



APD Fleet Acquisition and Maintenance

September 10, 2019

Amanda Noble, City Auditor
Stephanie Jackson, Deputy City Auditor
Diana Lynn, Audit Manager
Micheal Jones, Sr. Performance Auditor
Randi Qualls, Sr. Performance Auditor
Myra Hagley, Sr. Performance Auditor
Jamie Amos, Sr. Performance Auditor

Audit Objectives

- Did the Atlanta Police Department order and receive all vehicles funded in city Ordinance No. 18-O-1315?
- What is the age and condition of the Atlanta Police Department's fleet?
- What are the turnaround times for repair and preventive maintenance for Atlanta Police Department vehicles?

Scope and Methodology

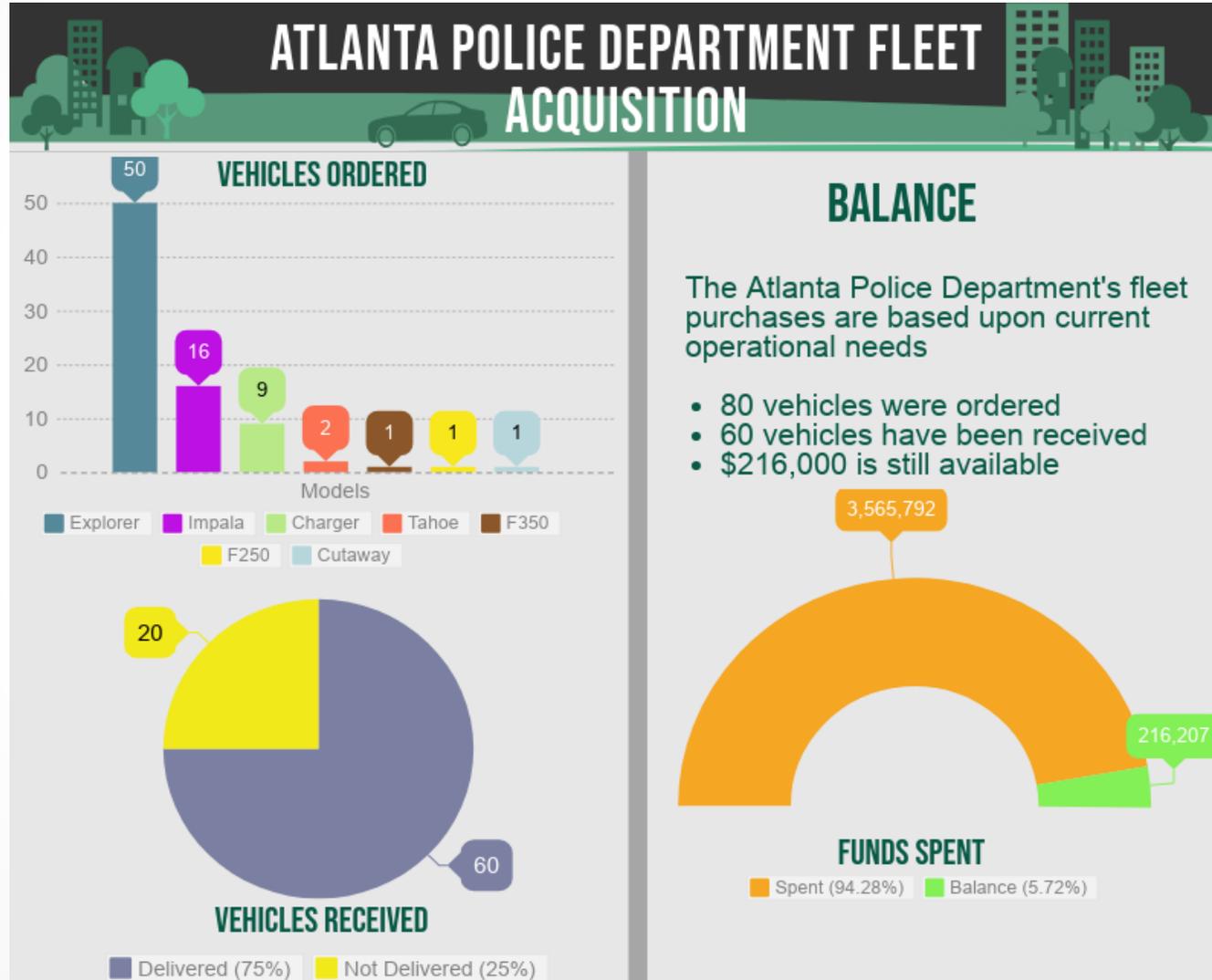
- interviewing staff from the Atlanta Police Department's Corporate Services Section and the Department of Public Works' Office of Fleet Services to understand how vehicles are purchased, funded, and maintained
- analyzing fleet inventory reports provided by public works and the police department to determine the active fleet inventory and age as of May 1, 2019
- analyzing vehicle repair and preventive maintenance work orders opened between January 1, 2018, and May 22, 2019, to assess turnaround times for the work
- reviewing Oracle requisitions, purchase orders, and invoices related to city Ordinance No. 18-O-1315 to determine which vehicles were ordered, received, and paid for by the city
- comparing purchase orders to annual contracts to ensure the vehicles ordered were consistent with the city's contract

