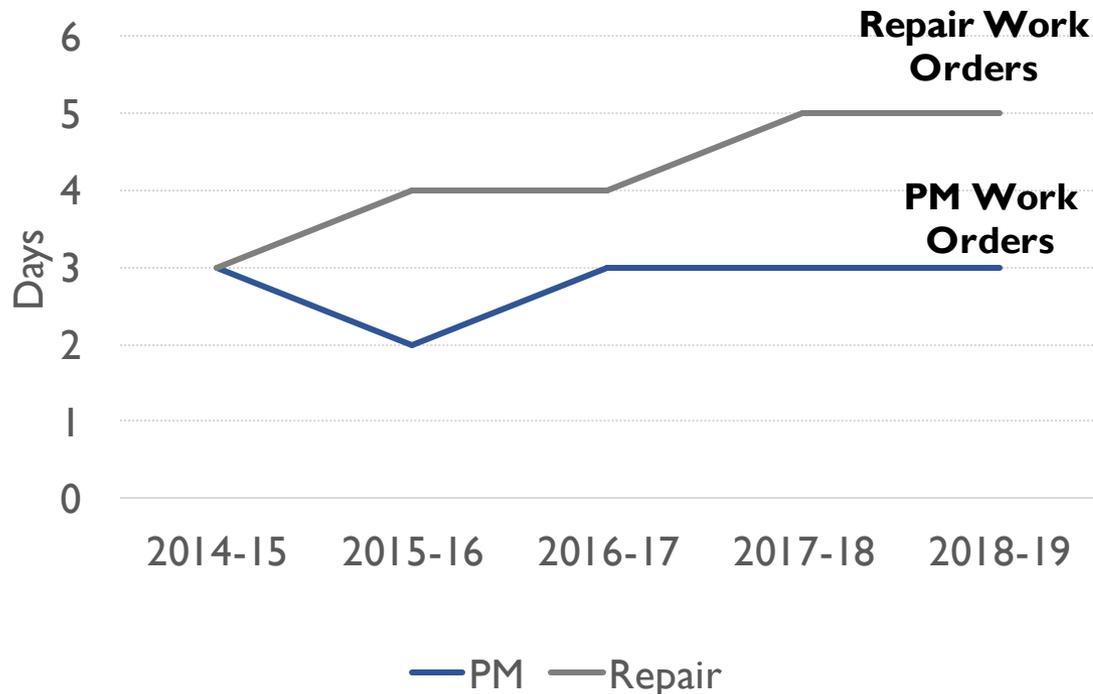
Finding I: Updating the City's Replacement Criteria Can Help Prioritize Fleet Replacements

The Average Cost of Work Orders for Non-Public Safety Light Vehicles Increases as Assets Age



Finding 2: Addressing Staffing and Preventive Maintenance Challenges Can Enhance Fleet Division's Performance

Repair Work Order Turnaround Times Increased from 3 to 5 Days from FY 2014-15 to FY 2018-19





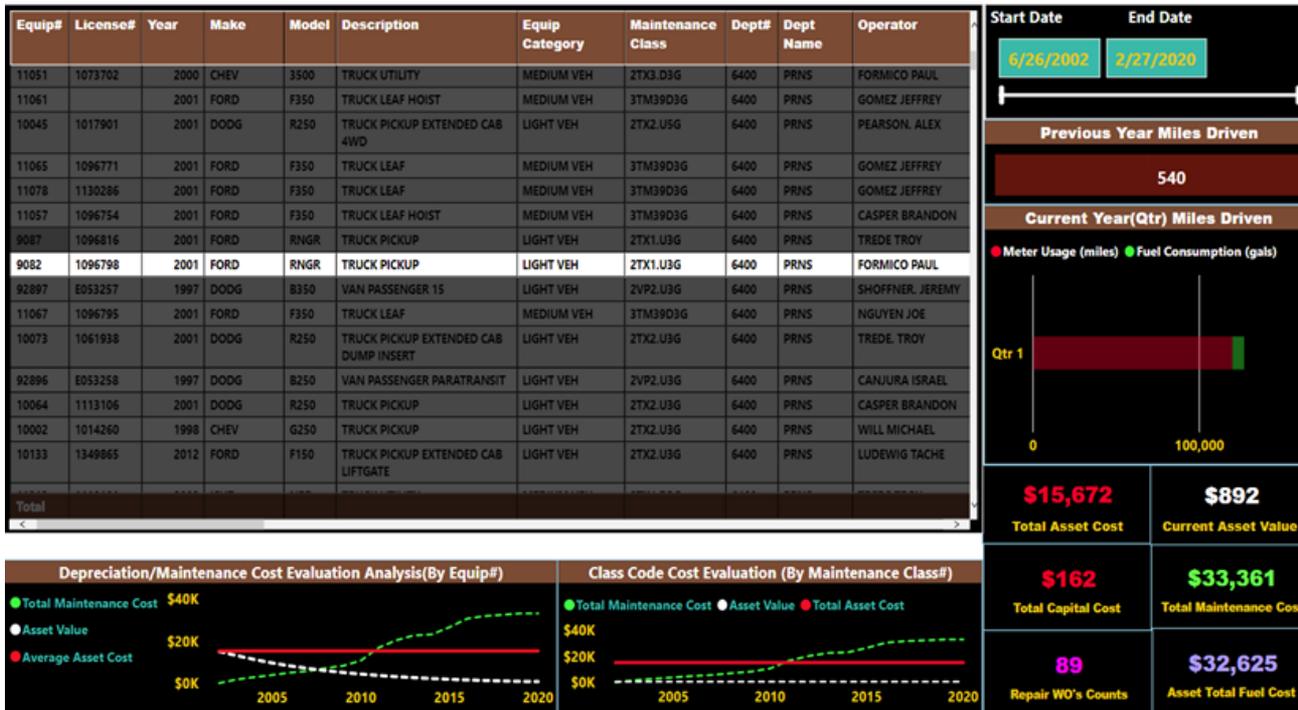
Finding 2: Addressing Staffing and Preventive Maintenance Challenges Can Enhance Fleet Division’s Performance

