

**FINAL REPORT ON**

**EVALUATION  
OF FLEET SIZE AND  
COMPOSITION  
AND UTILIZATION  
MANAGEMENT**

**FOR THE**



**COUNTY  
ADMINISTRATOR**

Hillsborough County  
Florida

**SEPTEMBER 2008**

MERCURY ASSOCIATES, INC.

**MERCURY**



September 26, 2008

Ms. Patricia G. Bean, County Administrator  
Hillsborough County  
County Center, 26th Floor  
601 East Kennedy Blvd.  
Tampa, FL 33602

Dear Ms. Bean:

Mercury Associates, Inc. is pleased to submit this report on our review and evaluation of the size and composition and the management of the utilization of the Hillsborough County vehicle and equipment fleet. We would like to thank the many County officials and employees who assisted our project team in assembling, reviewing, and interpreting the information on which the findings, conclusions, and recommendations presented herein are based. We are especially appreciative of the assistance provided by Fleet Management Department Director Ms. Sharon Subadan and her staff.

We appreciate being given the opportunity to assist Hillsborough County in this undertaking and hope that you will not hesitate to call on our firm again should the need for fleet management consulting assistance arise.

Very truly yours,

Paul T. Lauria  
President



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## **EXECUTIVE SUMMARY**

Hillsborough County is experiencing pressure to reduce costs in response to recent changes in Florida tax laws that have decreased County revenues. Management is seeking ways to cut costs without jeopardizing the safety and well being of its citizens. One area that is being targeted is the number of vehicles and equipment held by the various operating departments. The County retained the services of Mercury Associates, the nation's largest dedicated fleet management consulting firm, to examine the fleet in detail and make recommendations for fleet size reductions, and to recommend improved policies and procedures for control of fleet size. Key findings and recommendations are presented in this Executive Summary, followed by our report describing the project.

### **Fleet Size Can Be Reduced**

The County specified that Mercury study approximately 2,400 vehicles and pieces of equipment. We analyzed these and identified a "target list" of 657 units that warranted further investigation due to the appearance of relatively low utilization. An online survey was conducted to gather additional detailed information for the target vehicles. Upon completion of the surveys, we reviewed each response carefully to consider both the current level of utilization of each vehicle and how the respondents described the need for each vehicle or piece of equipment, particularly focusing on how critical the users deemed the unit to their overall mission. Using our judgment and experience performing many fleet rightsizing studies, we created *preliminary* recommendations for each of the subject vehicles, proposing that they be retained by the department, or removed from full time assignment and placed in a centralized motor pool, sold, or retained until the end of the unit's useful life and not replaced.

We concluded that 198 of those units can be removed from operating department possession, with 79 of the removed units being placed in a centralized Fleet Management Motor Pool for shared use by all County departments. We also believe many of those initially transferred to the Motor Pool can later be eliminated based upon usage trends and careful motor pool management.

Detailed, vehicle-by-vehicle recommendations have been provided to Fleet Management under separate cover.

### **Potential Cost Savings**

There are both "hard" and "soft" cost savings that can be realized by implementing our recommended actions. Savings will be derived from:

- The sale of eliminated vehicles and equipment;
- The avoidance of the costs of replacing eliminated vehicles in the future;



- The avoidance of the maintenance, fueling, and other operating costs of the vehicles that are eliminated, although increased utilization of remaining assigned vehicles will offset some of these cost savings.

The following table summarizes estimated capital cost savings over the next five years associated with rightsizing the fleet:

**Table 1 – Capital Cost Savings**

Capital Cost	Year					Total
	2009	2010	2011	2012	2013	
Avoided Replacement Cost of Immediately Eliminated Units	\$ 355,978	\$ 366,657	\$ 377,657	\$ 388,987	\$ 400,656	\$ 1,889,935
Proceeds from Sale of Immediately Eliminated Units	\$ 817,998					\$ 817,998
Total Savings from Immediately Eliminated Units	\$ 1,173,976	\$ 366,657	\$ 377,657	\$ 388,987	\$ 400,656	\$ 2,707,933
% of Pool Reduction	17%	17%	17%	0%	0%	50%
Avoided Replacement Cost of Eliminated Pool Units	\$ 36,140	\$ 37,225	\$ 38,341	\$ 39,492	\$ 40,676	\$ 191,874
Proceeds from Sale of Eliminated Pool Units	\$ 137,641	\$ 114,968	\$ 96,029	\$ -	\$ -	\$ 348,638
Total Capital Savings from Eliminated Pool Units	\$ 173,782	\$ 152,192	\$ 134,370	\$ 39,492	\$ 40,676	\$ 540,512
<b>Total Capital Cost Savings</b>	<b>\$ 1,347,758</b>	<b>\$ 518,849</b>	<b>\$ 512,027</b>	<b>\$ 428,478</b>	<b>\$ 441,333</b>	<b>\$ 3,248,445</b>
<b>NPV of Total Capital Cost Savings</b>						<b>\$3,118,366</b>

We estimate the ongoing cost reduction for vehicle maintenance that would result from the recommended vehicle and equipment eliminations to be around \$182,000 per year. Thus, Hillsborough County can save over \$1.5 million in the first year, and should see annual savings of over \$700,000 per year for the next five years, assuming our recommendations are implemented.

**Current Fleet Size and Utilization Management Practices are Inappropriate**

The County lacks definitive policies and procedures pertaining to the monitoring of vehicle and equipment utilization, and how to handle those assets deemed to be under-utilized. Although a utilization threshold of 4,000 miles per year is currently used to monitor the use of light-duty vehicles (less than One Ton classification), this practice had not been formalized as policy. Vehicles driven fewer than 4,000 miles in a year are supposed to be relinquished to Fleet Management for reassignment or disposal, but again, formalized policies and procedures that clearly define authority and responsibility for such actions were not found, but were widely recognized by operating departments.

The 4,000 mile threshold is not based on any kind of empirical analysis of the costs of furnishing an employee with a County-owned vehicle versus the costs of meeting the need for a vehicle through other means. More importantly, the use of a single criterion for justifying the retention or elimination of all light-duty vehicles obviously does not recognize differences among departments in the types of light-duty vehicles they use and in the ways that such vehicles are used to support agency missions. For example, a light-duty truck that operates primarily within the confines of a park will not accumulate nearly as many miles as a similar truck that travels throughout the County, yet both may have an equally important mission.



More importantly, the County's most expensive types of vehicles and equipment, such as large trucks and construction equipment, are not covered by a minimum usage threshold or guideline, so there currently is little monitoring or questioning of the need for assets of these types that exhibit low utilization. It is often difficult to assess the need for these types of vehicles and equipment because some units are not equipped with hour meters, and certain types of large equipment may be required at a job site for an entire day but only be operated for a couple of hours.

### **Policy and Procedures are Needed**

Policy and Procedures are needed to clearly define how fleet utilization is to be monitored and fleet size controlled. The policy must address how and when utilization will be reviewed, who is responsible for each step of the process, what types of communication are required, and what actions are to be taken and how disputes will be handled.

In support of the policy, a set of procedures are needed to guide the responsible managers in the performance of fleet size control. The procedures must set forth utilization guidelines that are specific for each department and vehicle type. They must require the evaluation of alternatives to the full time assignment of a vehicle when a vehicle is found to be used consistently below the guidelines, or when an under-utilized vehicle comes due for replacement. The procedures should not be overly complex or require excessive administrative time, but should be clearly communicated to all responsible parties and supported by the top levels of County management via policy.

Samples of both policy and procedures have been provided with this report, along with specific guidelines for vehicle and equipment utilization organized by department and vehicle type. These are provided in the appendix.

### **Alternatives to Full Time Assignment of Vehicles are Needed**

In order to facilitate the removal of many fleet assets, operating departments will need the temporary use of some vehicles and equipment to perform their mission that will require the adoption of alternatives to the full time assignment of such vehicles.

Based on our interviews, alternatives to the full time assignment of vehicles to a department appear to be rarely considered by County departments. These include the use of rental equipment, the use of a County motor pool, inter-departmental sharing, the use of Personally Owned Vehicles (POV's), and even contracting services where economically feasible. It appears that operating departments have found it easier to simply acquire vehicles and equipment without regard to economic levels of utilization and rational justification based on economic analysis of the alternatives.

Although a motor pool managed by the Fleet Management Department exists, it has a very limited quantity and selection of vehicles and equipment. Users appear to currently



have enough vehicles and equipment so they rarely need to use motor pool vehicles, other than to temporarily replace those in the shop for maintenance and repair.

The use of commercial vehicle and equipment rentals by County agencies is limited and is not coordinated with Fleet Management. Agencies enter into rental transactions directly and independently of one another. Thus, the needs of the entire County for assets that can be rented commercially are difficult to determine. For example, several agencies own tractor backhoes and a number of these units were found to be used fewer than 100 hours per year. Tractor backhoes are readily available at commercial rental yards. If rentals were centralized and tracked by Fleet Management, an economic decision could be made as to when to purchase a tractor backhoe for the motor pool, when to assign one to an agency on a full time basis, and when to rent one commercially on an as-needed basis.

The use of POV's is governed by Florida State Statute No. 112.061 (section 6, paragraph (d) 1.) titled Per Diem and Travel Expenses of Public Officers, Employees, and Authorized Persons. We were unable to determine to what extent County employees are using POV's in lieu of County vehicles to meet their transportation needs due to the decentralized nature of reimbursement for POV use. However, we understand that the reimbursement rate is currently \$0.375 per mile, which is less than the current rate of \$0.445 per mile allowed by the state statute and far below the current Internal Revenue Service rate of \$0.585 per mile. With fuel prices near all-time highs, there is no incentive for any County employee to use their personal vehicle for incidental travel needs. Break-even cost models show that POV's are cost effective for usage up to around 5,000 miles per year or more.

Interviews indicate that inter-departmental sharing of vehicles or equipment occurs infrequently, on an informal basis. This is typical of most governments we have studied and seems to be caused by the fear of the borrowing department abusing the equipment, added to the belief that the sharing process is inconvenient and time consuming.

### **Summary of Recommendations**

The County should take the following actions to right size the fleet in order to reduce costs with little impact on service delivery, and to establish improved controls for future management of the size and cost of the fleet:

1. Require implementation of the vehicle-by-vehicle recommendations provided in this report;
2. Issue an Administrative Directive<sup>1</sup> that establishes guidelines for future control of fleet size and the utilization of County vehicles;

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<sup>1</sup> A sample Administrative Directive is provided in the Appendix.