Findings Overview

- As of May 31, 2019, the APD had ordered 80 and received 60 vehicles, using \$3.6 million of the \$3.8 million authorized in Ordinance No. 18-O-1315.
 - 51 vehicles were in-service within the expected 160 days
- Delivery for some vehicles was delayed by APD modifying the order.
- APD deployed vehicles for Super Bowl VIII that hadn't been fully equipped.
- Half of APD vehicles are past their useful life.
- Office of Fleet Services' median time to complete repairs was a little more than one day and less than a day for preventive maintenance.



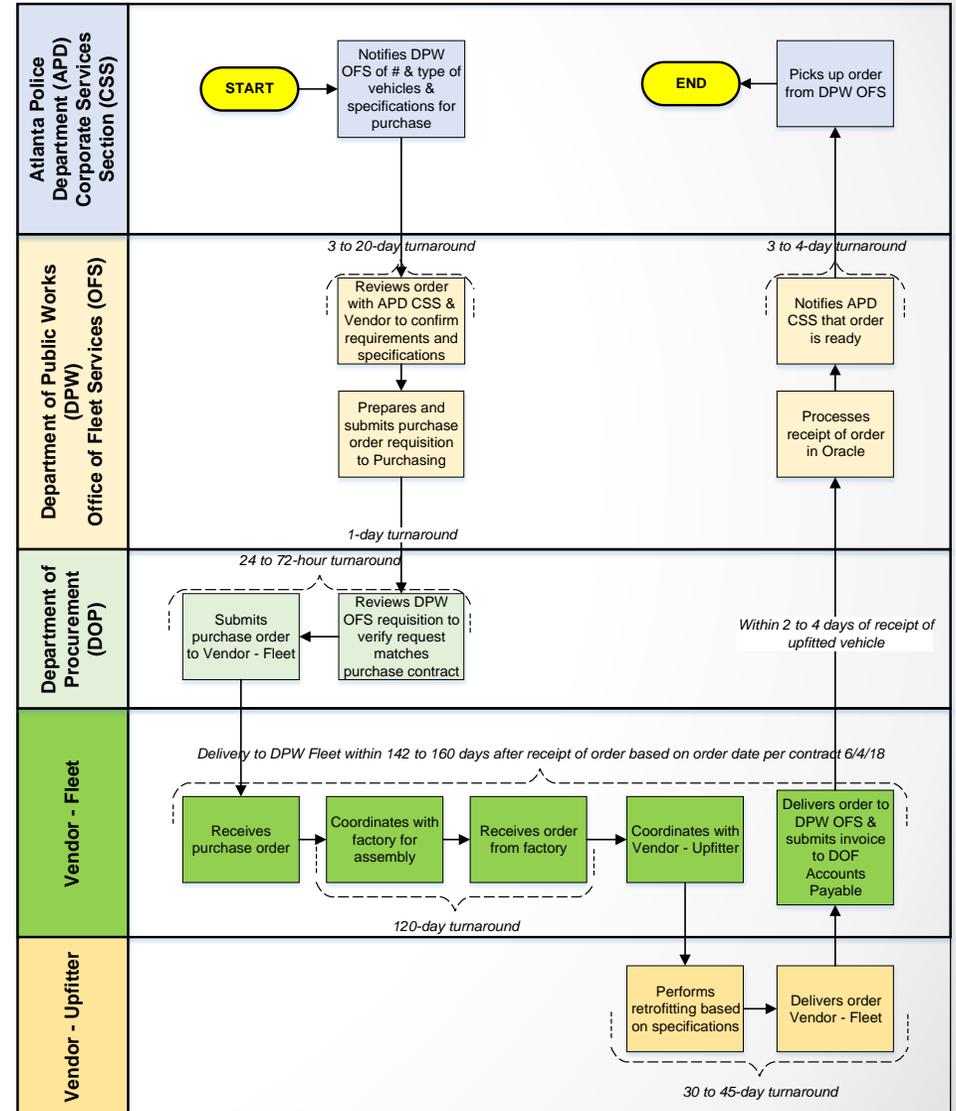
Most APD Vehicles Were Delivered On Time



