

HILLSBOROUGH COUNTY

**FLEET MANAGEMENT
BUSINESS PLAN
2008 / 2009**





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INTRODUCTION

The purpose of this business plan is to:

- create a blueprint for Fleet Management to follow for the 18 month period March 2008 through September 2009
- identify and prioritize Fleet goals for the period
- provide an ongoing strategic direction for Fleet
- educate and inform employees, decision makers and customers about Fleet's goals
- include employees, decision makers and customers as partners in the process

HISTORY (looking back) & VISION (looking forward)

History:

The Hillsborough Fleet Management Department has continually evolved over time. Fleet Management is responsible for the acquisition, fueling, maintenance, repair, and disposal of, the 4,200+ vehicles and pieces of equipment in the County Administrators' Fleet. Fleet Management has operated as an internal service fund since FY1996. In FY 1998, the County established a vehicle replacement program administered by the Fleet Management Department. Fleet Management now serves the residents of the County by partnering with our departmental customers who provide direct and indirect citizen services in all areas of County government. Fleet serves all Departments under the County Administrator in addition to other Agencies.

Currently, the Fleet Department has 64 budgeted positions to meet the needs and objectives of our growing and thriving County. 36 are front-line technicians, while the remaining 28 provide value to the growing responsibilities of our operation. These responsibilities include the following:

1. Provide over 2 million gallons of fuel to more than 60 sites throughout the County with fuel available at all sites 100% of the time.
2. Maintain mechanic productivity at 1,600 labor hours per year per mechanic providing for 76.9% of labor hours billed.
3. Perform approximately 3,100 preventive maintenance quick lubes with 75% completed within 40 minutes, at the scheduled appointment time.
4. Maintain an average turn-around time (out of service) of 5 days per repair.
5. Maintain costs per labor hour at less than the local heavy truck/equipment industry average current charge of \$75 for FY 07 per labor hour.
6. Maintain equipment to mechanic ratio of 115:1, including autos/light trucks, ambulances, heavy trucks, and equipment and small engines.
7. Maintain an average of less than 2% for vehicles and equipment returned for repeat work.
8. Maintain 85% or better satisfactory response to customer service as indicated through comment cards and COIN surveys.
9. Attain ASE Blue Seal Certified Shop Accreditation for 4 Fleet Shops by the end of FY09.
10. Provide more than \$2 million in parts achieving an on-demand availability rate of 80% and operating expenses less than 15.0% of total parts costs.
11. Manage 47 fleet related contracts ensuring 99.0% of purchases are covered under contract maintaining an internal processing time of 30 days.
12. Purchase an average of \$15 million in fleet related capital equipment maintaining a reduced ordering timeframe of 6 months.
13. Attain overall customer satisfaction for the motor pool of 4.75 out of 5 as measured by on-line customer surveys and average annual days rented of 215.

PURPOSE, MISSION & VALUES

The Department operates in alignment with its purpose, mission and values as outlined.

Purpose:

To provide customers with the most effective vehicle and/or piece of equipment to meet necessary operational requirements in order to provide direct and indirect citizen services.

Mission:

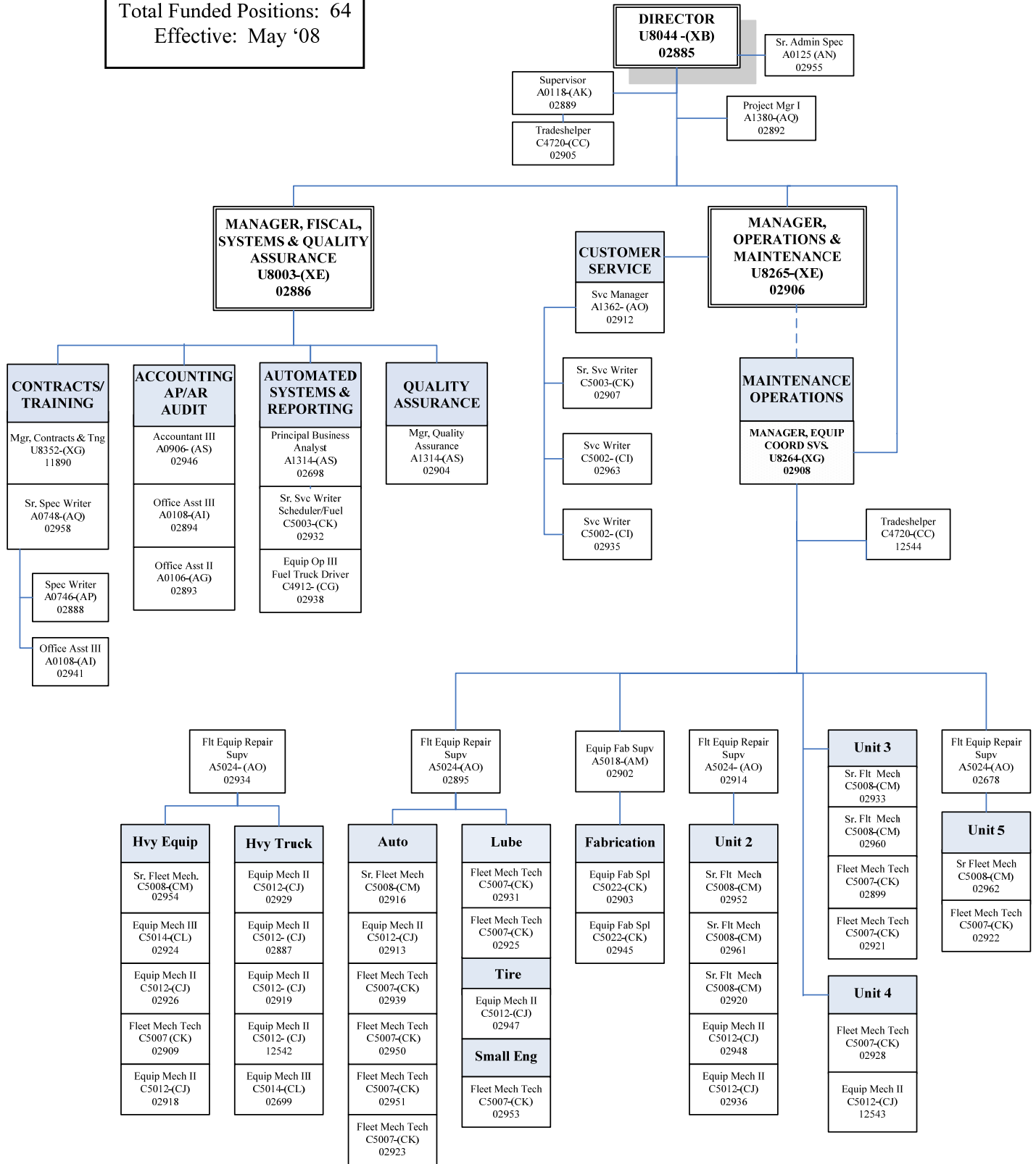
To provide County departments with vehicles and other pieces of fleet equipment that are safe, efficient, reliable and suitable for their mission requirements at the lowest possible cost. The functions involved in providing this service are fleet acquisition and disposal, preventative maintenance, repairs, fuel, service and motor pool rentals.

Values:

- Customer Service – “We sell customer service” - our customers, our coworkers and the citizens of our County
- Professionalism – Accountability, personal integrity and ethics, growth and development
- Quality – “Do it right.....
- Competency -the first time”
- Effectiveness - “Get it in and get it out” - every minute that a vehicle or piece of equipment is not available for our customers impacts their ability to meet their mission
- Responsiveness – “Exhibit a sense of Urgency” - we value time and spend it well
- Respect – “Treat people well” - value the opinions of coworkers and customers
- Integrity – “We will do the right thing”
- Trust – “Do what we say we will do”
- Innovation – Look for and be open to new and more effective ways to do things
- Fun – “No day is complete without laughter”

HILLSBOROUGH COUNTY FLEET MANAGEMENT

Fleet Management
Total Funded Positions: 64
Effective: May '08



SWOT ANALYSIS

Fleet Management Department had a challenging period in 2006/2007 and was particularly affected by significant changes in the management team and reorganization of the department. The continued budget constraints that all County departments have been faced with represent a current and on-going challenge. In spite of these challenges, Fleet is experiencing exceptionally high morale and generally a “can-do” attitude by employees.

An objective look at the Fleet operation includes a review of our strengths, weaknesses, opportunities and threats, as follows:

Strengths:

- Diverse and skilled workforce
- Talented and experienced Senior Management team - good credibility with the County Administration
- An administrative structure that allows Fleet to operate as an internal service fund
- Effective Vehicle and Equipment Replacement Program
- A robust Fleet Management Information system (M5)
- Virtual workflow system (Optix)
- Fully integrated parts warehouse system (NAPA)
- Significant contractual mechanisms (Contracts)

Weaknesses:

- Lack of formal or informal policies and procedures for workflow processes
- Lack of sufficient training for all staff members – particularly technicians
- Skill set at supervisory levels
- Excessive equipment damage due to lack of operator training
- Entitlement attitude among some County employees (particularly the more tenured)
- Being reactionary – “Outing fires!”
- FMIS data integrity
- Facility shortcomings – need for modernization to efficiently meet current needs including environmental compliance issues

Opportunities:

- Serious budget challenges will allow for a reduction in fleet size saving dollars for the County and improved efficiency
- With renewed interest in efficiencies, Fleet can more easily incorporate a “managed competition” mindset within our organization.
- Incorporation of technology solutions for more effective management to include.
 - Fully automated fuel management
 - GPS
 - Oil filtration system
 - Diagnostic capabilities
 - Increased quality of work
- Effective consolidation
- Expansion of customer base

Threats:

- Continued decline in economy
- Lack of skill - untrained technicians
- Privatization
- Ineffective consolidation
- Reduced customer satisfaction
- Failing to meet customer needs
- Failing to reduce turn around times
- Failing to complete work in a timely manner
- Failing to change in response to declining revenues
- Failure of User Departments to change in response to declining revenues

GOALS AND OBJECTIVES

Director, Sharon D. Subadan CAFM, CFPF

Right size fleet – utilization study

<u>TASK</u>	<u>RESOURCE</u>
1. Complete utilization study	Mercury
2. Review utilization study recommendations	Sr. Staff (Sharon)
3. Meet with Executive Team to present findings	Sharon & Mercury
4. Implement findings	Sharon & Executive Team

Establish Fleet Equipment rental pool

<u>TASK</u>	<u>RESOURCE</u>
1. Identify units for pool	Consultant Report
2. Establish Rates	Financial Data – Debbie/M&B
3. Set up procedures & policies	Sr. Staff (Ernie)
4. Identify staffing requirements	Staff (Ernie)
5. Identify monitoring methods	Evelin/Debbie

Improve Physical Infrastructure (Capital improvements)

<u>TASK</u>	<u>RESOURCE</u>
1. Build 1 st floor lunch/training room – Fleet Central	Real Estate, Ernie & Sharon
2. Paint interior & exterior – Fleet Central	Real Estate, Ernie & Suzanne

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| 3. Renovate 2 nd floor offices – Fleet Central | R3M, Sr. Staff
& Contractors |
| 5. Build lunch/room and rest rooms – Fleet Unit 2 | R3M, Ernie &
Suzanne |
| 6. Generator maximization and renovation – Fleet Central | Real Estate & Ernie |

Develop a Countywide fuel emergency plan

<u>TASK</u>	<u>RESOURCE</u>
1. Develop a full understanding of fueling needs	Emergency Mgmt , Sr. Staff & Departments
2. Develop alternative fueling strategies/methods	Sr. Staff
3. Improve existing infrastructure where possible	Sr. Staff
4. Develop a written policy – inform Executive Team & stakeholders	Sr. Staff

Improve standing in “100 Best Fleets”

<u>TASK</u>	<u>RESOURCE</u>
1. Become familiar with program requirements	Sharon
2. Divide plan categories and assign	Sr. Staff
3. Submit Application by deadline	Sharon

Automotive Service Excellent (ASE) Increase Blue Seal

<u>TASK</u>	<u>RESOURCE</u>
1. Advise Units 3; 4 and Heavy of ASE certifications required to obtain Blue Seal	Lila & Sharon

2. Market and promote the program Sharon/Ernie

Incorporate opportunities for efficiencies with Fire Rescue maintenance

<u>TASK</u>	<u>RESOURCE</u>
1. Develop scenarios for maintenance partnerships	Sr. Staff & HCFR Leadership
2. Meet with stakeholders to obtain perspective and buy in	HCFR & Fleet Leadership
3. Conduct fiscal analysis and budget preparation	Debbie & Alice Hernandez
4. Develop a timeline for implementation	Sharon; Ron Rogers & R3M
5. Develop a Service Level Agreement outlining all variables	Sharon & Ron
6. Communicate plan and timeline to all affected employees	Sharon, Ernie & Ron

GOALS AND OBJECTIVES cont'

Fiscal & Quality Assurance Manager, Deborah Benavidez CPA

Improve data integrity (exception reporting) – M5

<u>TASK</u>	<u>RESOURCE</u>
1. Establish policies for entering information in Fleet systems	Sharon, Debbie, Matt & Ernie
2. Train staff on policies	Debbie, Ernie, Matt, Scott, Avery, Evelin
3. Develop reports to monitor data entry	Evelin, Debbie
4. Provide feedback to staff on data integrity	Debbie, Ernie, Evelin

