

FLEET AND RADIO COMMUNICATION SERVICES

Service Description

City of Eugene staff use over 580 Vehicles, 350 pieces of construction equipment, and 1,100 pieces of communication equipment to deliver a wide array of services to the residents of Eugene. This equipment—referred to as the City's fleet—includes the full range of municipal equipment including police cars, emergency medical vehicles, fire engines, construction and maintenance equipment, and communications equipment.

A centralized Fleet and Radio Communication Services staff keeps the City's fleet operating to ensure City staff have safe, cost-effective, environmentally responsible and reliable equipment to carry out their responsibilities. Fleet's staff implements a year-round preventive maintenance schedule for all equipment. Fleet staff performs equipment repairs on a multi-shift basis and are available to respond to emergency requests on a 24/7 basis. Fleet Services staff also assist City personnel with equipment purchases by providing technical advice, managing equipment purchases, and inspecting and modifying equipment prior to delivery.

While equipment acquisition and maintenance is centralized at the City, equipment management and ownership resides with individual City departments. Departments pay Fleet Services for the services they provide using a rate schedule published at the start of each budget year. Rates are established for each class of vehicle and equipment based on the actual costs of maintenance and repair services, as well as annual insurance and overhead. Funds to replace General Fund equipment are allocated annually through the City's budget process. Funds to replace non-General Fund vehicles and equipment are set aside in equipment replacement accounts managed by Fleet Services. Equipment is replaced based upon projected life-cycle and actual operating costs. A Fleet Advisory Board, consisting of representatives of each City department and staffed by the manager of Fleet Services, sets City-wide fleet policy.

The City's fleet is currently valued at \$38,000,000. The service has a staff of 30.0 FTE and its FY09 operating budget is \$10,482,000. Of this, \$4,955,000 is designated for equipment acquisition. The remainder funds fleet and radio maintenance and repair services.

Historic Perspective

1977 The City of Eugene purchased 12.5 acres on Roosevelt Boulevard to serve as the central site for all City Public Works maintenance activities.

- 1978 Centralized Fleet Services operation established at Public Works maintenance site. Prior to this time individual City departments employed separate staff units to maintain their department's vehicles and equipment.
- 1988 Five year Equipment Replacement Fund initiated.
- 1991 A 3,800 square-foot service station, maintenance bays, new underground fuel storage tanks, and an automated fuel system were constructed at the Roosevelt maintenance yard.
- 1995 New Fleet Information Management System implemented.
- 1999 Fleet facility improvements completed; including 1250 sq ft of service bays and 600 sq. ft. of office space.
- 2001 First Hybrid-electric sedan is purchased for City staff use.
- 2004 Use of biofuels begins for all City vehicles and gas/diesel powered equipment.
- 2008 61% of all City sedans and 54% of SUV fleet use hybrid-electric technology.

Customer Input

Fleet Services has two primary direct customers:

- City staff who directly use equipment maintained and repaired by Fleet Services
- City supervisory staff who obtain Fleet Services' advice and assistance regarding vehicle/equipment management and purchase.

Fleet Services conducts customer surveys every two years with the last being in 2006. The survey asks City supervisory staff their opinion of Fleet Services' maintenance, repair, acquisition services and their opinion of Fleet's customer service.

The Fleet Manager also meets monthly with the Fleet Advisory board to obtain input regarding Fleet operations and to share Fleet and Radio related issues which affect customer costs and service delivery. The Fleet and Radio Communications Services Policy and Procedures Manual was revised, updated and processed through the Fleet Board and Executive Managers in FY09. This manual will help to increase communication and understanding of the services provided to all City Departments by Fleet Services. In addition, it provides a template of operating principles to assist customer departments in understanding the importance of efficiently managing their operational fleets.

Mission

Through teamwork, our mission is to provide customers safe, reliable,

environmentally responsible fleet maintenance and communication equipment repair and installation in an efficient and cost effective manner.

Outcomes

- Safe and reliable vehicles, radios, and other equipment.
- Effective management of the City's fleet assets.
- Operating savings to the City through effective and efficient operation of Fleet Services.
- Effective and efficient delivery of City services.

