

Stronger Reporting and Management Structure Would Improve State Bureau of Investigation Vehicle Oversight

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Overview

- Program Evaluation Division has issued several reports on state vehicle management
- Law enforcement vehicles are exempt from certain vehicle management requirements
- This prompted increased interest in vehicles with a law enforcement mission



Overview

Series on vehicles operated by agencies with a major law enforcement mission

Department	Division
Justice	State Bureau of Investigation
Public Safety	State Highway Patrol
	Alcohol Law Enforcement
	State Capitol Police



Overview: Findings

1. Weaknesses in management controls and SBI's decentralized management structure have resulted in inconsistent oversight
2. SBI has not established clear criteria to guide vehicle replacement planning, assignment, or maintenance
3. SBI collects vehicle data but does not use it to optimize fleet management



Overview: Recommendation

Direct the Department of Justice to implement a fleet management approach

Background



Previous PED Reports on State-Owned Vehicles

- According to best practices, entities with 200 or more vehicles should engage in fleet management
- Fourteen state agencies with more than 200 vehicles on vehicle management
- On average, agencies met 79% of best practice criteria



Previous PED Reports on State-Owned Vehicles

- Department of Justice (DOJ) met 77% of best management practices
 - Ranked 9th of the 14 agencies
- SBI operates 94% of DOJ vehicles so the ranking reflects their practices

Law Enforcement Vehicles are Different

- Specialized equipment
- May have confidential license plates
- Exempt from Department of Administration oversight
- Exempt from commuting restrictions

What do we know about how they are
managed and used?

