



HILLSBOROUGH COUNTY FLEET MANAGEMENT

EVERYDAY
EFFICIENCIES

e²



Goal of Presentation

- Keep you awake 😊
- Share experiences— good, bad & yes ugly!
- Give you some creative ideas that can be implemented
- Inspire you to implement at least 1 idea
- Answer questions





HTV Fleet Management

100 BEST FLEETS

Hillsborough County News Break

See the video at: www.hillsboroughcounty.org/fleet



RE-STRUCTURE TO WORK OUT OF THE BOX

- Combine functions that make sense
- Use reclassifications & streamlining of classifications
 - Not for artificial promotions but to do more with less
 - I.E., contracts & training; fiscal & QA
 - Technician career ladder
 - » 14 promotions
 - » 30 employees with a total 239 ASE Certifications
 - » 13 employees with a total of 24 EVT Certifications
 - Use ASE's; EVT's; Fleet Manager Certification as a basis for promotion or preferred criteria for promotion
 - 4 ASE Blue Seal Certified Facilities and 1 Eligible



ENCOURAGE EDUCATION & TRAINING

- Prioritize training at all levels of the organization
- Where possible, include training in your budget
- Set training goals and hours per person per year
- Take advantage of as much free training as possible – **leverage vendors**
- Include training in vehicle procurement bids where applicable and reasonable
- Encourage employees to self improve, i.e., ASE certifications



BUSINESS PLANNING

- What gets done is what gets watched OR...
- What gets done is what gets written!!
- Take the time to develop a working business plan
 - As a group, we went off site to brainstorm and take notes
 - A facilitator helped – someone who understands Fleet and someone you respect
 - » i.e., a peer Fleet manager (Keith Grant helped us)
 - We used a template – available from Pam Nelson



BUSINESS PLANNING

- The best part was outlining what our values are:
 - **Customer Service:** “We sell customer service” to 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”



BUSINESS PLANNING

- Ours can be seen at www.hillsboroughcounty.org/fleet



- Progress:
 - Sections have been divided and several staff members are working on it
 - Part of all manager's performance evaluation – including mine



USE DATA WISELY AND WELL

How do you know when it is a good day in Fleet?

Use data effectively to manage daily operations and decision support
(don't shoot from the hip!)

- Establish performance measures that really tell your story (same as OMB or additional ones)
- Use metrics to help you determine if it's a good day
- Getting good data in the system is the first hurdle – **GIGO is a real factor**
 - Establish mechanisms to ensure data is accurate
 - » We use dashboards to look at data real time
 - » We use exception reports to look at data after the fact
- These and all other ways work
 - » Be prepared to tackle one at a time



Dashboard Data

HILLSBOROUGH COUNTY					
FLEET MANAGEMENT DEPARTMENT					
FY09 YTD STATISTICS					
FOR THE PERIOD: 10/1/08 - 12/31/08					
Performance Measures Key Objectives: 1, 2 & 6					
1: Provide 2M gallons of fuel to >100 County sites 100% availability					
2: Maintain echanic productivity at 1,560 labor hours per year - 75% of labor hours billed					
6: Maintain and equipment to mechanic ratio of 100:1					
Description	Budget	Metric	Pro-rated Budget Thru Dec	Actual	Variance
Labor	58,000	Hours	14,500	12,278	(2,222)
Fuel (Commercial)	2,000,000	Gallons	500,000	411,951	(88,049)
Fuel (Fleet Delivery)	500,000	Gallons	125,000	98,484	(26,516)
Technician Positions					
Open	4				
Under Recruitment	1				
Filled	35				
Total:	40				
Total Equipment Count	3836				
Total Filled Technician Posiitons	35				
Equipment to Technician Ratio	110				
Goal:	100				



DASHBOARD DATA

Performance Measure Key Objective: 8

Maintain 85% or better satisfactory response to customer service surveys

Responses Received: 307 (164 survey cards; 143 Web Surveyor generated)

CATEGORIES	RATINGS 4/5
Prompt / Responsive	97.70%
Courteous	98.40%
Reliable	99.10%
Willing to Help	98.10%
Trustworthy	98.00%
Overall Satisfaction with Service	98.40%



Dashboard Data

INVENTORY AVAILABILITY REPORT			
10/1/08 - 12/31/08 YTD TOTALS			
PERFORMANCE MEASURE KEY OBJECTIVE #10:			
Provide parts achieving on demand availability rate of 80%.			
LOCATION	TOTAL # OF JOBS	TOTAL JOBS WFP STATUS	% TIME AVAILABLE
Fleet Central	1953	244	87.50%
Fleet Unit 2	392	70	82.10%
Fleet Unit 3	271	81	70.10%
Fleet Unit 4	113	76	32.70%
Fleet Unit 5	97	4	95.90%
TOTALS:	2826	475	83.20%