3. Use and publish the utilization guidelines along with other procedures provided in this report;
4. Explore ways to provide incentives including a more attractive reimbursement rate to employees to use their POV's where it makes sense;
5. Acquire technology such as RFID tags that "time stamp" each occurrence of a truck or piece of construction equipment leaving or entering a County facility; these should be installed on trucks and/or construction machinery that costs in excess of a certain price level, for example \$50,000;
6. Install engine hour meters on vehicles that use their engines substantial amounts of time when the vehicle is stationary. Fleet Management should assure that both odometer and hour meter readings are recorded for these vehicles;
7. Establish a motor pool managed and operated by Fleet Management that is adequately staffed and equipped with County-owned vehicles to support operations departments, with the added responsibility to provide a centralized source of vehicles and equipment from outside rental agencies where appropriate;
8. Report progress on fleet size reduction goals to County management on a quarterly basis for the next year, and annually thereafter.

In summary, an effective fleet size management program starts with recognition that an organization does not have to *own* all of the vehicles and pieces of equipment necessary to conduct its business. It simply has to have access to such assets when they are needed, for the duration that it is needed, and at a reasonable cost. This can be accomplished any number of ways such as buying a unit and permanently assigning it to a particular division; buying a unit and assigning it to a motor pool for shared use; renting a unit on an as-needed basis; or reimbursing employees for using their personal vehicle.



## **INTRODUCTION**

Hillsborough County operates a fleet of nearly 3,000 vehicles and pieces of equipment that enable its employees to perform a wide array of job duties. The size of the fleet has grown rapidly in the last few years.

Recent changes in the State of Florida's property tax laws resulted in a significant reduction of the amount of money available for the County to operate. This fiscal strain and the County's desire to operate more efficiently inspired an initiative to conduct a fleet utilization study aimed at identifying opportunities to reduce the size of the fleet and associated costs. It was also determined that improved policies and procedures were needed to manage the utilization and size of the fleet on an ongoing basis. The County engaged Mercury Associates, Inc. to assist it in addressing these issues. This report presents the results of this endeavor.

The scope of the project included the following activities:

1. Developing a detailed fleet deployment and use profile. This involved analyzing detailed data on the utilization of the existing inventory of County vehicles and equipment units by asset type, user organization, business application or job function, and physical location.
2. Identifying specific assets that can be reassigned or removed from the County's fleet. This involved identifying assets whose utilization is substantially less than that of comparable units in the fleet; surveying the users of these assets to determine whether their retention is warranted; and earmarking and establishing agreement (to the extent possible) with fleet user organizations on the reassignment or disposal of underutilized and unneeded assets.
3. Developing guidelines for managing the utilization of the County fleet on an ongoing basis.

The focus of the work was on 12 vehicle and equipment classes specified by the County that collectively account for approximately 2,400 of the County's fleet assets.

## **STUDY APPROACH AND METHODOLOGY**

The primary factors driving fleet related costs for any organization are the size and composition of the fleet. The more vehicles an organization owns, the higher the annual cost to that organization, because for each fleet asset there are costs associated with ownership and operation. Even under-utilized vehicles consume fuel and maintenance resources each year. More importantly, these units also lose value each and every day even if they are older and are fully depreciated (i.e., paid for) on the books. Time and effort are also required to maintain appropriate licenses, tags, fleet inventory records, insurance, fuel cards, etc.



There are two basic reasons why employers provide their employees with a vehicle:

1. **Compensation.** In some cases, an employer-provided vehicle is a form of remuneration that is given to certain types of employees or positions within an organization, regardless of how much or how little the employees need a vehicle to perform the duties of their position.
2. **Job Performance.** In most cases, an employer provides a vehicle to an employee because it is needed to fulfill certain job duties. That is, the job requires the transportation of people, equipment and tools, materials, and so forth or the use of a specialized vehicle (e.g., a backhoe/loader) or attachment (a mower deck) with sufficient frequency that it is necessary and cost effective to place a vehicle permanently at the disposal of one or more employees.

In many cases, the active management of fleet size occurs in response to economic pressures that force officials to scrutinize budgets for savings and future cost avoidance. Unfortunately, such reactive undertakings have two critical flaws: responsibility for reducing fleet size tends to be placed solely on the shoulders of the fleet manager, and organizations tend to apply arbitrary use thresholds in order to justify the retention of vehicles and equipment. Such methods are generally ineffective and often counterproductive.

The first flaw forces the fleet manager into a role wherein they must demand return of vehicles and equipment units that fail to meet established minimum-use guidelines and also have final authority for the approval of replacement and/or expansions to the fleet. This approach inappropriately vests decision-making authority in fleet managers who may lack the intimate knowledge of user agencies' operations and work methods needed to make sound vehicle acquisition usage, and retention decisions. This approach also creates, due to this lack of operational knowledge, adversarial relationships between fleet managers and their customers, the users of the fleet.

Minimum use thresholds that are applied "across the board" are not effective because they fail to take into consideration the significant differences that exist in agency missions and the vehicle assignment, deployment, and usage patterns that result from these differences. In July 2000, a group called Florida TaxWatch recommended that Hillsborough County eliminate from its fleet all vehicles that are not driven a minimum of 10,000 miles per year. The County subsequently set a standard threshold of 4,000 miles per year for light-duty vehicles in recognition of the fact that the higher proposed guideline was totally inappropriate and unattainable for many County agencies.

This approach inappropriately applied the same mileage thresholds to all departments within the County. It is unrealistic to expect a vehicle assigned to an organization that operates within a closely defined area (such as a park complex or water treatment plant) to meet the same level of use as a vehicle that travels county-wide. Conversely,



there are many instances where vehicle and equipment usage is so limited that the application of minimum use guidelines is justified.

The most successful fleet size management programs involve a close collaboration between fleet users – who are best equipped to define how vehicles and equipment enable them to fulfill their missions – and fleet managers – who have technical expertise and access to jurisdiction-wide fleet data that individual user agencies lack. Furthermore, it is better to use *guidelines* (rather than *thresholds*) that are designed to reflect the individual work patterns of each user department because guidelines allow the program to be flexible enough to accommodate unique operational requirements that cannot be met through alternative vehicle provision means, while still providing a method to trigger further investigation of vehicles that may not be needed based on the lack of consistency of their use compared to the guideline.

The following tasks were undertaken to perform the project:

1. Develop and submit an information and data request;
2. Review current fleet utilization management practices;
3. Develop detailed usage profiles by asset type and application;
4. Develop and conduct a Web-based survey of the users of all individual assets whose usage is substantially below the average usage of their peers;
5. Analyze survey response data and identify apparently unneeded assets;
6. Meet with user agencies to review and agree on the disposition of under-utilized assets;
7. Develop a comprehensive fleet asset utilization management policy; and
8. Document and present study methodology, findings, conclusions, and recommendations.

These tasks are described in further detail in the following sections.

## **REVIEW CURRENT FLEET SIZE AND UTILIZATION MANAGEMENT PRACTICES**

Our approach to reviewing current fleet size and utilization management practices consisted of a review of the County's current documentation regarding fleet utilization, assignment of vehicles, requests for additional vehicles, etc. to the extent such information existed. We also conducted interviews with the County Administrator and Director of Fleet Management to gain a better understanding of current utilization management practices, which focused exclusively on light duty vehicles and the 4,000 mile per year threshold required for retention of a vehicle.



## **SCREEN THE FLEET TO IDENTIFY CANDIDATES FOR ACTION**

To identify opportunities to reduce the size and costs of the County's fleet, our approach was predicated on two key considerations:

- There are specific reasons why an employer provides vehicles to its employees and these reasons constitute the principal if not the sole justification for retaining or not retaining vehicles currently in the fleet; and
- It would be impractical and expensive to examine in detail the use of, and bona fide business need for, every single vehicle in the Hillsborough County fleet, and a reasonable filtering process therefore is needed for earmarking specific vehicles for reassignment or removal from the fleet.

These two considerations are the philosophical “underpinnings” of our approach to this part of the project. Our focus was to identify vehicles whose continued retention in the fleet is not justified by the job performance requirements of the individuals or organizations to which these vehicles currently are assigned.

The most obvious indicator of the business need for a vehicle is the amount of its use. Usually, but not always, vehicles that are genuinely needed to support the performance of County employees' jobs are used frequently, and that usage is reflected in the number of miles (or hours) such vehicles are driven or operated. As every fleet manager knows, however, odometer readings are not always a good indicator of the need for a vehicle. Some vehicles are heavily used even though they do not accumulate a lot a miles. This undoubtedly is true of some vehicles used in the County's parks and to support activities such as building inspection. Thus, while high mileage rates usually are a good indication that a vehicle is needed and should be retained, the opposite cannot necessarily be said of low mileage rates. Low-mileage vehicles are not necessarily low-usage or low-importance vehicles. They may or may not be vital to the performance of County employees' job duties and County agencies' missions.

For this reason, the analysis aimed at optimizing fleet size by earmarking vehicles for reassignment or removal needed to focus primarily on low-mileage rather than on high-mileage vehicles. In scrutinizing seemingly under-utilized vehicles, however, it is critical to develop information on their use and importance to the County that simply is not reflected in a single metric such as annual mileage.

We began this task by performing statistical analyses of vehicle utilization data obtained through the information request submitted to the Fleet Management Department. The purpose of these analyses was to identify all those vehicles that, based on available usage data, should be investigated for possible reassignment or removal from the fleet. We segmented and analyzed the vehicles in the fleet inventory by user agency and vehicle class or type. We then calculated mean annual life-to-date and recent annual usage levels by vehicle class and the standard deviation from the mean for each class (which indicates the degree to which usage levels are consistent or variable across all



of the vehicles in a given group). Based on these analyses, we recommended the annual usage level for each group which should serve as a *guideline* for separating vehicles that clearly should be retained in the fleet from vehicles that required more detailed investigation and possible action.

For instance, if the mean annual usage of a particular type of vehicle is 7,500 miles per year and the standard deviation from the mean is 5,000 miles, this would suggest that the use of this type of vehicle in a given department is highly variable. This would argue in favor of performing more detailed investigations of a smaller percentage of the vehicles in this group – say, all vehicles whose annual usage is 50 percent or less of the mean annual usage (i.e., 3,750 miles or less per year) – than if the standard deviation were small – in which case we might study in greater detail a larger percentage of the vehicles in the group – say, all vehicles whose mean annual usage is 75 percent of the mean (or about 5,600 miles per year). We discussed our recommendations regarding the guidelines that should be used for each vehicle group with Fleet Management and reached consensus before proceeding with the survey. All vehicles with model years 2007 and 2008 were eliminated from the review because they were too new to have adequate utilization history.