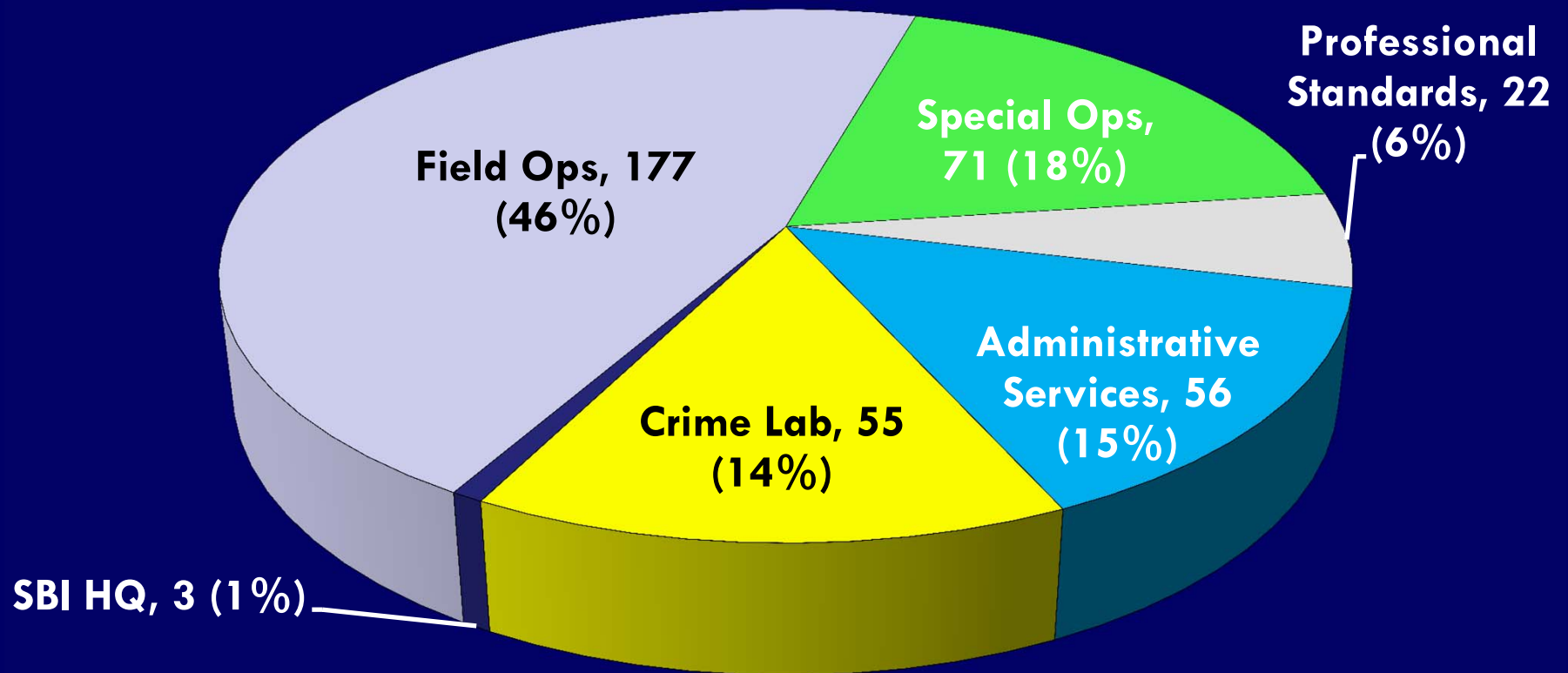
Findings



Finding 1.
**Weaknesses in Management
Controls and SBI's Decentralized
Management Structure Have
Resulted in Inconsistent Oversight**



384 Vehicles are Operated by Five Divisions within SBI



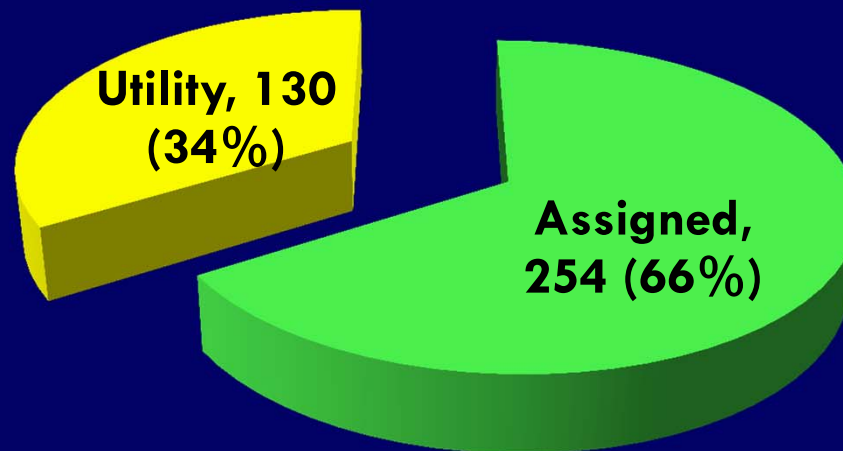
Within these: 28 units, sections, and districts manage assigned and utility vehicles