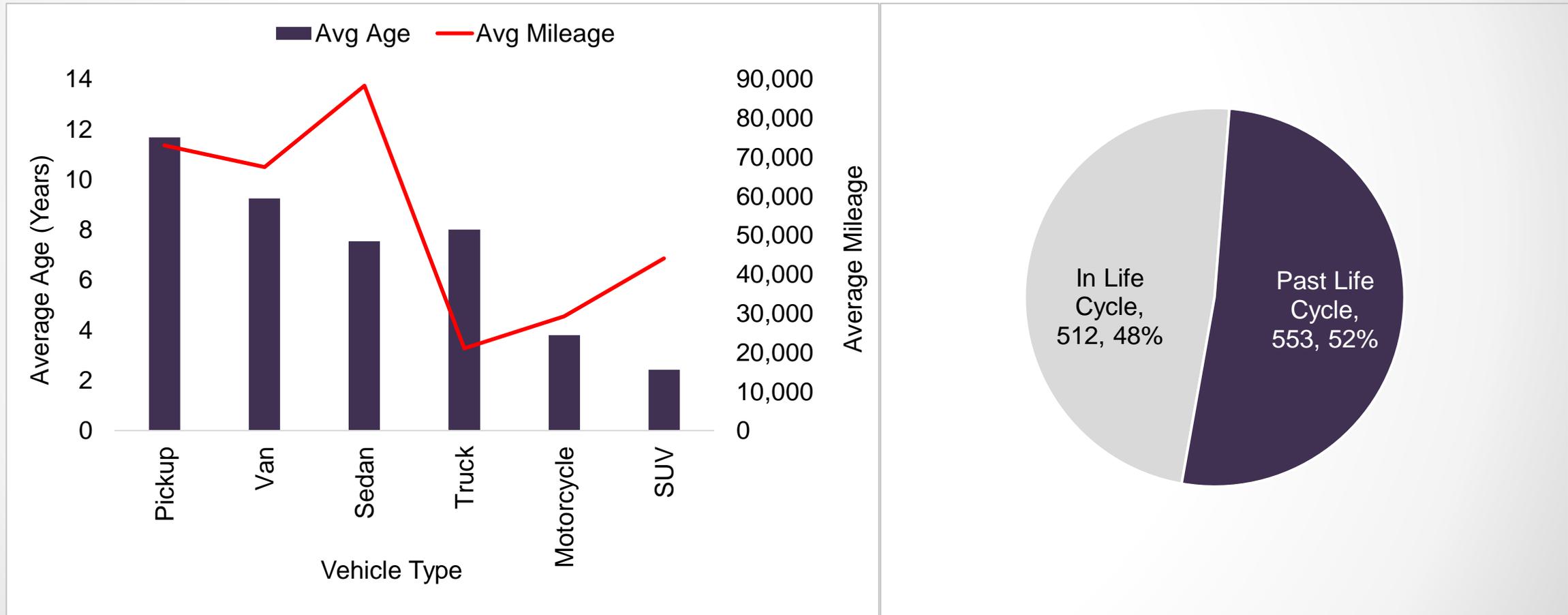
23 Cars Deployed Before Being Fully Equipped