Operating Principles

- We strive to make our customers' equipment safe and reliable.
- We are responsive to customer needs and accountable for the services we provide.
- We deliver quality services in a cost-effective, equitable, environmentally responsible and professional manner in a way that minimizes equipment downtime.
- We believe in open and direct communication between co-workers and fleet customers to ensure we acquire and properly maintain equipment in a way that best meets their needs.

Current Operating Environment

External Trends

Customer Expectations

In past customer surveys, City staff told Fleet Services they would like field vehicle repair, increased communication between fleet and their departments, more transparency of what Fleet and Radio rates provide, how they are developed, and most of all to be treated like customers. Accordingly, Fleet and Radio services has made this feedback an integral part of their core operating values.

To address this feedback, Fleet Services has:

- Implemented a trial program to assign a technician to be responsible for field repairs at the Airport and Wastewater Divisions to minimize equipment down times.
- Focused on ensuring communication between Fleet and Departments is handled by direct contact instead of relying solely on electronic email information exchange.
- Began a program of meeting with primary customers to explain the rate development process and to outline what services are included in the rates paid.
- Continued building positive customer working relationships through the development of a mission, vision, and value operating principles

where ongoing partnership development is recognized as a top priority for Fleet and Radio Services.

Managed Competition

To remain competitive, Fleet and Radio Services must provide cost-effective, customer-responsive services and in addition, recognize the technological and industrial changes affecting the Fleet and Radio service delivery model. Currently, Fleet and Radio Services contracts with vendors where efficiency and costs savings can occur. For example, vehicle body work and front-end alignments are currently contracted out to local private vendors.

Intergovernmental Cooperation

As resources become more constrained, other governmental jurisdictions may request cooperative agreements with the City of Eugene. Currently, multi-jurisdictional agreements are being developed to establish protocols for the City of Eugene Radio Shop to serve as the primary maintenance entity for the new interoperable trunked public safety radio system purchased through grant funding. Partners in this project include: City of Eugene Police, Lane County Sheriff, City of Springfield Police and EWEB.

Increased Regulatory Requirements

Increasing or changing regulations are expected to continue in several areas including ongoing requirements for staff certification and licensing, product disposal, fuel types, alternative energy equipment, and radio communication innovation and FCC system requirements. Ongoing regulatory requirement changes can bring the potential to increase costs.

Desire for Energy Efficient Vehicles and Fuels

A continued emphasis to maximize fuel efficiency will lead to the use of more energy efficient equipment and alternative energy vehicles. Finding ways to improve vehicle utilization through analysis and the establishment of an idling reduction policy will become an important tool to help address the volatility of costs related to the use of fossil fuels.

Internal Conditions

An Increasingly Technical Environment

Vehicle systems, radios, repair equipment, and Fleet database tracking systems continue to become increasingly complicated and technical. Ongoing technical training to respond to these changes will be crucial for Fleet and Radio staff. Currently Fleet is recognized as a Blue Seal Shop under the nationally recognized ASE (Automotive Service Excellence) program. Continued requirements for professional certifications of Fleet technicians are essential for maintaining competence in maintenance of the diverse types of vehicles/equipment in the City fleet. Advances such as alternative fuels and

electric drive systems in the vehicle markets will also require Fleet and Radio Communications Services to provide customer departments ongoing advice and information on choices available in the vehicle and equipment markets.

Inefficient and Unsafe Fleet Facility

The facility that Fleet Services currently occupies is an old and cramped structure that does not meet seismic standards, is inefficient for the variety of large equipment Fleet staff maintains, and is costly to repair and maintain. A feasibility study was conducted in FY09 to determine the costs and operational issues in replacing the current facility. The feasibility study was reviewed by Fleet Board and a project is being developed to address the needs of a safer and more efficient Fleet Facility.

Performance Measures

Core Processes

Preventive and Corrective Maintenance Process

- Preventive maintenance versus corrective maintenance ratio.

Inventory Management Process

- Inventory accuracy rate.

Acquisition, Customization and Disposal Process

- Turnaround time on customization projects.