Improve processes; Fuel delivery; PM scheduling

<u>TASK</u>	<u>RESOURCE</u>
1. Pull data on current fuel deliveries	Barbara, Evelin
2. Research scheduling software available	Barbara, Evelin
3. Consolidate information on small tanker delivery locations	Barbara, Evelin
4. Develop usages based on tank sizes & deliveries	Barbara, Evelin, Debbie
5. Research outside vendor fueling for some routine deliveries	Matt, Debbie
6. Obtain additional contract with vendor (routine/emerg)	Matt, Debbie
7. Advise customers of other options (e.g. smaller tanks fueled through mobile 50/100 gallon tanks)	Evelin
8. Develop schedule	Evelin, Debbie
9. Train fuel driver on fuel system	Barbara, Evelin



Effective technology utilization (M5; Optix; Diagnostic tools; Dashboard Reports; Lube system interface; increase bar code technology; Unit Items – meters; better use of data effectively for regular reporting and management)

TASK	RESOURCE
1. Identify unit items necessary (ex. GVWR, Replacement Code, etc)	Sharon, Debbie, Ernie, Evelin
2. Develop coding schemes	Sharon, Debbie, Ernie, Evelin
3. Obtain SQL to load codes	Evelin
4. Add barcodes for new parts to M5	Evelin
5. Meet with Maximus to develop custom dashboard reports for M5 internal and external users	Debbie, Evelin
6. Meet with internal users to establish custom dashboards	Evelin, Debbie
7. Meet with external users to establish custom dashboards	Evelin, Debbie
8. Ensure integrity of lube system interface ETA. July '08.	Evelin, Debbie
9. Prepare cost/benefit analysis for automated fuel inventory system and automated meter readings and fueling.	Evelin, Debbie

Pictures in M5 and/or Optix

TASK	RESOURCE
1. Develop policy for use of pictures	Sharon, Debbie, Ernie
2. Train on policy/loading pictures	Debbie, Ernie, Evelin
3. Start loading pictures	Matt, Scott, Chad, Angel

Establish framework for the

Internal Audit Process

<u>TASK</u>	<u>RESOURCE</u>
1. Define critical processes	Avery, Debbie
2. Review and/or develop procedures for critical processes	Sharon, Debbie, Ernie, Matt, Avery
3. Develop custom reports to ensure compliance with procedures	Avery, Debbie, Evelin
4. Develop quarterly reporting format to include identification and development of KPI's	Sharon, Debbie, Avery

Establish Quality Assurance Program

<u>TASK</u>	<u>RESOURCE</u>
1. Hire Quality Assurance Manager	Sharon, Debbie, Ernie
2. Determine immediate needs	Sharon, Debbie, Ernie & QA Mgr
3. Develop program to meet immediate needs	QA Mgr
4. Perform thorough assessment of current critical processes	QA Mgr, Debbie, Ernie
5. Develop QA reports	QA Mgr, Evelin
6. Make recommendations for improvements	QA Manager

GOALS AND OBJECTIVES cont'

Operations & Maintenance Manager, Ernie Hutman CPF

Improve customer service – treat customers fairly; respectfully and honestly

<u>TASK</u>	<u>RESOURCE</u>
1. Supervisor training	Matt
2. In-house support and reinforcement	Ernie, Sharon

Improve downtime – to include New Vehicle Get Ready

<u>TASK</u>	<u>RESOURCE</u>
1. Improve supervisor understanding of a good PM program	Ernie
2. Provide routine updates and statistical data for benchmarking	Ernie, Debbie, Evelin

Improve processes – PM scheduling/refine and improve PM services and scheduling

<u>TASK</u>	<u>RESOURCE</u>
1. Improve supervisor understanding of a good PM program	Ernie
2. Improve scheduling process	Barbara, Evelin, Debbie, Ernie & Sharon

Improve and/or establish policies and procedures for maintenance repair

<u>TASK</u>	<u>RESOURCE</u>
1. Review all existing procedures for appropriateness and	Ernie

current application

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| 2. Revise existing policies as needed | Sharon, Ernie,
Debbie, Matt |
| 3. Identify areas where no policy exists | Sharon, Debbie,
Ernie |
| 4. Develop policies for areas identified in Task 3 | Sharon, Debbie &
Ernie |

Improve technician training opportunities

<u>TASK</u>	<u>RESOURCE</u>
1. Identify technician strengths and weaknesses	Ernie, Sharon
2. Establish training programs to provide sufficient training in areas identified in task 1.	Sharon, Ernie, Matt