Process to purchase police vehicles takes five to six months.

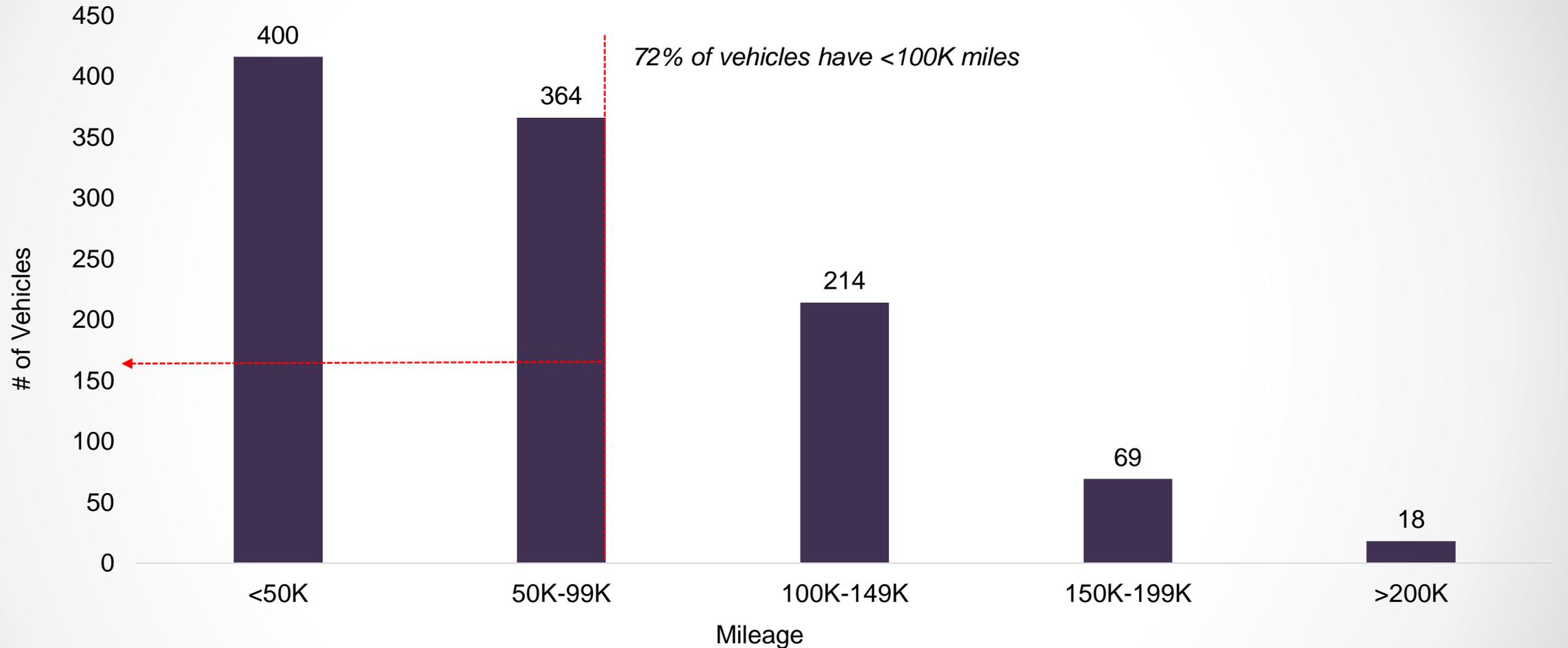
Most of the time is for manufacture; police vehicles are assembled and upfitted after order.