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SBI Vehicle Characteristics

Vehicles are either assigned to individuals or are unassigned “utility” vehicles



SBI Vehicles = 384

Nearly all assigned vehicles were assigned to sworn law-enforcement employees

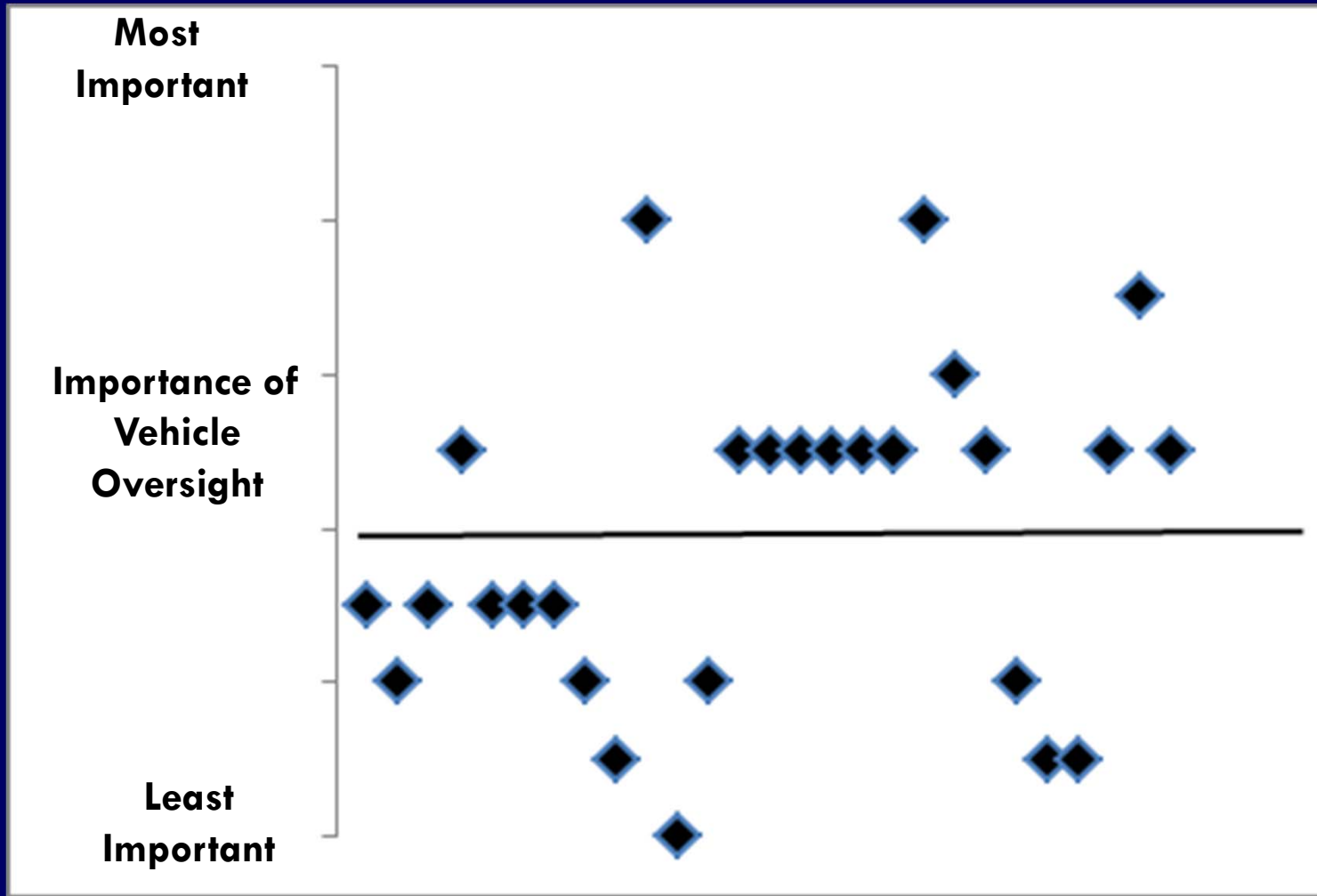
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SBI Vehicle Management Structure

- Vehicles are seen as tools central to the SBI mission
 - They are not considered as a fleet
- Agents have primary responsibility for the vehicle they operate
- 28 section, unit, and district managers oversee vehicle operation



Managers Varied in How They Rated the Importance of Oversight



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Management Controls Need to be Stronger

- Some policies and procedures do not provide adequate guidance for strong fleet management
- Vehicle use and management is not sufficiently monitored
- Data exist, but data integrity is not assured

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Finding 2.

SBI Has Not Established Clear Criteria to Guide Vehicle Replacement Planning, Assignment, or Maintenance



SBI Lacks Clear Planning Criteria

- Existing guidelines for vehicle acquisition and disposal meet best practices
- But “generally the oldest vehicle gets replaced” does not meet replacement best practices
 - Budget constraints do not prevent planning

