

# 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



#### Background

Sedans



Street sweepers



Fire apparatuses

Portable generators





Electric Airport bus shuttles



Happy Hollow's Danny the Dragon



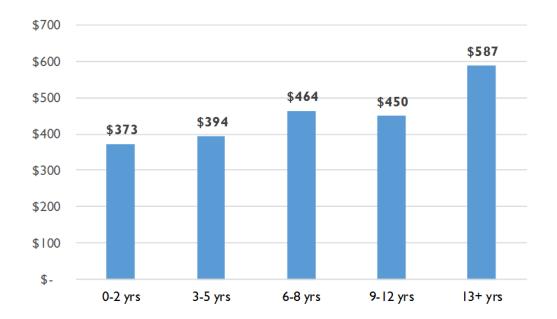


- Finding I: Updating the City's Replacement Criteria Can Help Prioritize Fleet Replacements
- Finding 2:Addressing Staffing and PreventiveMaintenance ChallengesCan Enhance FleetDivision's Performance
- Finding 3: Fleet Division Has Instituted Multiple Process Improvements and Can Continue to Enhance 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

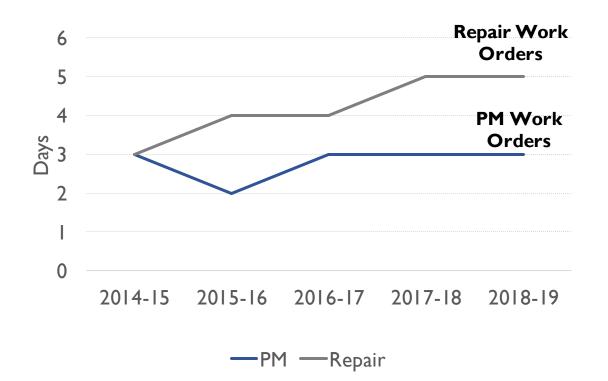
#### The Average Cost of Work Orders for Non-Public Safety Light Vehicles Increases as Assets Age





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





## Nearly I 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

Equip#	License#	Year	Make	Model	Description	Equip Category	Maintenance Class	Dept#	Dept Name	Operator A		nd Date		
11051	1073702	2000	CHEV	3500	TRUCK UTILITY	MEDIUM VEH	2TX3.D3G	6400	PRNS	FORMICO PAUL	6/26/2002 2/2	27/2020		
11061		2001	FORD	F350	TRUCK LEAF HOIST	MEDIUM VEH	3TM39D3G	6400	PRNS	GOMEZ JEFFREY	+			
10045	1017901	2001	DODG	R250	TRUCK PICKUP EXTENDED CAB 4WD	LIGHT VEH	2TX2.U5G	6400	PRNS	PEARSON, ALEX	Previous Ye	ar Miles Driven		
11065	1096771	2001	FORD	F350	TRUCK LEAF	MEDIUM VEH	3TM39D3G	6400	PRNS	GOMEZ JEFFREY				
11078	1130286	2001	FORD	F350	TRUCK LEAF	MEDIUM VEH	3TM39D3G	6400	PRNS	GOMEZ JEFFREY	540 Current Year(Qtr) Miles Driven			
11057	1096754	2001	FORD	F350	TRUCK LEAF HOIST	MEDIUM VEH	3TM39D3G	6400	PRNS	CASPER BRANDON				
9087	1096816	2001	FORD	RNGR	TRUCK PICKUP	LIGHT VEH	2TX1.U3G	6400	PRNS	TREDE TROY				
9082	1096798	2001	FORD	RNGR	TRUCK PICKUP	LIGHT VEH	2TX1.U3G	6400	PRNS	FORMICO PAUL	Meter Usage (miles) Fuel Consumption (gals)			
92897	E053257	1997	DODG	B350	VAN PASSENGER 15	LIGHT VEH	2VP2.U3G	6400	PRNS	SHOFFNER, JEREMY				
11067	1096795	2001	FORD	F350	TRUCK LEAF	MEDIUM VEH	3TM39D3G	6400	PRNS	NGUYEN JOE				
10073	1061938	2001	DODG	R250	TRUCK PICKUP EXTENDED CAB DUMP INSERT	LIGHT VEH	2TX2.U3G	6400	PRNS	TREDE, TROY	Qtr 1			
92896	E053258	1997	DODG	B250	VAN PASSENGER PARATRANSIT	LIGHT VEH	2VP2.U3G	6400	PRNS	CANJURA ISRAEL				
10064	1113106	2001	DODG	R250	TRUCK PICKUP	LIGHT VEH	2TX2.U3G	6400	PRNS	CASPER BRANDON				
10002	1014260	1998	CHEV	G250	TRUCK PICKUP	LIGHT VEH	2TX2.U3G	6400	PRNS	WILL MICHAEL				
10133	1349865	2012	FORD	F150	TRUCK PICKUP EXTENDED CAB LIFTGATE	LIGHT VEH	2TX2.U3G	6400	PRNS	LUDEWIG TACHE	0	100,000		
Total											\$15,672 Total Asset Cost	\$892 Current Asset Value		
Total Ma	aintenance C			st Evaluat	tion Analysis(By Equip#)	•Total N	s Code Cost Eva			ntenance Class#) I Asset Cost	<b>\$162</b> Total Capital Cost	\$33,361 Total Maintenance Cor		
Asset Va Average	alue Asset Cost	\$20K \$0K		05	2010 2015	\$40K \$20K \$0K 2020	2005	201		2015 2020	89 Repair WO's Counts	\$32,625 Asset Total Fuel Cost		



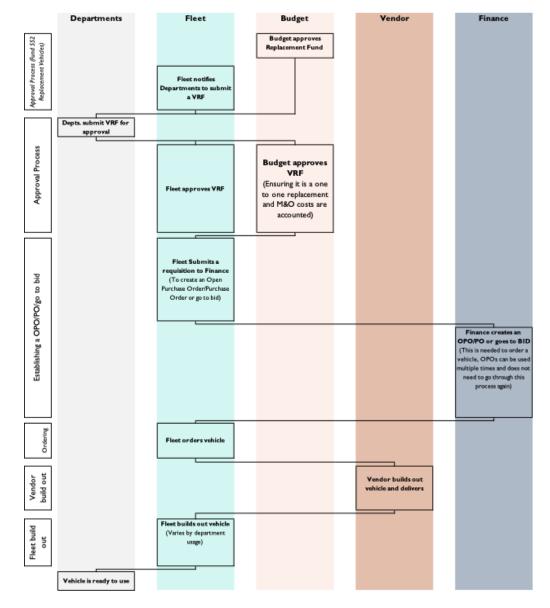
## Additional Areas to Enhance Process Improvements and Service Delivery

- 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: <u>www.sanjoseca.gov/auditor</u>