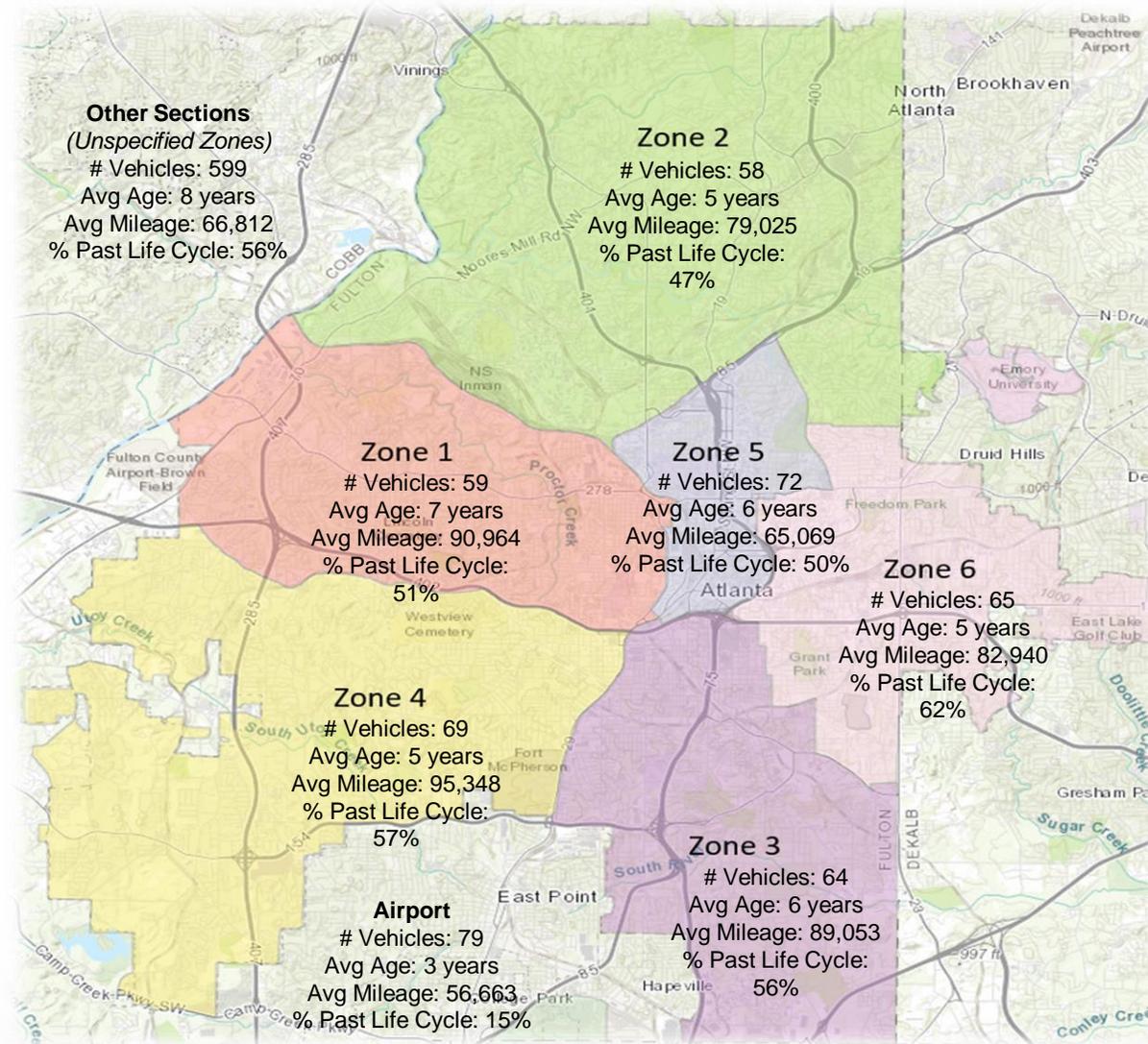
Half of APD Vehicles are Past Their Useful Life



