



# City of San Antonio

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**AUDIT COMMITTEE SUMMARY**  
**June 16, 2020**  
**Audit of San Antonio Police Department Fleet Operations**  
 Report Issued March 30, 2020

### Audit Objective

Determine if SAPD fleet maintenance is operating and managed effectively and efficiently and that performance measures are supported and appropriate.

### Background

The San Antonio Police Department is responsible for maintaining and enforcing the law and providing a safe environment for the citizens of San Antonio to live and work. An important component of that mission is the work provided by patrol units who require reliable, safe, and well-equipped vehicles in order to successfully provide that environment. SAPD patrol officers are assigned to one of six substations throughout the City of San Antonio. Each substation is assigned a set number of vehicles that are shared between various shifts. As of June 2019 there were a total of 695 patrol vehicles assigned to the substations.

SAPD’s fleet is managed by the Fleet Services Office (SAPD Fleet) which identifies unit needs and forecasts and prepares for potential issues. Additionally, they manage the make-ready process, which is the process of equipping SAPD vehicles with necessary equipment such as light bars, cages, and laptops; ensure maintenance is completed; and ensure that a sufficient stock of vehicles are available for use by SAPD officers. SAPD Fleet implemented a one-stop shop for the make ready process by contracting with Industrial Communications to provide the majority of make-ready services.

SAPD Fleet works closely with BESD, who provides maintenance for the police fleet. In addition, they acquire and decommission the City’s vehicle fleet. A significant function within BESD Fleet Services is the acquisition, maintenance, and disposition of SAPD vehicles to include police patrol vehicles (PPV). BESD has a dedicated police garage for the repair and maintenance of police vehicles.

### Scope and Methodology

The audit scope was for the period October 1, 2017 through September 30, 2019. As part of our testing, we performed procedures to verify preventative maintenance was accurate, complete, and timely. Additionally, we reviewed unscheduled maintenance was appropriate, including obtaining approvals and reimbursements for work completed under warranty. Further, we reviewed parts were properly accounted for and performed a physical inventory. Additionally, we reviewed for appropriate segregation of duties. We reviewed for adequate physical security over assets. Finally, we reviewed a selection of performance measure to ensure they were accurate, that SAPD billing is accurate, and invoices are reviewed and approved.

## Conclusions

SAPD fleet maintenance is operating and managed effectively and efficiently and performance measures are supported and accurate. SAPD and BESD have procedures in place that ensure maintenance of police patrol vehicles is complete and timely. Additionally, billing between BESD and SAPD is accurate. Further, warranty work completed by BESD is being appropriately reimbursed and parts management is adequate. SAPD is appropriately identifying vehicles that require replacement and SAPD vehicles are being appropriately acquired and decommissioned. Finally, performance measures are supported and appropriate.

However, there are opportunities to strengthen controls related to motorcycle maintenance and maintenance and repair approvals. Motorcycle maintenance was not complete and timely. Additionally, BESD and SAPD did not document approval for all maintenance and repairs to be completed when estimates exceed \$3,000.

We made recommendations to address the opportunities. Management agreed with the recommendations and developed a positive corrective action plan.