To decide whether the individual vehicles whose usage fell below the pertinent guideline should be retained in or eliminated from the fleet, we developed additional information on their use and the business need for them by using an on-line vehicle utilization questionnaire which asked a series of questions<sup>2</sup> aimed at augmenting and interpreting the annual mileage information contained in the fleet database.

## **EARMARK VEHICLES FOR ACTION**

Upon completion of the survey, we reviewed the data for each surveyed vehicle for completeness and then analyzed the data in order to identify specific vehicles that should be removed from the department fleet and reassigned to a shared pool or sent to auction. Other potential actions were to use a rental unit or other means of transportation. The consultants established preliminary recommended actions for each vehicle that was surveyed in order to prepare for face to face meetings with management representatives from each department.

We then met with the largest departments to review our findings and recommendations regarding the disposition of specific vehicles in their possession. For smaller departments, we conducted telephone interviews. The objective of these meetings and interviews was to review and discuss the reasonableness and acceptability of our findings and recommendations in light of considerations such as the following:

- Any special operating practices or circumstances that account for the low usage of the vehicles earmarked for elimination or assignment to a motor pool; and

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<sup>2</sup> Survey questions are provided in the appendix.



- Anticipated changes in the organization's size, mission, work methods, staffing levels, or other operating needs and parameters that might mitigate some of recommended reductions to their fleet.

On the basis of these discussions, we finalized our recommendations regarding changes in vehicle assignments that will reduce the size of the fleet to an optimal level.

Finally we quantified the estimated potential cost savings associated with implementing our recommended reductions in fleet size. We did this using capital and operating cost data on each vehicle obtained via the comprehensive information request submitted to Fleet Management.



## FINDINGS

### IMMEDIATE FLEET RIGHTSIZING OPPORTUNITIES

With assistance from Fleet Management, we were able to get responses from 97.7 percent of the users of the 657 vehicles included in the survey. The following table shows the vehicles that were addressed in the study, along with background statistics on the growth of the fleet in the past 6 years.

**Table 1  
VEHICLE SUMMARY**

Vehicle Type	Number of Vehicles in 2008 Study	Number of Vehicles Added Since 2002	Number of Vehicles Surveyed
Sedans	178	52	20
SUVs	177	33	15
Trucks, Light	688	146	0
Vans, Cargo	88	21	12
Vans, Passenger	74	19	14
Trucks, Utility, 1 Ton and Up	252	35	47
Dump Trucks	138	8	61
Trucks, Specialty	102	26	91
Truck Tractors	63	17	26
Ambulances	31	5	0
Construction Equipment	174	30	133
Mowing Equipment/Agricultural Tractors	403	51	238
<b>Total</b>	<b>2,368</b>	<b>443</b>	<b>657</b>

Note that a total of 443 vehicles and pieces of equipment were added<sup>3</sup> in the 6-year period of 2002 to 2008, a 23 percent increase.

To rightsize the County’s fleet, we used the screening process described previously to identify a total of 657 vehicles and pieces of equipment to be included in the survey. Upon completion of the surveys, we reviewed each response carefully to consider both the current level of utilization of each vehicle and how the respondents described the need for each vehicle or piece of equipment, particularly focusing on how critical the users deemed the unit to their overall mission. Using our judgment and experience performing many fleet rightsizing studies, we created *preliminary* recommendations for each of the subject vehicles, proposing that they be retained by the department, or removed from full time assignment and placed in a centralized motor pool, sold, or retained until the end of the unit’s useful life and not replaced.

<sup>3</sup> This counts only the vehicles and equipment added to the vehicle types included in the study.



We concluded that 198 of those units can be removed from operating department possession, with 79 of the removed units being placed in a centralized Fleet Management Department-managed motor pool for shared use by all County departments.

The tables on the following pages summarize the results of our analysis and the potential savings associated with the actions we recommend.



Table 2 – Summary of Recommended Actions

Department	Department Reduction							Retain			
	Disagree	Pool	Retain DNR	Turned In	Eliminate	Eliminate HT	Grand Total	Retain	Replace w/ Diff Type	Was Replaced	Wrong Dept.
CHILDREN'S SERVICES		4	2	1	1		8	1		1	
COMMUNICATIONS			1				1				
ENVIRONMENTAL PROTECTION		6	4				10	3			
FIRE RESCUE		1		3	1		5	28			
FLEET MANAGEMENT		2	2	1	2		7	7			
INFORMATION TECHNOLOGY		1					1		1		
PARKS & RECREATION		15	1	12	18		46	124	6	6	
PLANNING & GROWTH		5			1		6	3			
PUBLIC WORKS		42		2	23	12	79	151	5		
REAL ESTATE				1			1	1			
REAL ESTATE-FACILITIES		1					1	1	1		
SOLID WASTE	4		3	5	2		14	43	4	4	1
WATER		2	6	1	10		19	60	3	1	
<b>Total Count of Units</b>	<b>4</b>	<b>79</b>	<b>19</b>	<b>26</b>	<b>58</b>	<b>12</b>	<b>198</b>	<b>422</b>	<b>20</b>	<b>12</b>	<b>1</b>

Definitions for Table 2:

- **Disagree** – the consultants could not reach agreement with the department; the consultants assert the vehicle should be eliminated;
- **Pool** – the vehicle should be transferred to the Fleet Management Motor Pool where it will be evaluated over the next 12 months to determine whether it should be retained or eliminated;
- **Retain DNR** – (Retain – Do Not Replace) the vehicle should be temporarily retained until its next replacement date and then eliminated or placed in the motor pool;
- **Turned In** – the vehicle has already been returned to Fleet Management for disposal;
- **Eliminate** – the vehicle should be returned to Fleet Management for disposal;



- **Eliminate HT** – (Eliminate – Horse Trade) the vehicle does not justify retention but the department would like to eliminate a similar vehicle instead of the one targeted;
- **Retain** – the vehicle is justified for retention;
- **Replace with Different Type** – the vehicle appears to be underutilized because it is the wrong type of vehicle for the job and should be replaced as soon as practical with a more appropriate type of vehicle;
- **Was Replaced** – the targeted vehicle has already been replaced and is justified for retention;
- **Wrong Department** – the vehicle had already been transferred to another department;

Detailed, vehicle-by-vehicle recommendations have been provided to Fleet Management under separate cover.

### POTENTIAL COST SAVINGS

There are both “hard” and “soft” cost savings that can be realized by implementing our recommended actions. Savings will be derived from:

- The sale of eliminated vehicles and equipment;
- The avoidance of the costs of replacing eliminated vehicles in the future;
- The avoidance of the maintenance, fueling, and other operating costs of the vehicles that are eliminated, although increased utilization of remaining assigned vehicles will offset some of these cost savings;

In order to calculate the estimated potential cost savings, we used the following assumptions:

- Only 50 percent of the maintenance and repair costs of the eliminated vehicles will be avoided;
- There will be a no savings associated with the fueling costs of the eliminated vehicles;
- Approximately 50 percent of the vehicles initially transferred to a County motor pool eventually will be eliminated;
- Estimated residual values of the eliminated vehicles are calculated using a formula based on age and original purchase cost.



The following table summarizes estimated capital cost savings over the next five years associated with rightsizing the fleet:

**Table 3 – Capital Cost Savings**

Capital Cost	Year					Total
	2009	2010	2011	2012	2013	
Avoided Replacement Cost of Immediately Eliminated Units	\$ 355,978	\$ 366,657	\$ 377,657	\$ 388,987	\$ 400,656	\$ 1,889,935
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Proceeds from Sale of Eliminated Pool Units	\$ 137,641	\$ 114,968	\$ 96,029	\$ -	\$ -	\$ 348,638
Total Capital Savings from Eliminated Pool Units	\$ 173,782	\$ 152,192	\$ 134,370	\$ 39,492	\$ 40,676	\$ 540,512
<b>Total Capital Cost Savings</b>	<b>\$ 1,347,758</b>	<b>\$ 518,849</b>	<b>\$ 512,027</b>	<b>\$ 428,478</b>	<b>\$ 441,333</b>	<b>\$ 3,248,445</b>
<b>NPV of Total Capital Cost Savings</b>						<b>\$3,118,366</b>

We estimate the ongoing cost reduction for vehicle maintenance that would result from the recommended vehicle and equipment eliminations to be around \$182,000 per year. Thus, Hillsborough County can save over \$1.5 million in the first year, and should see annual savings of over \$700,000 per year for the next five years.



## FLEET UTILIZATION MANAGEMENT PRACTICES

The County lacks definitive policies and procedures pertaining to the monitoring of vehicle and equipment utilization, and how to handle those assets deemed to be under-utilized. Although a utilization threshold of 4,000 miles per year is currently used to monitor the use of light-duty vehicles (less than One Ton classification), this practice has not yet been formalized as policy. Vehicles driven fewer than 4,000 miles in a year are supposed to be relinquished to Fleet Management for reassignment or disposal, but again, formalized policies and procedures that clearly define authority and responsibility were not found. Vehicles used between 4,000 and 10,000 miles per year require justification for retention.

The 4,000 mile threshold is not based on any kind of empirical analysis of the costs of furnishing an employee with a County-owned vehicle versus the costs of meeting the need for a vehicle through other means. More importantly, the use of a single criterion for justifying the retention or elimination of all light-duty vehicles obviously does not recognize differences among departments in the types of light-duty vehicles they use and in the ways that such vehicles are used to support agency missions. For example, a light-duty truck that operates primarily within the confines of a park will not accumulate nearly as many miles as a similar truck that travels throughout the County.

More importantly, the County's most expensive types of vehicles and equipment, such as large trucks and construction equipment, are not covered by a minimum usage threshold or guideline, so there currently is little monitoring or questioning of the need for assets of these types that exhibit low utilization. It usually is difficult to determine the need for specialized vehicles and pieces of construction equipment simply by examining odometer or hour meter readings because they either are transported on a trailer or driven to a job site and used for a few hours, then transported back. Thus, they may be "in use" for a full day even though this is not reflected in such readings. There are ways to track such machinery using technology such as RFID tags that "time stamp" each occurrence of the machine leaving or entering a County facility that has wireless readers<sup>4</sup> installed near the gate, but the County does not currently use such technology.

Many large trucks have auxiliary equipment driven by a Power Take Off (PTO) which requires the truck engine to be running while the truck is stationary and the auxiliary equipment is being operated. A good example is a bucket truck. Thus, miles driven are not a good indicator of the actual usage of the truck (and also an inadequate indicator of when preventive maintenance may be needed).