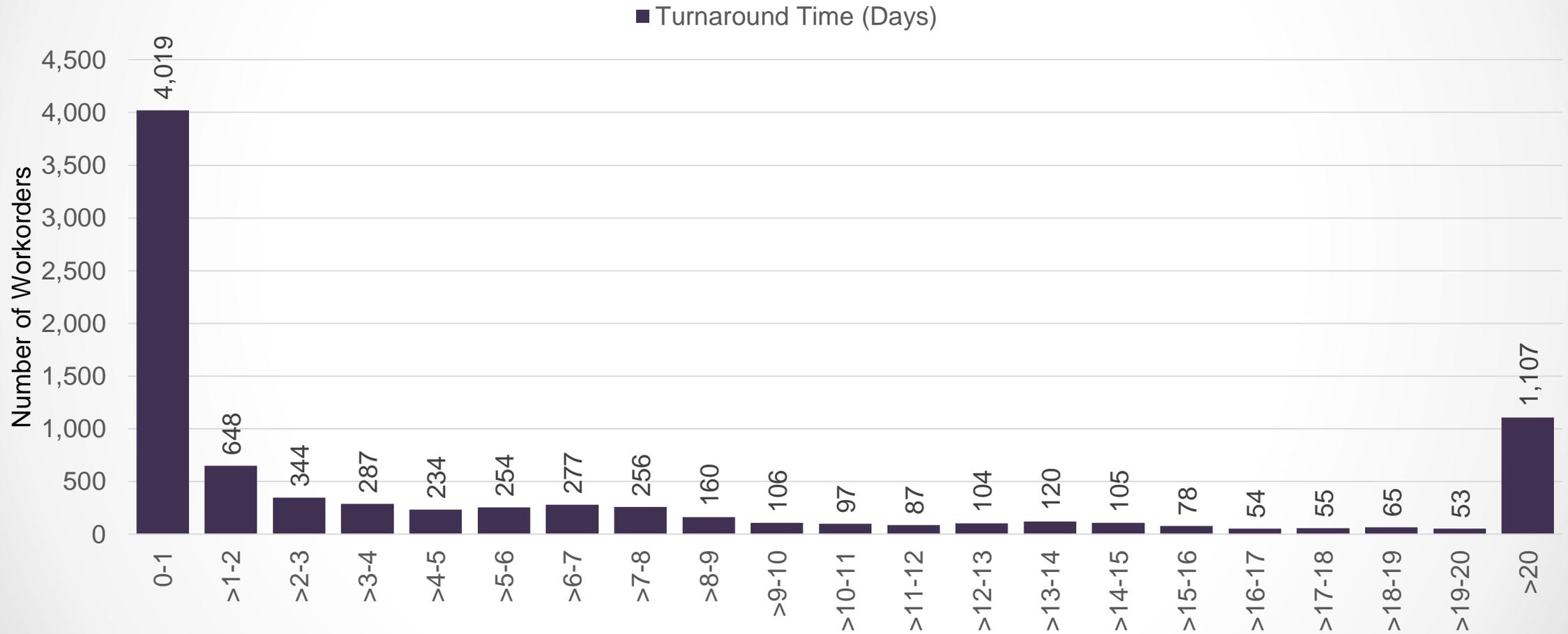
72% of Vehicles Have Under 100,000 Miles