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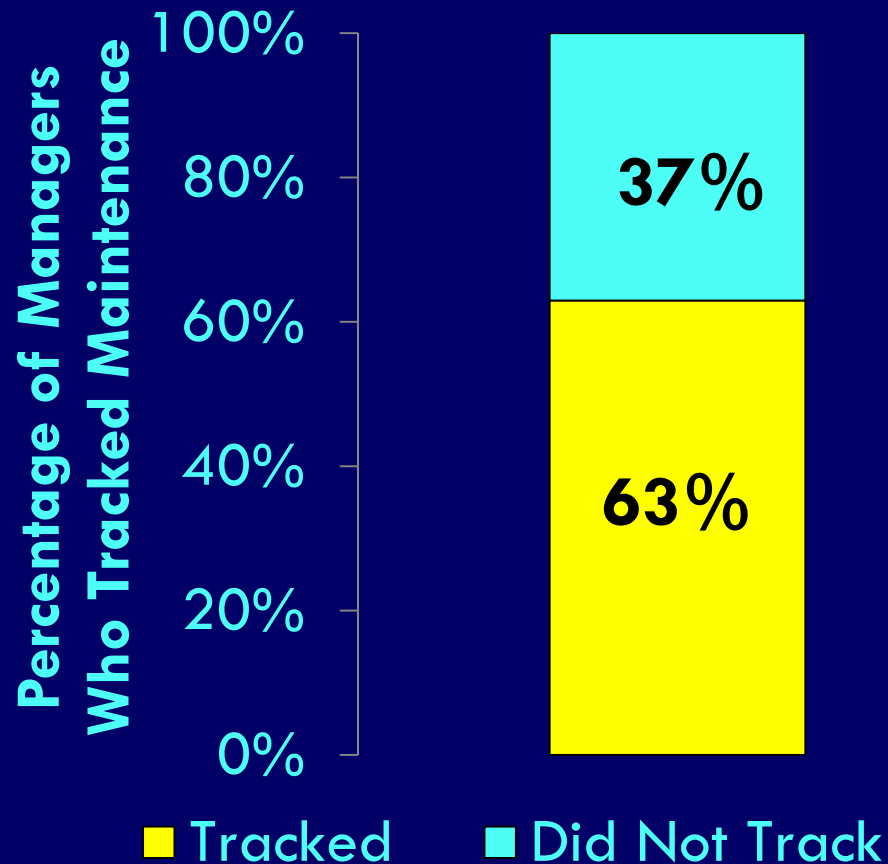
SBI Needs Clearer Assignment Criteria

- Written justification is required for assigned vehicles
- Existing assignment policies are general and provide examples of duties and appropriate vehicle types
- But 44 of 245 vehicle assignments were not in keeping with current policies

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Maintenance is Key to Management, but Oversight was Inconsistent



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Finding 3.

SBI Collects Vehicle Data but Does Not Use it to Optimize Fleet Management



Electronic Information Systems Are Critical to Effective Management

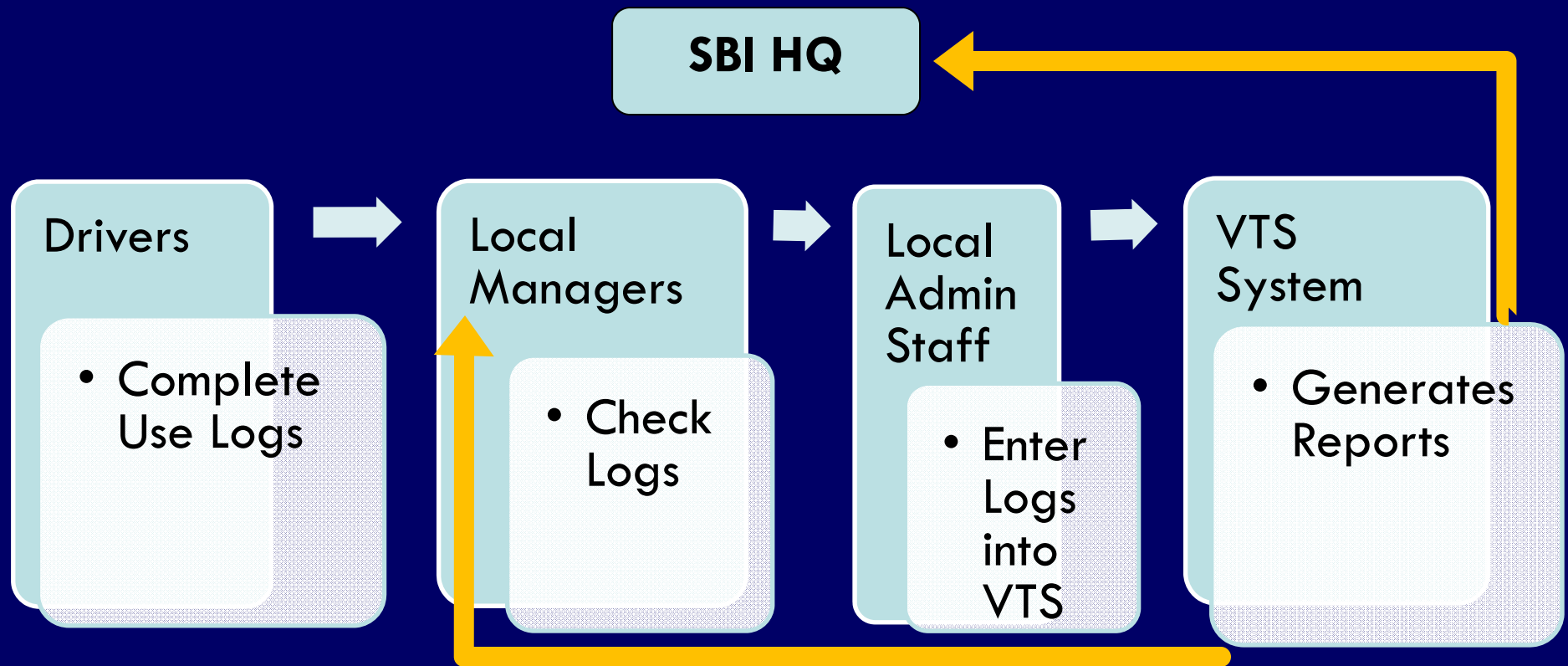
- Analyze large volumes of data
- Maintain centralized information for decentralized fleets
- Look at vehicle trends over time
- Strong, data-driven management