Alternatives to the full time assignment of vehicles to a department appear to be rarely considered by County departments.

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<sup>4</sup> The RFID gate readers are attached to a computer that has appropriate tracking software.



Although a motor pool managed by the Fleet Management Department exists, it has a very limited quantity and selection of vehicles and equipment. Users appear to currently have enough vehicles and equipment that they rarely need to use motor pool vehicles, other than to temporarily replace those in the shop for maintenance and repair.

The use of commercial vehicle and equipment rentals by County agencies is limited and is not coordinated with Fleet Management. Agencies enter into rental transactions independently of one another. Thus, the needs of the entire County for assets that can be rented commercially are difficult to determine. For example, several agencies own tractor backhoes and a number of these units were found to be used fewer than 100 hours per year. Tractor backhoes are readily available at commercial rental yards. If rentals were centralized and tracked by Fleet Management, an economic decision could be made as to when to purchase a tractor backhoe for the motor pool, when to assign one to an agency on a full time basis, and when to rent one commercially on an as-needed basis.

Our investigation revealed that the county is governed by Florida State Statute No. 112.061 (section 6, paragraph (d) 1.) titled Per Diem and Travel Expenses of Public Officers, Employees, and Authorized Persons. This Statute states the following:

The use of privately owned vehicles for official travel in lieu of publicly owned vehicles or common carriers may be authorized by the agency head or his or her designee. Whenever travel is by privately owned vehicle:

A traveler shall be entitled to a mileage allowance at a rate of 44.5 cents per mile;

The present Internal Revenue Service (IRS) allowable mileage rate is \$0.585 per mile and is modified annually (more often if necessary) to reflect actual costs. Unfortunately, updates to the state statute mileage allowance rate seem to lag behind the IRS current rate and thus do not allow the County to provide a reimbursement that is more in line with current vehicle costs.

We were unable to determine to what extent County employees are using personally owned vehicles (POV's) in lieu of County vehicles to meet their transportation needs due to the decentralized nature of reimbursement for POV use. However, we understand that the reimbursement rate is currently \$0.375 per mile, which is apparently less than the current rate of \$0.445 per mile allowed by the state statute. With fuel prices near all-time highs, there is no incentive for any County employee to use their personal vehicle for incidental travel needs. Break-even cost models show that POV's are cost effective for usage up to around 5,000 miles per year or more.

The following excerpt from Administrative Directive #AD-09, dated April 16, 2007, exhibits the approach to POV reimbursement for local travel:



**C. BLANKET AUTHORIZATION FOR VICINITY TRAVEL:**

Blanket authorization may be granted to employees who routinely travel within the headquarters office vicinity, which includes Hillsborough County and its immediate vicinity including Pasco County, Pinellas County, Hardee County, Hernando County, Highlands County, Polk County, and Manatee County. A Blanket Authorization for Local Vicinity Travel must be on file with Accounting. Mileage reimbursement log forms may be approved by the Section Manager or Division Director, if delegated by the respective Department Director. Blanket authorizations shall be consistent with the employee's duties. It is the Department Director's responsibility to insure that up-to-date forms are on file in the respective department and with Accounting. The statutory mileage rate covers all expenses associated with the operation of a privately-owned vehicle on County business, including insurance. Any physical damage to the automobile which cannot be recovered from private insurance, or an at-fault third party, is the sole responsibility of the vehicle owner.

Administrative Directive #AD-09 appears to be practical, but the reimbursement rate appears to be a deterrent to employee use of POV's, which could reduce the need for County-owned vehicles. It is unclear whether the County has the authority to establish a POV reimbursement rate above that specified in the state statute.

It appears that there is little, if any, sharing of County vehicles across agency lines. In fact, our interviews indicate there is only incidental sharing of vehicles *within* some departments. Our conclusion is that it is easier for an agency to acquire a vehicle for its exclusive use than to make the effort to evaluate and pursue other alternatives.

Vehicle assignment "rotation" is a way to balance vehicle utilization rates in order to help optimize the total cost of vehicle ownership. This process entails finding two vehicles of similar types within a department (or across departmental lines) that have high and low utilization and rotating the assignment of those vehicles in order to "smooth" utilization levels for both vehicles. Interviews indicate that vehicle assignments are rarely rotated, and users tend to resist the process.

In our experience, vehicle sharing and vehicle rotation efforts are difficult to manage. If an organization has shown the ability to successfully implement these actions, the efforts should be continued. We believe a well equipped and managed central motor pool is a better solution.



## RECOMMENDED ACTIONS

### ESTABLISH POLICY

Regardless of the methodology employed to determine the status of individual vehicles and ultimately, the size of the fleet required, an effective fleet utilization management program must have the support of the entire organization and be officially authorized. In other words, the organization must develop and implement a concise policy that is focused on managing fleet size and assigns responsibility to the appropriate parties to ensure that the program is active. The policy should also clearly communicate the need to use taxpayer funds wisely, acknowledge the essential role that vehicles and equipment play in achieving the organization's mission, and outline management expectations for employees.

As a general rule, policies should address the following elements:

- The issuing authority (Board of Commissioners, County Administrator, CAO, CEO, etc.)
- Policy goals and objectives
- Assignment of authority and responsibility (fleet manager, department director, etc.)
- Procedures (establish utilization guidelines, gather data, analyze options, make recommendations and decisions, create reports, etc.) and associated time frames for their execution
- Dispute Resolution

In keeping with these general elements, we have created a sample fleet size management policy statement in the appendix that Hillsborough County may wish to consider implementing.

### ESTABLISH VEHICLE UTILIZATION GUIDELINES

We developed a table of annual minimum use guidelines for each group of vehicles and equipment within each operating department. The guidelines were developed by analyzing utilization factor such as average annual usage, standard deviations, and the number of vehicles to be scrutinized, but were conclusively determined using a combination of these factors plus common sense and the judgment of the consultants.

The guidelines for some vehicle types vary by department because of the way different departments use their vehicles. Thus, a 6,000 mile per year guideline may be appropriate for one department while a 10,000 mile per year guideline is practical for another. Specific guidelines by vehicle type and by department are provided in the appendix.



**Table 4 – Recommended Utilization Guidelines**

Vehicle Type	Meter Type	Annual Utilization Guideline
Sedans	Miles	6,000 to 10,000
SUV	Miles	6,000 to 10,000
Vans, Passenger	Miles	6,000 to 10,000
Vans, Cargo	Miles	4,000 to 10,000
Trucks, Light	Miles	5,000 to 7,000
Trucks, Utility, 1 Ton & Up	Miles	4,000
Trucks, Specialty	Miles	3,000
Truck Tractors	Miles	8,000 to 10,000
Truck Tractors SW	Miles	10,000
Dump Trucks	Miles	4,000
Dump Trucks Flatbed	Miles	4,000
Ambulances	Miles	10,000
Construction Equipment	Hours	250
Mowing Equip./Agricultural Tractors	Hours	100

The above guidelines should be reviewed every three years and revised as necessary to reflect changes in service delivery and associated vehicle deployment, operation, and usage practices.

It should be noted that the last Vehicle Type category combines both Mowing Equipment and Agricultural Tractors (per Fleet Management Department practice) which can be somewhat dissimilar types of equipment. For example, riding lawn mowers appear to be grouped with larger tractors that pull bush hogs, gang mower, implements, etc. Utilization levels can vary substantially in this group, and we believe a more appropriate classification is needed for these.

As a general rule, the guidelines should not be used as hard and fast *rules* to determine which vehicles and equipment items will be retained in or removed from the fleet. Rather, they should be used as performance *indicators* that trigger reviews and discussions between Fleet Management and the user department as to the reason for low utilization and potential alternatives that will result in lower costs to the County compared to continuing the status quo. Alternatives may include continued retention of the vehicle due to its specialized configuration or mission; reassignment of the vehicle to increase its use; shifting the use to commercially rented units; or shifting the work



assignment to personally owned vehicles (POV) with appropriate use reimbursements<sup>5</sup>. Regardless of the outcome, the guidelines will serve to keep the need for proper utilization in the forefront at least once each year.

It is also important to reiterate the fact that some under-utilized vehicles – as defined by the guidelines – must be kept in the fleet for a variety of reasons. Thus, there are exclusions to the guidelines and the review process that should be acknowledged wherein the low use is accepted and the life cycles of the units have been adjusted accordingly.

Some examples of exclusions are as follows:

**Grant Funded Vehicles** (awarded as part of specific program or County function)

**Certain types of emergency equipment** (fire trucks, SWAT vehicles, etc.)

**Mandated Vehicles** (usually specialty units required by Federal, State, Local law)

**Public Relations Vehicles** (used for parades, official displays, etc.)

## **ESTABLISH PROCEDURES FOR MANAGING FLEET SIZE AND UTILIZATION**

It is essential that all Hillsborough County departments ensure that County vehicles and equipment are justified and necessary to support the fulfillment of the missions of the departments. Vehicles and equipment that do not meet minimum use guidelines may represent an unnecessary expense to the County and should be avoided wherever possible. The use of every County vehicle should be reviewed annually.

As noted previously, the Hillsborough County fleet grew by more than 400 vehicles in the five years prior to this study. While some growth may have been warranted due to expansion of the population, we suspect that it was more expedient in many cases to add a vehicle to the fleet than to study and evaluate options to vehicle ownership. In other words, buying an additional vehicle was the “path of least resistance or effort”. Once the County takes steps to reduce the size of the fleet, it is important to have a process for managing future growth of the fleet.

A best practice for managing fleet size is to require justification of the continued need for a particular vehicle or piece of equipment as part of the replacement process. No vehicle should be automatically replaced simply because it has reached certain replacement criteria. Since a user’s need for a particular unit can vary over time with changes in mission and work practices, it is important to review the on-going need for an asset before replacing it. As it is likely that many years have passed since the justification for a vehicle was first approved, at a minimum a different type of vehicle

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<sup>5</sup> Mercury recommends POV reimbursement rates consistent with the current IRS mileage deduction rate.



may now better match the job that needs to be done. It is also possible that the nature of a user's mission has changed so much that a particular vehicle is no longer really needed on a full time basis. Replacing such a unit would, therefore, be a waste of capital that could be much better allocated to another, more worthy function.

## **EVALUATE ALTERNATIVES TO VEHICLE/EQUIPMENT OWNERSHIP**

Procedures should be established that define the process for evaluating the need for vehicles whose usage falls below the specified utilization guidelines, or when requests for additional vehicles are submitted. Alternatives such as renting, using a vehicle from the motor pool, using public transportation, borrowing a vehicle from another department, or using a POV should always be evaluated.