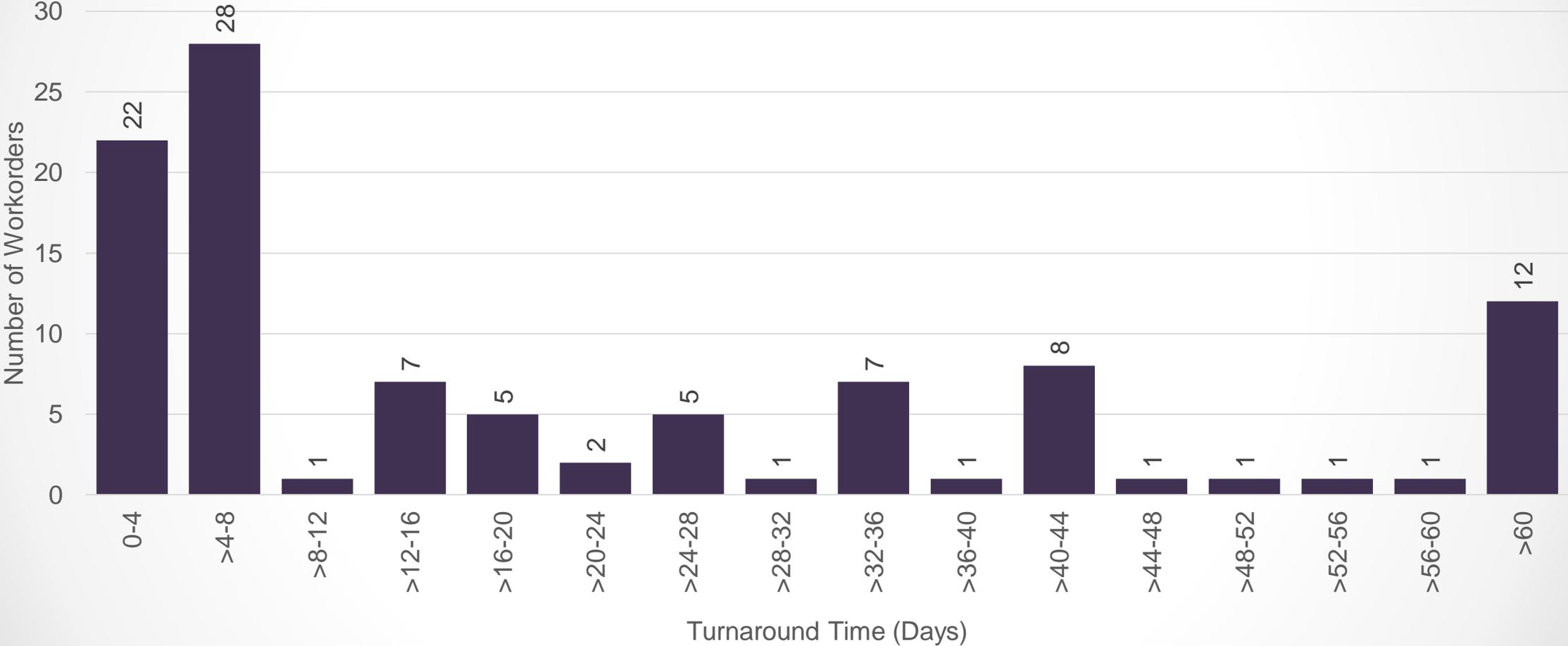
Vehicle Age Varies Among Zones



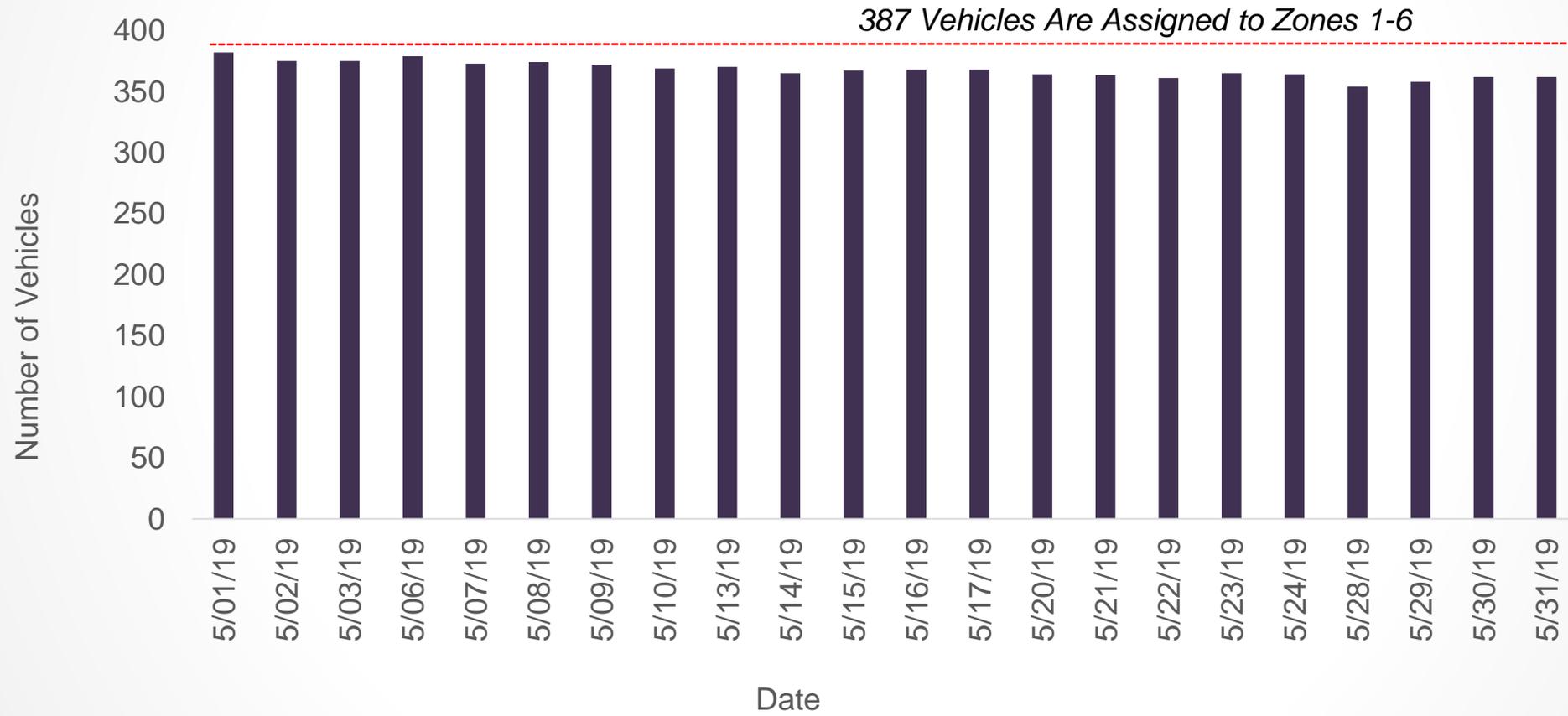
Median Repair Times Less than Two Days



Half of Open Work Orders Were Less Than 12 Days Old



Vehicle Availability in Zones Ranged from 91%-99% in May 2019



Recommendations

- To avoid unnecessary delivery delays, we recommend the Chief of Police ensures that police staff follow the vehicle acquisition process and make no modifications after the initial purchase order has been approved unless the Department of Public Works is notified and coordinates the changes.
- To improve the accuracy of vehicle availability tracking, we recommend the Commissioner of the Department of Public Works enforce completion of all required fields, including the service status, on repair and preventive maintenance work orders within AssetWorks.

Questions?

Full Report:

<http://www.atlaudit.org/audit-reports.html>

