

# Audit Summary

**Recommendation 1.1** ODOT should not move to a leasing model for the vehicle categories analyzed in the audit.

**Financial Impact** Moving to a leasing model would result in \$22 to \$42 million in additional costs on an annual basis.

**Recommendation 1.2** ODOT should consider renting low usage or seasonal vehicles.

**Recommendation 1.3** ODOT should improve data collection and storage efforts related to fleet management to allow real time, data-driven management of fleet operations.

**Recommendation 2.1** Based on the current cost structure, ODOT should deploy qualified internal staff before hiring consultant inspectors.

**Financial Impact** By reducing the number of consultant inspector hours, ODOT could save between \$10 and \$21 million annually.

**Recommendation 2.2** ODOT should optimize highway maintenance work assignments by using HT1 seasonal employees to the full capacity.

**Recommendation 2.3** ODOT should collect and maintain data related to use of consultant construction inspectors in an easily retrievable electronic format.

**Recommendation 3.1** ODOT should incorporate staffing into the planning process for DoIT in accordance with best practices. As a part of the plan, DoIT should develop a decision-making mechanism to evaluate under what circumstances roles should be filled by full-time employees or consultants. Additionally, it should formally designate the priority of key systems in relation to business continuity and recovery.

**Recommendation 3.2** ODOT should collect consultant data in order to continue to evaluate the relative costs and benefits associated with their use.

**Recommendation 3.3** ODOT should make future decisions about the use of consultants based on an analysis between the full costs of hiring a consultant, as well as the needed skill set and market availability of such personnel vs. a permanent employee.

**Financial Impact** ODOT could save more than \$450,000 annually in consultant fees by transitioning long tenured consultants into a permanent position, assuming these positions are continuously needed.