Operating departments often do not have the administrative guidance, training, and/or analytical tools to evaluate alternatives to vehicle and equipment ownership. In our experience, most government agencies rarely consider alternatives to full time assignment of a vehicle, usually preferring to request acquisition of a vehicle or piece of equipment without evaluating the long term economics of their actions. Best management practice prescribes the following alternatives that should always be evaluated prior to submitting a request for an additional County-owned vehicle, or when evaluating the potential retention of an underutilized asset:

1. Can this transportation function/service be cost-effectively contracted out (for example, mowing)?
2. Can scheduled public transportation be used (buses, local trains, etc.)?
3. Is voluntary use of a POV a more cost-effective solution (see own versus reimburse guide)?
4. Is use of a taxi more cost-effective (up to \$XX/month)?
5. Is use of a rental vehicle more cost-effective (see Rent vs. Buy model)?
6. Is a Local, Department, or Fleet Pool vehicle available and more cost-effective?
7. Can a vehicle be borrowed from another department?
8. If options 1 through 7 are not reasonable and workable alternatives, should users request an additional vehicle or piece of equipment?

Answering these questions represents due diligence and sound business management. Organizations using best practices usually have a standardized form to request an additional vehicle or piece of equipment, or to justify retention of one, that requires the user to answer all of the above questions, as well as providing an economic justification, before approval of retention or an addition to the fleet is granted. Additional details regarding alternatives are provided in the following sections.



## **Rent versus Buy**

Not every vehicle or piece of equipment in the fleet can be assessed with a purely objective analysis. In some cases, a more subjective analysis is more appropriate, such as rent versus own. The fleet manager and the department should work together to determine if the department's needs can be met through the use of equipment provided by local commercial vendors that offer short term rentals.

Before beginning such an assessment, the fleet manager will need detailed information about the use of the vehicle such as the number of days per year that the unit will be used, the availability of suitable rentals, the cost of rentals, and the total cost of ownership of the unit in question. The next step is to develop a "decision tree" that the fleet manager can use as a guide to determining whether or not to purchase, retain, or rent a specific unit.

The use of a decision tree guides the fleet manager and the operating department through a series of decision points that help determine whether or not a vehicle should be purchased, retained, or rented based on subjective answers to operational questions and objective data concerning costs. This process is generally more effective when analyzing equipment that is widely available at commercial rental agencies. It is worth noting that a similar process could be used to determine if certain equipment related functions such as grounds keeping should be contracted to a third party and the associated equipment decommissioned.

A sample decision guide is provided in the appendix.

## **Reimburse for POV versus Own**

When employees need transportation for routine trips within the County such as attending a meeting, training, etc. it is usually more cost effective to allow the employee to use their personal vehicle and reimburse them at the allowable rate for miles travelled. This approach is appropriate for trips when only the driver is travelling, and the identity of a County vehicle (decals, etc.) is not necessary. The use of this approach can substantially diminish the need to have County owned vehicles available, but is dependent upon the employee's willingness to use their personal vehicle for business travel.

Administrative Directive #AD-09 addressing the use of POV's seems to be practical, but the reimbursement rate appears to be a deterrent needs to be re-assessed in order to encourage employee use of POV's, thus diminishing the need for County-owned vehicles. The County should investigate whether it can establish a POV reimbursement rate that corresponds to the current IRS allowable rate and is updated in a timely manner.

A sample decision guide is provided in the appendix.



### **Motor Pool versus Full-Time Assignment**

Motor pools managed by internal service organizations such as fleet management can help operating departments fulfill their needs for certain common types of vehicles and equipment such as sedans, pickups, dump trucks, tractor backhoes, trailers, compressors, etc.

The motor pool operation should attempt to emulate the range and quality of services provided by commercial vehicle and equipment rental companies and should provide “full service, one-stop-shopping” for its customers.

A list of Motor Pool best management practices is included in the appendix.

### **Vehicle Assignment Rotation**

We believe the use of vehicle “rotation” to help balance utilization is not worthy of the administrative effort required. In our experience, the financial benefits of such a strategy are unclear but likely minor, and the administrative effort may not be warranted. It also tends to make drivers unhappy and less likely to care for their vehicles properly.

### **IMPLEMENT FLEET SIZE REDUCTION RECOMMENDATIONS**

The County’s Executive Team should authorize the Director of Fleet Management to take immediate steps to remove the 198 vehicles and equipment specified in our detailed analysis (provided under separate cover) from department control, with the exception of 19 vehicles that were tagged with the action “Retain – Do Not Replace”.

### **SUMMARY OF RECOMMENDATIONS**

The County should take the following actions to right size the fleet in order to reduce costs with little impact on service delivery, and to establish improved controls for future management of the size and cost of the fleet:

1. Require implementation of the vehicle-by-vehicle recommendations provided in this report;
2. Issue an Administrative Directive<sup>6</sup> that establishes guidelines for future control of fleet size and the utilization of County vehicles;
3. Use and publish the utilization guidelines along with other procedures provided in this report;
4. Explore ways to provide incentives including a more attractive reimbursement rate to employees to use their POV’s where it makes sense;
5. Acquire technology such as RFID tags that “time stamp” each occurrence of a truck or piece of construction equipment leaving or entering a County facility;

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<sup>6</sup> A sample Administrative Directive is provided in the Appendix.



these should be installed on trucks and/or construction machinery that costs in excess of a certain price level, for example \$50,000;

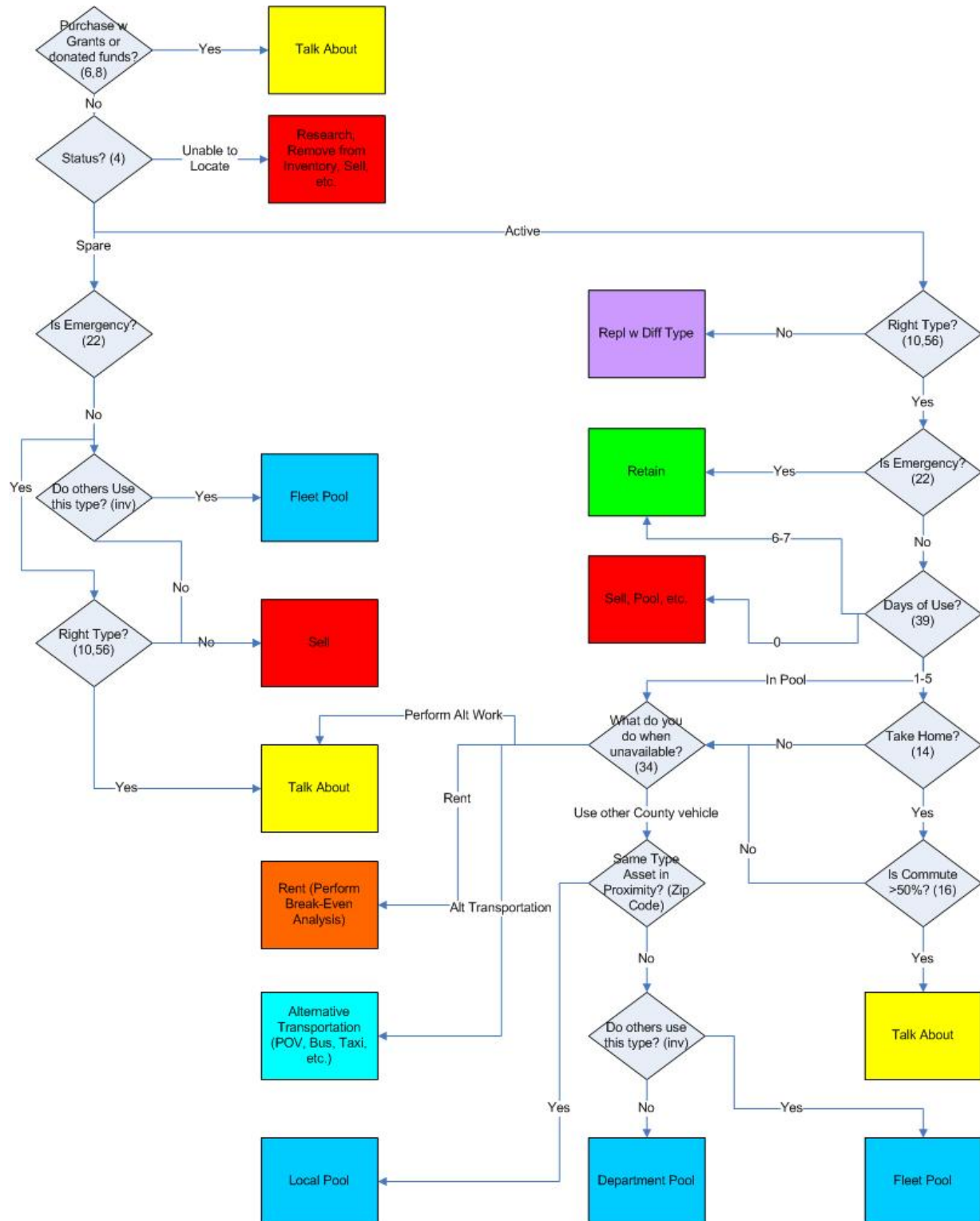
6. Install engine hour meters on vehicles that use their engines substantial amounts of time when the vehicle is stationary. Fleet Management should assure that both odometer and hour meter readings are recorded for these vehicles;
7. Establish a motor pool managed and operated by Fleet Management that is adequately staffed and equipped with County-owned vehicles to support operations departments, with the added responsibility to provide a centralized source of vehicles and equipment from outside rental agencies where appropriate;
8. Report progress on fleet size reduction goals to County management on a quarterly basis for the next year, and annually thereafter.

In summary, an effective fleet size management program starts with recognition that an organization does not have to *own* all of the vehicles and pieces of equipment necessary to conduct its business. It simply has to have access to such assets when they are needed, for the duration that it is needed, and at a reasonable cost. This can be accomplished any number of ways such as buying a unit and permanently assigning it to a particular division; buying a unit and assigning it to a motor pool for shared use; renting a unit on an as-needed basis; or reimbursing employees for using their personal vehicle.



## **APPENDIX**

SAMPLE VEHICLE ACTION DECISION TREE





## SAMPLE ADMINISTRATIVE DIRECTIVE

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HILLSBOROUGH COUNTY  
Office of the Executive Team

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### Administrative Directive

Subject: Vehicle and Equipment Utilization

Effective Date: August 1, 2008

Expiration Date: August 1, 2012

Supersedes:

Authority: Hillsborough County Charter

#### **Purpose:**

To establish guidelines for the management of fleet size and the utilization of County vehicles.