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SBI's Vehicle Tracking System was Implemented in October 2011

VTS Process



VTS Reporting Could Be a More Effective Management Tool

Analysis	Results
Example 1: Vehicles with high cost per mile	<ul style="list-style-type: none">• 16 vehicles identified as high cost• Full-size SUVs cost significantly more than mid-size SUVs• 7 of 8 of high-cost SUVs were full size



VTS Reporting Could Be a More Effective Management Tool

Analysis	Results
Example 2: Monthly vehicle use	<ul style="list-style-type: none">• Average monthly mileage=1,734• 27 vehicles significantly more miles• 28 vehicles significantly fewer miles



Recommendation: Direct the Department of Justice to Implement a Fleet Management Approach



Modify VTS Reporting and Use

- Set division-wide thresholds for cost and use
- Provide basis for replacement planning
- Review vehicle assignment
- Right-size the vehicle inventory
- Trigger maintenance reminders



Strengthen Controls and Conduct Internal Vehicle Audits

- Direct the Department of Justice to conduct annual vehicle audits to:
 - Test internal controls
 - Improve consistency in management oversight across sections, units, and districts
 - Provide added assurance of VTS data integrity



Clarify Policies and Procedures

- Define vehicle age and mileage thresholds for replacement
- Develop vehicle replacement plan
- Require specific assignment justification
- Develop a maintenance policy across all vehicles



Summary

- SBI has the building blocks to implement a more comprehensive approach to fleet management
- Strengthening internal controls, clarifying policies and procedures, and modifying data reports would improve oversight
- Department of Justice should take measure to implement a more comprehensive approach to vehicle management

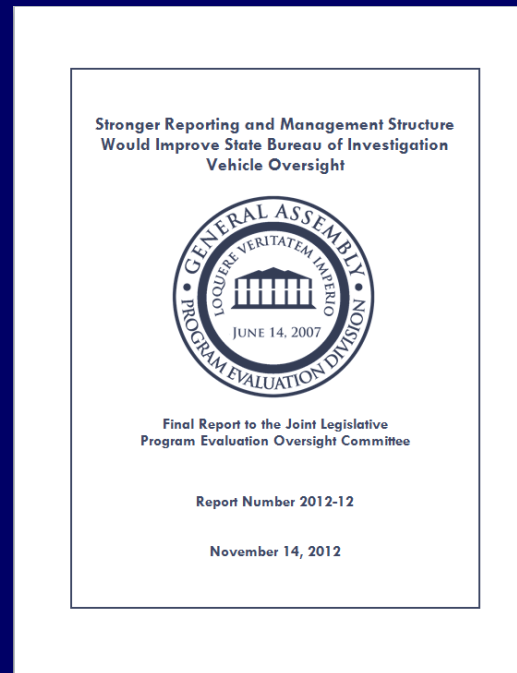


Legislative Options

- Accept the report
- Refer it to any appropriate committees
- Instruct staff to draft legislation based on any of the report's recommendations



**Report available online at
www.ncleg.net/PED/Reports/reports.html**



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PROGRAM EVALUATION DIVISION