Nearly 1 in Every 5 Assets Did Not Receive Preventive Maintenance (PM) in FY 2018-19

Department	# of Assets without PM Work Order	Total # of Assets	% of Assets without PM Work Order
Airport	40	166	24%
DOT	69	461	15%
ESD	81	320	25%
Fire	64	244	26%
PBCE	12	128	9%
Police	73	822	9%
PRNS	111	391	28%
Public Works	44	232	19%
Remaining Departments	6	22	26%
Total	499	2,785	18%

Finding 3: Fleet Division Has Instituted Multiple Process Improvements and Can Continue to Enhance Service Delivery

Fleet Division's Life-Cycle Cost Dashboard



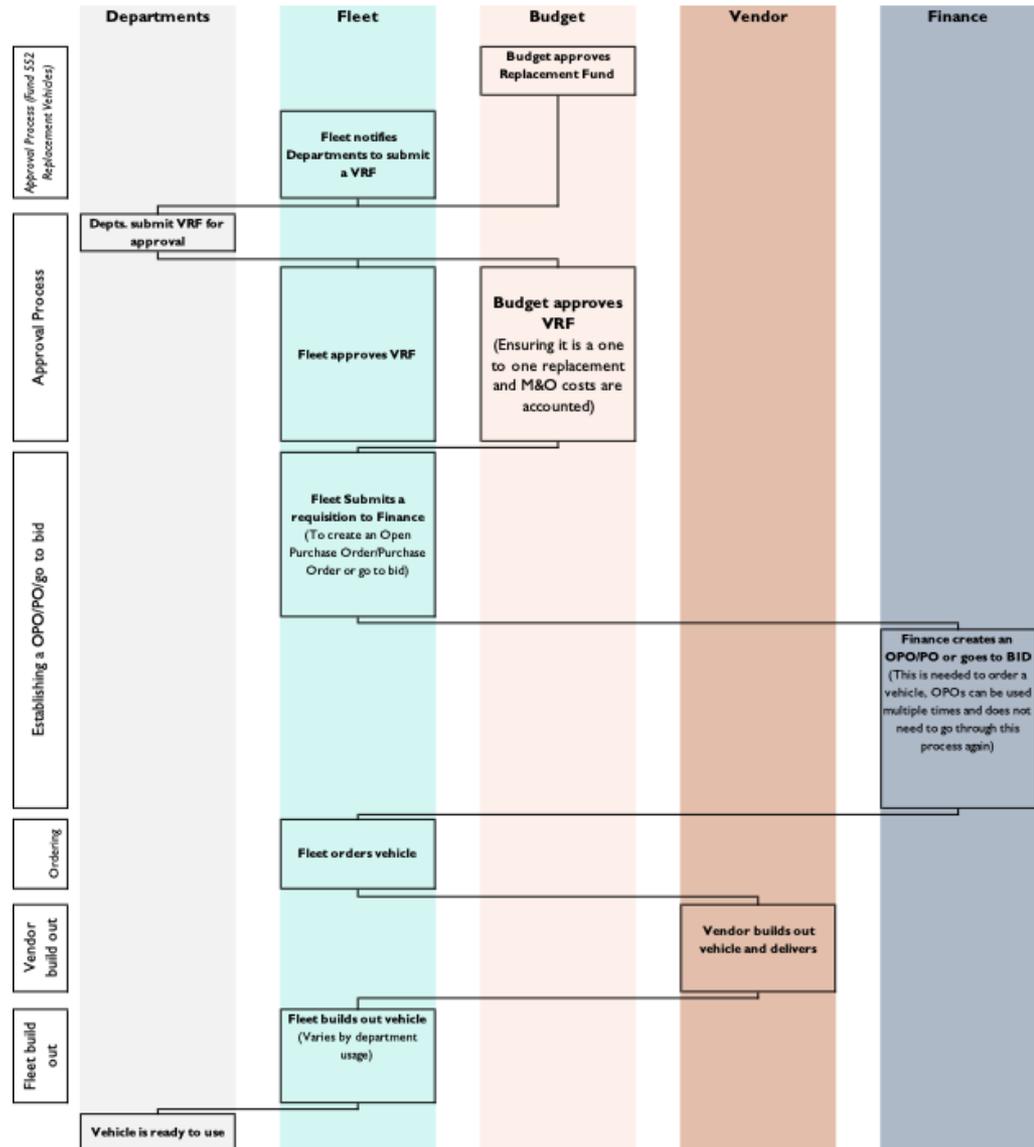
Finding 3: Fleet Division Has Instituted Multiple Process Improvements and Can Continue to Enhance Service Delivery

Additional Areas to Enhance Process Improvements and Service Delivery

- Improve coordination with departments, including piloting an electronic work order system
- Enhance performance management system to incorporate more detailed analyses of fleet availability and work order timeliness
- Create procedures to ensure more consistent data entry and reporting

Finding 4: The City's Fleet Acquisition Process Can Be Streamlined

City Fleet Acquisition Is a Multi-Phase Process That Requires Multiple Departments



Conclusion

Our audit report includes a total of 13 recommendations to further improve fleet operations

We would like to thank the Department of Public Work and all the other City departments who helped in this audit for their time and insight during the audit process.

The audit report is available at: www.sanjoseca.gov/auditor