#### **Directive:**

All Hillsborough County departments shall use the most efficient and economical means of transporting people and/or materials, tools, etc., necessary for the performance of official government business. The Fleet Management Department will ensure that all County vehicles and equipment are essential to performance of departmental missions and that those vehicles and equipment that are no longer necessary or not utilized to the fullest extent will be reassigned, pooled, or decommissioned.

The Fleet Management department will assess the use of all vehicles and equipment once each year according to established criteria and determine if they meet or exceed the minimum use guidelines. Fleet Management will propose actions for those vehicles that fail to meet the minimum use guidelines and will contact the departments regarding its determinations. Fleet Management will issue a summary report to the Executive Team. Any dispute regarding the proposed disposition of vehicles will be resolved by the Executive Team. Should vehicles or equipment have any disposition other than retention, the departments will deliver the vehicle or equipment to Fleet Management within 30 calendar days.



### **Definitions:**

- Under Utilized:** Any vehicle or equipment that does not meet minimum use guidelines over a 12 month period.
- Guideline:** The use or economic point at which vehicles and equipment are considered candidates for action by the Fleet Management Director in collaboration with the operating department. The intent of the action is to ensure that the size and composition of the County fleet is consistent with the best interests of the County.
- Retain:** Disposition of vehicle or equipment that has met minimum use criteria or that has been determined to be more cost effective than other alternatives.
- Reassign:** Disposition of vehicle or equipment that has not met minimum use guidelines in its current assignment but has the potential to be more fully used elsewhere in the County.
- Pool:** Disposition of vehicle or equipment that has not met minimum use guidelines but may be economically or operationally valuable to the County if retained in the Fleet Management pool for short term rental.
- Decommission:** Disposition of vehicle or equipment that does not meet minimum use guidelines and/or is no longer needed in County operations. Unit will be disposed through normal channels consistent with County policy.

### **Procedure:**

The Fleet Management Director will be responsible for establishing minimum use guidelines for each vehicle type for each department. The guidelines will be reviewed and updated if necessary every three years.

The Fleet Management Director will be responsible for analyzing utilization information for the fleet once each year. The analysis will include a comparison of each unit to minimum use guidelines or other economic criteria to determine a disposition for each vehicle. The Fleet Management Director will prepare a report for each department that includes a disposition for each unit. If the departments agree with a recommended disposition other than “Retain”, the department must surrender the vehicle and/or equipment to the Fleet Management Director within 30 calendar days.



Should the department disagree with the recommended disposition, the department head must notify the Fleet Management Director in writing within 10 working days. The notification must state the nature of the disagreement and justification as to why the disposition should be altered. The Fleet Management Director may determine that the recommendation should be changed or that the recommendation should stand. If the dispute cannot be resolved, the Fleet Management Director will arrange to meet with the department head and/or the Executive Team for resolution. The decision of the Executive Team is final.

The Fleet Management Director is authorized to exempt vehicles and equipment from re-justification once they have been justified initially.

The Fleet Management Director will also prepare and deliver a summary report once each year to the Executive Team that includes all departments and the recommended disposition of all units that will not be retained status quo.

Approved by \_\_\_\_\_/Date \_\_\_\_\_



# Final Report on Evaluation of Fleet Size and Composition and Vehicle Utilization Management

## UTILIZATION GUIDELINE DETAIL – PAGE 1

Department	Vehicle Type	Vehicle Count	Meter Type	Annual Average Usage	50% of Annual Average Usage	Std Dev	Rounded Avg - 1 Std Dev	Count of Vehicles Below Rounded Avg - 1 Std Dev	Recommended Guideline	Count of Vehicles Below Guideline	%
AFFORDABLE HOUSING OFFICE	SUV	1	Miles	8,795	4,398	0	9,000	1	8000	0	0%
AGING SERVICES	Vans, Passenger	1	Miles	12,387	6,193	0	12,000	0	10000	0	0%
ANIMAL SERVICES	Trucks, Light	1	Miles	7,643	3,821	0	8,000	1	7000	0	0%
	Vans, Cargo	10	Miles	16,883	8,442	3013	14,000	2	10000	0	0%
CHILDREN'S SERVICES	Construction Equipment	2	Hours	18	9	0	0	0	250	2	100%
	Mowing Equip./Agricultural Tractors	5	Hours	15	8	0	0	0	100	5	100%
	Sedans	18	Miles	8,126	4,063	1741	6,000	2	6000	2	11%
	SUV	1	Miles	5,316	2,658	0	5,000	0	6000	1	100%
	Trucks, Light	3	Miles	10,956	5,478	2797	8,000	1	7000	0	0%
	Trucks, Utility, 1 Ton & Up	1	Miles	6,022	3,011	0	6,000	0	4000	0	0%
	Vans, Cargo	1	Miles	8,181	4,091	0	8,000	0	8000	0	0%
	Vans, Passenger	10	Miles	6,422	3,211	2456	4,000	1	6000	5	50%
CODE ENFORCEMENT	Sedans	14	Miles	9,314	4,657	2988	6,000	3	6000	3	21%
	SUV	5	Miles	10,114	5,057	2742	7,000	1	8000	1	20%
	Trucks, Light	32	Miles	11,213	5,607	3342	8,000	5	7000	4	13%
COMMUNICATIONS	Sedans	2	Miles	15,350	7,675	807	15,000	1	10000	0	0%
	SUV	2	Miles	12,819	6,409	3816	9,000	0	9000	0	0%
	Trucks, Specialty	1	Miles	821	411	0	1,000	1	3000	1	100%
	Vans, Passenger	2	Miles	6,123	3,062	424	6,000	1	6000	1	50%
COOPERATIVE EXTENSION	SUV	1	Miles	15,975	7,987	0	16,000	1	10000	0	0%
	Vans, Passenger	1	Miles	10,547	5,274	0	11,000	1	6000	0	0%
EMERGENCY MANAGEMENT	Sedans	1	Miles	8,974	4,487	0	9,000	1	8000	0	0%
	SUV	1	Miles	6,623	3,312	0	7,000	1	6000	0	0%
	Vans, Passenger	1	Miles	8,434	4,217	0	8,000	0	6000	0	0%
ENVIRONMENTAL PROTECTION	Sedans	12	Miles	5,570	2,785	1753	4,000	1	6000	7	58%
	SUV	18	Miles	7,968	3,984	2834	5,000	4	7000	8	44%
	Trucks, Light	14	Miles	7,411	3,706	1122	6,000	2	7000	5	36%
	Trucks, Utility, 1 Ton & Up	1	Miles	4,085	2,042	0	4,000	0	4000	0	0%
	Vans, Passenger	4	Miles	9,380	4,690	5086	4,000	0	6000	2	50%
FIRE RESCUE	Ambulances	31	Miles	28,454	14,227	6768	22,000	5	20000	4	13%
	Mowing Equip./Agricultural Tractors	22	Hours	5	2	0	0	0	100	21	95%
	Sedans	31	Miles	9,511	4,755	2951	7,000	6	7000	6	19%
	SUV	26	Miles	13,958	6,979	5026	9,000	3	9000	3	12%
	Trucks, Light	4	Miles	11,035	5,518	5135	6,000	0	6000	0	0%
	Trucks, Specialty	3	Miles	2,306	1,153	5926	(4,000)	0	3000	2	67%
	Trucks, Utility, 1 Ton & Up	4	Miles	8,112	4,056	4820	3,000	0	4000	1	25%
	Vans, Cargo	5	Miles	5,405	2,702	3696	2,000	1	4000	2	40%
	Vans, Passenger	3	Miles	4,086	2,043	1661	2,000	0	6000	3	100%
		Mowing Equip./Agricultural Tractors	3	Hours	572	286	865	(300)	0	100	2
FLEET MANAGEMENT	Sedans	6	Miles	5,333	2,667	1265	4,000	2	6000	3	50%
	SUV	3	Miles	8,351	4,176	2191	6,000	0	8000	1	33%
	Trucks, Light	7	Miles	6,811	3,405	3340	3,000	2	5000	2	29%
	Trucks, Specialty	5	Miles	8,121	4,060	3677	4,000	1	3000	0	0%
	Trucks, Utility, 1 Ton & Up	7	Miles	2,337	1,169	1689	1,000	2	4000	6	86%
	Vans, Cargo	3	Miles	9,579	4,790	1839	8,000	0	8000	0	0%
	Vans, Passenger	7	Miles	6,270	3,135	1320	5,000	1	6000	1	14%
HEALTH & SOCIAL SERVICES	Sedans	1	Miles	7,974	3,987	0	8,000	1	6000	0	0%
INFORMATION TECHNOLOGY	Sedans	1	Miles	4,929	2,464	0	5,000	1	6000	1	100%
	SUV	2	Miles	7,987	3,994	1075	7,000	0	7000	0	0%
	Vans, Passenger	1	Miles	4,581	2,290	0	5,000	1	6000	1	100%
LIBRARY SERVICES	Sedans	1	Miles	8,861	4,430	0	9,000	1	8000	0	0%
	Vans, Cargo	4	Miles	16,261	8,130	3163	13,000	1	10000	0	0%
	Vans, Passenger	1	Miles	11,047	5,524	0	11,000	0	6000	0	0%
MEDICAL EXAMINER	Sedans	3	Miles	10,461	5,230	331	10,000	0	10000	0	0%
PARKS & RECREATION	Construction Equipment	32	Hours	112	56	85	50	10	250	30	94%
	Dump Trucks	6	Miles	4,760	2,380	1815	3,000	1	4000	3	50%
	Dump Trucks Flatbed	13	Miles	5,471	2,735	1535	4,000	2	4000	2	15%
	Mowing Equip./Agricultural Tractors	104	Hours	142	71	125	0	0	100	46	44%
	Sedans	1	Miles	13,011	6,506	0	13,000	0	10000	0	0%
	SUV	12	Miles	9,598	4,799	2240	7,000	2	7000	2	17%
	Trucks, Light	54	Miles	10,915	5,457	5181	6,000	8	6000	8	15%
	Trucks, Specialty	17	Miles	5,405	2,702	5562	0	0	3000	6	35%
	Trucks, Utility, 1 Ton & Up	70	Miles	6,546	3,273	3068	3,000	9	4000	14	20%
	Vans, Cargo	3	Miles	9,166	4,583	5326	4,000	1	8000	1	33%
	Vans, Passenger	13	Miles	6,874	3,437	2517	4,000	1	6000	6	46%
PLANNING & GROWTH	Sedans	7	Miles	5,878	2,939	2225	4,000	1	6000	4	57%
	SUV	4	Miles	6,867	3,433	2219	5,000	1	6000	1	25%
	Trucks, Light	88	Miles	12,560	6,280	4092	8,000	9	7000	8	9%