Improve mechanic accountability – establish maintenance time & quality standards

<u>TASK</u>	<u>RESOURCE</u>
1. Identify needed information from M5 tracking	Debbie, Sharon, Ernie
2. Generate reports from data gathered	Sharon, Debbie, Ernie
3. Utilize accountability reports to show supervisors and technicians areas for improvement	Sharon, Debbie, Ernie

Develop technician rotation program

<u>TASK</u>	<u>RESOURCE</u>
1. Identify strengths of each technician	Supervisors, Ernie

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| 2. Identify work types by Unit i.e. Fire Apparatus for Unit #5 | Supervisors, Ernie |
| 3. Develop a technician rotation list to be used for filling in technician absences or high work load at given Unit | Supervisors, |
| 4. Allow for training at each Unit | Supervisors, Ernie |

Develop supervisor training and education program

TASK	RESOURCE
1. Identify areas that need improvement	Supervisors, Ernie Sharon
2. Review available sources to provide training and education	Sharon, Ernie, Matt
3. Provide benchmarks for overall improvement	Sharon, Ernie, Evaluations

GOALS AND OBJECTIVES cont'

Contracts & Training Manager, Matt Shrader

Streamline contract creation/management process

<u>TASK</u>	<u>RESOURCE</u>
1. Establish a standardized contract template to be used with all contract origination	Scott & Matt
2. Establish a Contract Origination Committee to meet twice during a contract's creation to discuss the scope of work and contractor requirements.	Ernie, Scott, Debbie & Matt
3. Establish a "tip sheet" for all new contracts. This "tip sheet" would be emailed to all users as a guide to maximizing the contract's potential.	Matt
4. Establish a Contract Discrepancy Report to document unacceptable contractor performance. This report would allow for the vendor to be immediately notified of unacceptable performance and provide an avenue to explain and take corrective action.	Matt

Create the foundation for a self sustaining training program

<u>TASK</u>	<u>RESOURCE</u>
1. Upon completion of utilization study, establish a comprehensive spreadsheet of equipment and operators.	Evelin, Debbie, Matt Sharon & Ernie
2. Establish a survey to identify the needs and concerns of operators so that training can be tailored to specific needs.	Debbie & Matt

- 3. Establish contracts with equipment manufacturers to provide training for specific items. Matt
- 4. Establish a train-the-trainer program Matt

Improve processes – acquisition/refine replacement evaluation process – in field inspections

<u>TASK</u>	<u>RESOURCE</u>
1. Establish a formal standardized review process for evaluating items scheduled for replacement.	Debbie, Scott, Ernie Sharon & Matt

THE FINANCIAL PLAN

The Hillsborough County Fleet Management Department operates as an Internal Service Fund, providing services to a variety of County Departments under the Board of County Commissioners as well as other Constitutional Offices including the Clerk of the Circuit Court, Property Appraiser, Tax Collector and Department of Public Health. As an Internal Service Fund, Fleet is responsible for fully recovering the cost for providing services, including the cost of capital. There is a separate sub-fund that accounts for a comprehensive vehicle and fleet equipment replacement program. This program contains approximately 2,200 pieces of equipment ranging from small engine equipment valued from \$2,000 each to large fire apparatus valued at up to \$1 million each.

The FY08 budget is \$26,399,753 which includes \$4,359,493 for salaries; \$6,008,333 for fuel, \$900,748 for County assessed indirect charges and \$9,465,880 for the replacement of fleet vehicles and pieces of equipment. During the budget process an analysis of charges including the cost of providing fuel, maintenance & repair labor hour rates, commercial mark-up and acquisition fees is conducted and benchmarked against commercial providers and other governmental fleet agencies in order to ensure that Fleet rates are competitive and cost-effective in the provision of services.

Current replacement value for all vehicles and equipment in the Fleet Replacement Program is in excess of \$132 million. This program enables Fleet Management to collect monthly payments from customers over the life-cycle of units enabling the systematic replacement of units at the end of the useful life or when it becomes a cost-effective decision to do so.

Fleet's plan is to continue to provide cost-effective services that meet or exceed our customers' needs and expectations. Fleet will evaluate additional services and new technologies to increase efficiencies and to continue replacing vehicles and fleet equipment at the time when it is most cost-effective to do so.

ANTICIPATED CHANGES & RESULTS

In the last 12 months, Fleet Management has started on a course of improvement; the period outlined in this business plan will be pivotal in assuring future success. The goals and objectives presented will result in measurable improvement in the management of the Hillsborough County fleet. Results will show improved customer service and satisfaction; accurate reporting of key performance indicators; improved skill level of technicians and greater overall accountability as a Department.