Total System

Effectiveness

- Percentage of time vehicles and equipment are available for customers' use.
- Number of vehicle and equipment comebacks.

Efficiency

- Fleet average fuel efficiency law enforcement vehicles, light vehicles, on-road heavy vehicles, and other rolling stock heavy equipment.

Financial

- Operating cost per mile.

Customer Satisfaction

- Percentage of customers reporting they are satisfied or very satisfied with Fleet Services.

Strategy 1: Continue to improve how customers are informed about the status of their equipment and work performed.

Objective: Increase overall customer satisfaction above 83%.

Work Activities:

- Distribute information regarding Fleet Services, policies and procedures, and Fleet Board.
- Review preventive maintenance notification process.
- Provide documentation of work performed.
- Make phone or e-mail contact with customer on equipment status, and upon work order completion.
- Update equipment status in ELOG, F&EMS' database.
- Implement customer response cards for equipment operator feedback.
- Enter into customized Service Level Agreements with customers.

Strategy 2: Continually strive to improve the safety, effectiveness, and environmental efficiency of all equipment.

Objective: Increase the percentage of hybrid sedans and SUV's in the fleet (from FY09 levels of 61% and 54% respectively), to 90% for each class by FY14.

Work Activities:

- Pursue inclusion of other vehicle technologies, such as plug-in hybrid and fully electric vehicle systems, as they become financially and operationally viable.
- Educate users about effective radio use.
- Ensure radio coverage is optimal in our service area.
- Meet to resolve customer concerns about safety and effectiveness.
- Implement emissions testing for gas and diesel vehicles.

Strategy 3: Provide cost competitive fleet and radio communication services.

Objective: Maintain comebacks on equipment repairs at 3% or less.

Work Activities:

- Sustain percentage of fleet and radio availability.
- Educate customers on how they can impact rates.
- Achieve high technician utilization rates.
- Effectively manage Fleet overhead expenses.
- Decrease repair timeframes by improving crew and parts coordination.
- Increase number of certified staff in fleet and radio.

System Map

- Key Supporting Processes**
- Management processes (e.g., Finance, Budget, Rates, HR)
 - Fleet Management System
 - Training and certification
 - Program development
 - Policy development

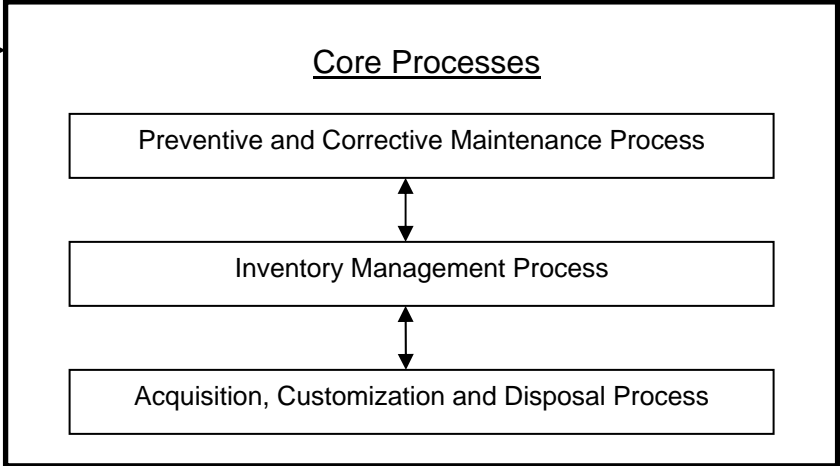
- Stakeholders**
- Citizens
 - Policy groups
 - Other public agencies

- Improvement Information**
- Program evaluation
 - Inventory management
 - Performance measures
 - Customer complaints and comments

Input

- Suppliers**
- Rate payers
 - Vendors
 - Other departments
 - Labor pool
 - Operators
 - City Council
 - Other agencies

- Vehicles and equipment
- Labor hours
- Information
- Regulations
- Policy direction



Output

- Maintained and repaired vehicles and equipment
- Information
- New Vehicles and equipment
- Altered or modified vehicles and equipment

- Direct Customers**
- City departments
 - Vehicle and equipment operators