## Final Report on Evaluation of Fleet Size and Composition and Vehicle Utilization Management

### UTILIZATION GUIDELINE DETAIL – PAGE 2

Department	Vehicle Type	Vehicle Count	Meter Type	Annual Average Usage	50% of Annual Average Usage	Std Dev	Rounded Avg - 1 Std Dev	Count of Vehicles Below Rounded Avg - 1 Std Dev	Recommended Guideline	Count of Vehicles Below Guideline	%
PLANNING COMMISSION	Sedans	3	Miles	5,871	2,936	1193	5,000	1	6000	2	67%
	Vans, Passenger	1	Miles	4,172	2,086	0	4,000	0	6000	1	100%
PUBLIC WORKS ENG. DIVISION	Construction Equipment	28	Hours	325	163	734	(400)	0	250	22	79%
	Dump Trucks	17	Miles	7,081	3,541	3528	4,000	4	4000	4	24%
	Dump Trucks Flatbed	7	Miles	4,056	2,028	2372	2,000	1	4000	3	43%
	Mowing Equip./Agricultural Tractors	6	Hours	50	25	36	0	0	100	6	100%
	Sedans	4	Miles	7,037	3,519	2371	5,000	1	6000	2	50%
	SUV	17	Miles	6,611	3,306	2221	4,000	2	6000	10	59%
	Truck Tractors	1	Miles	7,305	3,652	0	7,000	0	8000	1	100%
	Trucks, Light	37	Miles	9,804	4,902	2890	7,000	10	7000	10	27%
	Trucks, Specialty	8	Miles	5,498	2,749	3287	2,000	1	3000	1	13%
	Trucks, Utility, 1 Ton & Up	16	Miles	9,772	4,886	1510	8,000	2	4000	0	0%
	Vans, Cargo	3	Miles	3,936	1,968	2267	2,000	1	4000	2	67%
	Vans, Passenger	1	Miles	11,245	5,623	0	11,000	0	6000	0	0%
PUBLIC WORKS TRAFFIC DIVISION	Sedans	11	Miles	7,811	3,906	2318	5,000	0	6000	3	27%
	SUV	4	Miles	10,027	5,014	2509	8,000	0	8000	0	0%
	Trucks, Light	3	Miles	11,886	5,943	4664	7,000	0	7000	0	0%
	Trucks, Specialty	8	Miles	10,693	5,346	5263	5,000	2	3000	1	13%
	Trucks, Utility, 1 Ton & Up	9	Miles	13,966	6,983	3798	10,000	1	4000	0	0%
	Vans, Passenger	2	Miles	7,523	3,762	1313	6,000	0	6000	0	0%
PUBLIC WORKS TRANSPORT MAINTENANCE	Construction Equipment	50	Hours	794	397	1147	(350)	0	250	22	44%
	Dump Trucks	41	Miles	5,884	2,942	2790	3,000	6	4000	14	34%
	Dump Trucks Flatbed	26	Miles	5,323	2,661	2387	3,000	5	4000	8	31%
	Mowing Equip./Agricultural Tractors	73	Hours	277	138	155	100	14	100	14	19%
	Sedans	1	Miles	7,890	3,945	0	8,000	1	6000	0	0%
	SUV	10	Miles	6,293	3,146	999	5,000	1	6000	4	40%
	Truck Tractors	6	Miles	9,336	4,668	12100	(3,000)	0	8000	4	67%
	Truck Tractors SW	2	Miles	12,307	6,154	351	12,000	0	10000	0	0%
	Trucks, Light	88	Miles	9,524	4,762	3490	6,000	11	7000	19	22%
	Trucks, Specialty	40	Miles	5,697	2,849	3945	2,000	8	3000	12	30%
	Trucks, Utility, 1 Ton & Up	31	Miles	8,245	4,122	3782	4,000	5	4000	5	16%
	Vans, Passenger	9	Miles	8,401	4,200	3043	5,000	1	6000	3	33%
REAL ESTATE	Sedans	7	Miles	7,262	3,631	3325	4,000	0	6000	4	57%
	SUV	6	Miles	8,221	4,110	2712	6,000	1	6000	1	17%
	Trucks, Light	4	Miles	7,883	3,841	1848	6,000	1	7000	2	50%
	Vans, Cargo	1	Miles	11,105	5,553	0	11,000	0	10000	0	0%
REAL ESTATE-FACILITIES	Sedans	1	Miles	2,694	1,347	0	3,000	1	6000	1	100%
	SUV	3	Miles	9,364	4,682	6572	3,000	0	6000	1	33%
	Trucks, Light	8	Miles	9,471	4,735	3293	6,000	1	7000	2	25%
	Trucks, Specialty	1	Miles	2,159	1,080	3928	(2,000)	0	3000	1	100%
	Trucks, Utility, 1 Ton & Up	3	Miles	7,607	3,804	580	7,000	1	4000	0	0%
	Vans, Cargo	19	Miles	10,943	5,472	2546	8,000	2	8000	2	11%
REAL ESTATE-FEMAR	Trucks, Light	5	Miles	11,259	5,630	3460	8,000	0	7000	0	0%
SECURITY SERVICES	SUV	1	Miles	11,032	5,516	0	11,000	0	10000	0	0%
SOIL & CONSERVATION	Trucks, Light	1	Miles	3,110	1,555	0	3,000	0	7000	1	100%
SOLID WASTE	Construction Equipment	17	Hours	571	286	657	(100)	0	250	9	53%
	Dump Trucks	6	Miles	12,278	6,139	8706	4,000	1	4000	1	17%
	Mowing Equip./Agricultural Tractors	19	Hours	123	62	94	50	5	100	8	42%
	Sedans	1	Miles	15,990	7,995	0	16,000	1	10000	0	0%
	SUV	10	Miles	6,978	3,489	2551	4,000	0	6000	6	60%
	Truck Tractors	29	Miles	33,667	16,834	21269	12,000	6	10000	3	10%
	Truck Tractors SW	22	Miles	29,564	14,782	20407	9,000	5	10000	6	27%
	Trucks, Light	16	Miles	5,731	2,866	2400	3,000	1	5000	6	38%
	Trucks, Specialty	2	Miles	799	399	2762	(2,000)	0	3000	2	100%
	Trucks, Utility, 1 Ton & Up	3	Miles	3,295	1,647	1449	2,000	1	4000	2	67%
	Vans, Cargo	1	Miles	10,434	5,217	0	10,000	0	10000	0	0%
	Vans, Passenger	1	Miles	4,567	2,284	0	5,000	1	6000	1	100%
WATER	Construction Equipment	22	Hours	117	59	66	50	2	250	21	95%
	Dump Trucks	8	Miles	3,701	1,851	1185	3,000	2	4000	6	75%
	Dump Trucks Flatbed	8	Miles	4,581	2,291	3198	1,000	0	4000	5	63%
	Mowing Equip./Agricultural Tractors	8	Hours	32	16	17	0	0	100	8	100%
	Sedans	13	Miles	9,071	4,535	3527	6,000	2	6000	2	15%
	SUV	21	Miles	9,432	4,716	4482	5,000	3	6000	4	19%
	Truck Tractors	3	Miles	1,513	756	745	1,000	1	8000	3	100%
	Trucks, Light	162	Miles	10,636	5,318	3654	7,000	28	7000	28	17%
	Trucks, Specialty	16	Miles	5,109	2,554	4009	1,000	3	3000	6	38%
	Trucks, Utility, 1 Ton & Up	84	Miles	10,337	5,168	4289	6,000	12	4000	5	6%
	Vans, Cargo	25	Miles	7,819	3,910	4325	3,000	3	6000	9	36%
	Vans, Passenger	2	Miles	9,126	4,563	5040	4,000	0	6000	1	50%



### SAMPLE VEHICLE/EQUIPMENT RENT VERSUS OWN DECISION GUIDE

1. Can the asset be rented locally?  
*No:* **STOP HERE.** Buy or borrow.      *Yes:* Continue
  
2. Are there or will there be sufficient funds to purchase the asset?  
*No:* **STOP HERE.** Rent or borrow.      *Yes:* Continue
  
3. Can the asset (or an acceptable substitute) be borrowed from another facility whenever it is needed?  
*No:* Continue.      *Yes:* **STOP HERE**  
Borrow as needed.
  
4. Does the manager expect to use the asset more than once?  
*No:* **STOP HERE.** Rent.      *Yes:* Continue.
  
5. Does the manager expect to use the asset on a regular basis for more than six months?  
*No:* **STOP HERE.** Rent      *Yes:* Continue.
  
6. What is the estimated cost of purchasing the asset?  
A. \$ \_\_\_\_\_
  
7. What is the expected value of the asset at the end of its useful life? (In the absence of actual use 10 percent of original purchase price as a default value unless a more accurate estimate can be developed from recent asset disposal records).  
B. \$ \_\_\_\_\_
  
8. What is the estimated net capital cost of the asset over its useful life? (A minus B)  
C. \$ \_\_\_\_\_
  
9. What is the life expectancy in years of the asset?  
D. \_\_\_\_\_ years



10. What is the average annual capital cost of owning the asset? (C divided by D)

E. \$ \_\_\_\_\_ per year

11. What is the estimated number of days per year that the asset will be used?

F. \_\_\_\_\_ days

12. What is the average capital cost per day to own the asset (E divided by F)

G. \$ \_\_\_\_\_ per day

13. What is the average cost per day to rent or lease the asset? (Be sure to include taxes, transportation, insurance, and any other applicable charges or costs, other than fuel.)

H. \$ \_\_\_\_\_ per day

14. Is G less than or equal to H?

No: **STOP HERE.** Rent

Yes: Continue.

15. What is the average capital and operating cost per day to own the asset? (In the absence of actual data, multiply G by 2)

I. \$ \_\_\_\_\_ per day

16. Is I less than or equal to G?

No: **BUY.**

Yes: **RENT.**



## SAMPLE VEHICLE OWN VERSUS REIMBURSE GUIDE

1. Is the vehicle used primarily to carry passengers and incidental equipment such as briefcases, laptop computers, etc.?

Yes: Continue                      No: **STOP HERE.** Buy, borrow, or rent.

2. Can the vehicle (or an acceptable substitute) be borrowed from another department or facility, or the motor pool whenever it is needed?

No: Continue.                      Yes: **STOP HERE** Borrow as needed.

3. Will the driver be using the vehicle to travel more than 5,000 miles per year?

No: Continue.                      Yes: **STOP HERE.** Buy or borrow.

4. Does the driver's job require County markings on the vehicle?

No: Continue.                      Yes: **STOP HERE.** Buy or borrow.

5. Does the employee have a suitable vehicle, adequate insurance coverage, and is he/she willing to use it for County business?

Yes: **Reimburse.**                      No: **Buy or Borrow.**



## MOTOR POOL MANAGEMENT BEST PRACTICES

1. An online vehicle selection and reservation process using modern motor pool software (optionally, an automated key retrieval system using codes provided with the reservation);
2. A reservation process that allows use of pre-established accounting codes for rental charges;
3. A motor pool management service staffed by knowledgeable personnel to answer phones, assist customers with rental inquiries, assist customers with vehicle pick-ups, and to greet customers as they return vehicles in order to check for damage and inquire about vehicle operating condition (also “prep for service staffing as noted in #6);
4. A chargeback process with rental rates structured to fund the entire cost of staffing and operating the motor pool, including the cost to replace pool vehicles and equipment in a timely manner;
5. A process for identifying and charging extra for accidents and abuse;
6. A vehicle “prep for service” process that assures that vehicles are clean, full of fuel, and fully operable when users pick them up;
7. An adequate supply of the types of vehicles needed for customer demand around 80% of the time (based on an ongoing analysis of demand history);
8. Pre-established contracts with outside commercial vehicle and equipment rental agencies to provide for “peak” demands and special needs and delivery/pick-up service when necessary;
9. Tracking and reporting of demand, vehicle utilization, and other appropriate factors to allow rightsizing of the pool;
10. Provision of mostly newer vehicles that will attract and retain customers to the greatest extent possible;
11. Provision of extra cost options such as GPS where appropriate;
12. Parking areas specifically designated for pool vehicles with numbered parking spaces in clean, secure, well-lighted areas that allow for customer ingress/egress during non-normal business hours;
13. Locations that are close in proximity to the majority of users and geographically distributed when appropriate;
14. Appropriate organizational separation from fleet maintenance and acquisition functions (the Motor Pool should be considered a high priority “customer” of these functions).



### FLEET UTILIZATION STUDY QUESTIONNAIRE

1) Is the identification and descriptive information for this vehicle/piece of equipment correct?

Yes

No make corrections below

**Corrections:**

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2) What is the current odometer, hour meter, or both reading(s) for this vehicle/piece of equipment?

Odometer \_\_\_\_\_ Hour Meter \_\_\_\_\_

3) What is the current status of this vehicle/piece of equipment?

In active use

Backup/spare

Don't know/Unable to locate **explain below** (*questionnaire ends here*)

**Explanation:**

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4) Was this vehicle/piece of equipment donated to the County or purchased with donated funds?

Yes explain below

No

**Explanation:**

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**5) Was this vehicle purchased with federal grant funds?**

Yes explain below

No

**Explanation:**

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**6) Does your agency intend to request a replacement for this vehicle/piece of equipment at the end of its useful life?**

Yes, with a similar type of vehicle/piece of equipment

Yes, with a different type vehicle/piece of equipment **explain below**

No **explain below** (*questionnaire ends here*)

**Explanation:**

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**7) Is this vehicle/piece of equipment assigned to:**

A specific individual

A specific work crew or group (*jump to Question 9*)

A pool of shared vehicles and/or pieces of equipment (*jump to Question 9*)

**8) Assigned user information**

What is the individual's name (Last)\_\_\_\_\_

First) \_\_\_\_\_

or name of the group or division? \_\_\_\_\_

What is the individual's email address \_\_\_\_\_

(No email necessary if group/division)? \_\_\_\_\_

**9) Is this vehicle/piece of equipment authorized for take-home use?**

Yes explain below



No (*jump to Question 11*)

10) How many total miles per week are commuting miles from home location to work location?

\_\_\_\_\_

11) Is this vehicle/piece of equipment authorized to be parked at a remote location at the end of the work day?

Yes explain below

No (*jump to Question 13*)

**Explanation:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12) How many total miles per week are commuting miles from remote parking location to work location)?

\_\_\_\_\_

13) What is the *primary* use of this vehicle/piece of equipment? (select one)

Transportation of people

Transportation of equipment, materials, or supplies **explain below**

Transportation of both people and equipment, materials, or supplies **explain below**

Mobile tool or work platform **explain below**

**Explanation:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

14) Is this vehicle/piece of equipment designed specifically for responding to emergencies?

Yes explain below



No

**Explanation:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**15) Does this vehicle have a siren?**

Yes

No

**16) Does this vehicle have red and/or blue emergency lights?**

Yes

No

**17) Are records maintained on the emergencies to which this vehicle responds, including the type of emergency, the date and time of the emergency, and/or the duration of the response?**

Yes

No

**18) How many hours is this vehicle/piece of equipment typically used each day of the week (select from the dropdown list the number of hours of use during the time periods indicated each day of a typical week)**

6 AM to 6 PM	Mon 00	Tue 00	Wed 00	Thu 00	Fri 00	Sat 00	Sun 00
6 PM to 6 AM	Mon 00	Tue 00	Wed 00	Thu 00	Fri 00	Sat 00	Sun 00

**19) Where is this vehicle/piece of equipment usually parked/stored *during* normal work hours when it is not being used? (select one)**

County-owned facility

Non-County facility (parking lot or garage)



A County employee's home

Other **explain below**

**Explanation:**

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**20) What is the address of the vehicle/piece of equipment's primary parking/storage location *during* normal work hours?**

Facility/Yard Name: \_\_\_\_\_  
Address 1: \_\_\_\_\_  
Address 2: \_\_\_\_\_  
City: \_\_\_\_\_  
Zip: \_\_\_\_\_

**21) Where is the vehicle/piece of equipment usually parked/stored *outside of* normal work hours?**

- Same as above (*jump to Question 23*)
- Non-County facility (parking lot or garage)
- On the street
- A County employee's home
- Other **explain below**

**Explanation:**

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**22) What is the address of the vehicle/piece of equipment's primary parking/storage location *outside of* normal work hours?**

Facility/Yard: \_\_\_\_\_  
Address 1: \_\_\_\_\_  
Address 2: \_\_\_\_\_  
City: \_\_\_\_\_  
Zip: \_\_\_\_\_



23) When this vehicle/piece of equipment breaks down, is being maintained or repaired, or is otherwise unavailable for use, does the user: (select one)

- Use another County vehicle/piece of equipment
- Rent a replacement vehicle
- Use a personal vehicle
- Take a taxi, bus, or other form of public transportation
- Get a ride with someone else
- Perform alternate work activities that do not require the use of this type of vehicle/piece of equipment
- Other **explain below**

**Explanation:**

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24) Can this type of vehicle/piece of equipment be rented from a commercial rental company?

- Yes
- No
- Don't know

25) Estimate the number of days in the last year that this vehicle/piece of equipment was out of service for maintenance or repair.

---

26) Rate the condition of this vehicle/piece of equipment using the following scale: 1 = Excellent, 2 = Good; 3 = Fair; 4 = Poor

	1	2	3	4
Mechanical Condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Body Condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**27) If this type of vehicle/piece of equipment were only available from a pool of shared vehicles or pieces of equipment, how many days per week would you typically rent it from such a pool ?**

- This vehicle/piece of equipment already is in a shared-use pool
- 0 days per week
- 1-2 days per week
- 3-5 days per week
- 6-7 days per week

**28) This vehicle/piece of equipment accumulated significantly fewer miles or hours of use in the last year than other assets in the County fleet of the same type. Please explain why you believe this occurred.**

**Explanation:**

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**29) Is this vehicle/piece of equipment available for use by other County personnel when its primary user is on paid leave?**

- There is no single individual who is its primary user
- Yes
- No

**30) At which Fleet Management Department facility is this vehicle/piece of equipment maintained and repaired most of the time? (select one)**

- Fleet Central: 410 South 78th Street, Tampa, FL 33169
- Fleet Unit 2: 9809 Sheldon Road, Tampa FL 33635
- Fleet Unit 3: 8850 Old Big Bend Road, Gibsonton, FL 33534
- Fleet Unit 4: 4710 Sydney Road, Plant City, FL 33567



Fleet Unit 5: 2709 East Hanna Avenue, Tampa, FL 33610

**31) In the past 12 months, did you receive prompt and courteous service from Fleet Management when you brought this vehicle/piece of equipment in for service and repairs?**

- Always
- Most of the time
- Rarely
- Never

**32) In the last 12 months, was the amount of time it took Fleet Management to maintain or repair this vehicle/piece of equipment reasonable?**

- Always
- Most of the time
- Rarely
- Never

**33) In the last 12 months, was the quality of maintenance and repair services performed on this vehicle/piece of equipment by Fleet Management good?**

- Always
- Most of the time
- Rarely
- Never

**34) In the last 12 months, did Fleet Management keep you informed of the status of the vehicle/piece of equipment when it was in the shop for maintenance or repair?**

- Always
- Most of the time



Rarely

Never

**35) If your agency no longer possessed this vehicle/piece of equipment, are you aware of similar or identical assets elsewhere in the County fleet that you could use as a substitute?**

No

Yes **explain below**

**Explanation:**

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**36) Do you feel that the County provides sufficient training to its employees in the operation of this type of vehicle/piece of equipment?**

Always

Most of the time

Rarely

Never

**37) Do you believe that this vehicle/piece of equipment is operated in a proper, safe, and efficient manner?**

Always

Most of the time

Rarely

Never

**38) In the last 12 months, how many times did this vehicle/piece of equipment require *repair* for each of the following reasons:**

Normal wear and tear \_\_\_ times



Operator error \_\_\_\_\_ times

Accident \_\_\_\_\_ times

**39) How far in advance is the use of this vehicle/piece of equipment typically scheduled? (select one)**

Not scheduled in advance

\_\_\_\_\_ weeks in advance

\_\_\_\_\_ days in advance

\_\_\_\_\_ hours in advance

**40) Would you say that this vehicle/piece of equipment is used for the purpose that it was designed?**

Always

Most of the time

Rarely

Never

**41) Name of person completing this questionnaire:**

Last name: \_\_\_\_\_

First name: \_\_\_\_\_

**42) Position of person completing this questionnaire: (select one)**

Operator/Driver

Supervisor/Crew Leader

Section Manager

Other (explain) \_\_\_\_\_

**43) Phone number of person completing this questionnaire**



Phone number: \_\_\_\_\_

**44) Email address of person completing this questionnaire**

Email address: \_\_\_\_\_

*(Questionnaire Complete)*