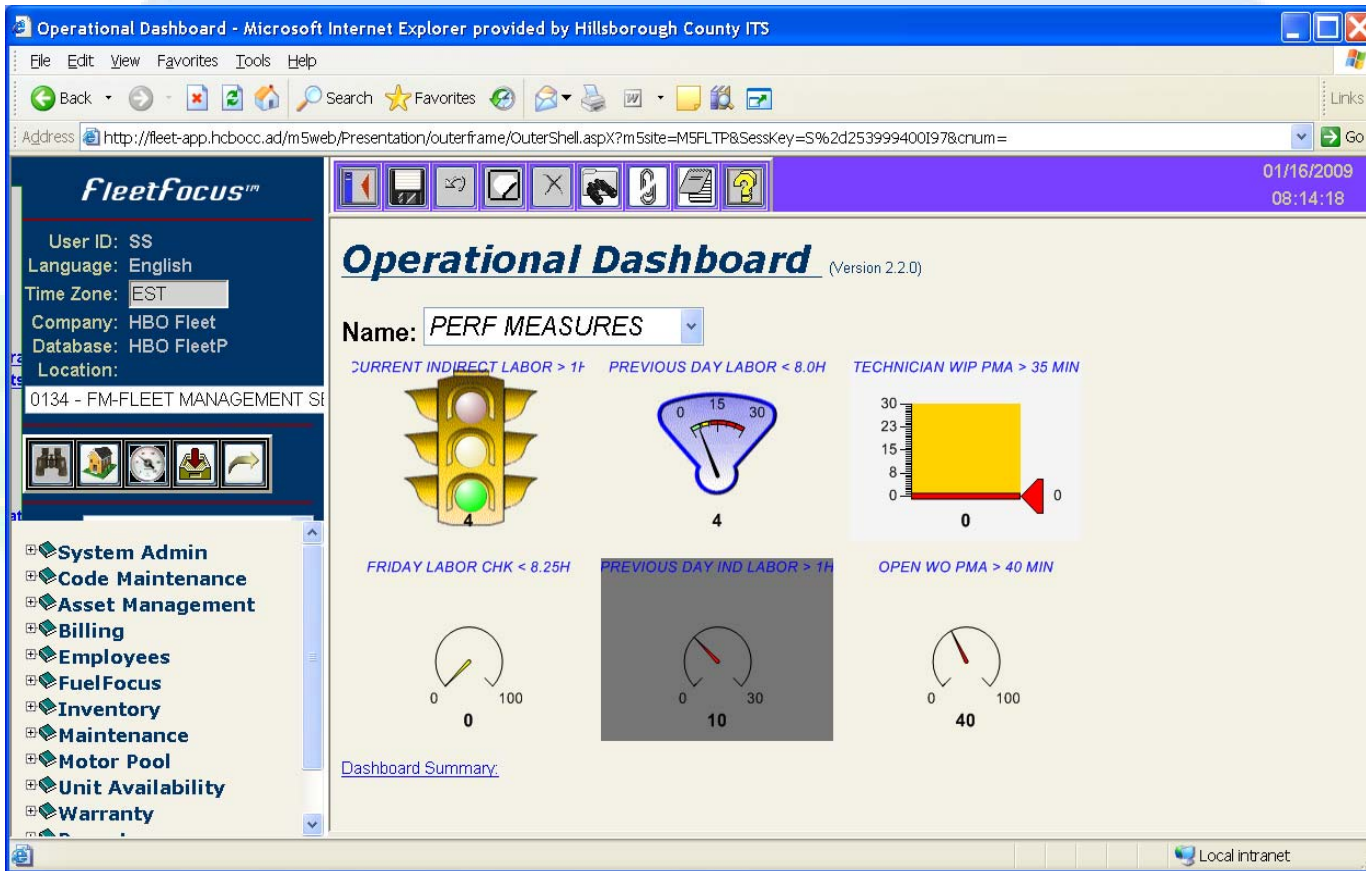


Dashboard Data

PERCENTAGE OF OPERATING EXPENSES ON CONTRACT	
Performance Measure Key Objective #11: Manage 55 Fleet related contracts ensuring 95% of purchases are under contract.	
OPTIX INVOICES PROCESSED 10/1/08 - 12/31/08	
CONTRACT PURCHASES:	\$4,941,736
OTHER:	
CREDIT CARDS, PETTY CASH	\$128,365
TOTAL PURCHASES	\$5,070,101
EFFECTIVENESS %	
OF OPERATING EXPENSES	97.50%
Goal:	95%



Dashboard Data



USE DATA WISELY AND WELL

How do you know when it's a good day in Fleet?

“A good day in Fleet is one where staff is productive, data errors are minimal and caught within the time frame available to make corrections, reports are meaningful and accurate, informed decisions are made, customers are satisfied and Fleet makes a difference.”





HILLSBOROUGH COUNTY

FLEET HIGHLIGHTS

puraDYN® Filter Technologies,
Inc.



puraDYN® Filter Technologies, Inc.



Setting the Standard in Oil Filtration
Keep it Clean!®



puraDYN® Filter Technologies, Inc.

Oil Loses its Properties to do its Job

- It oxidizes during the combustion process
- It becomes contaminated due to high temperatures, soot, silica, acid, sulfur, metal particles, water, fuel and glycol
- Additives are depleted

The puraDYN® System Protects the Oil's Properties

- Removing **Solid** Contaminants to Below 1 Micron
- Remove **Harmful Liquid and Gaseous** Contaminants
- Replenishes the Base Additives



puraDYN[®] Filter Technologies, Inc.

The puraDYN[®] Bypass Oil Filtration System

- Is a multi-stage highly efficient bypass oil filtration system
- Works with the oil in an engine or hydraulic system
- Cleans oil by removing solids & liquid contaminants
- Maintains proper lubricant viscosity
- Works in conjunction with the OEM filter
- Time releases additives to maintain proper TBN levels
- Process for chemical grafting, CGP[®], maximizes filtration capabilities
- Safely extends drain intervals



puraDYN[®] Filter Technologies, Inc.

The puraDYN[®] Oil Refinement Process

- Engine oil enters puraDYN[®] System @ 6 gal/hr.
- Oil enters a disposable filter element with tightly compacted long-strand cotton fiber, and a patented time released additive package
 - Filters **solid** contaminants to less than 1 micron
 - Patented process for chemical grafting, CGP[®], increases solid particulate filtration efficiency and capacity
 - Time released additives replenishes depleted base additives in the oil
- Filtered oil enters a heated evaporation chamber
- **Water & fuel vapors** are evaporated and vented
- Clean oil is gravity-fed back to the engine



puraDYN® Filter Technologies, Inc.

puraDYN® Benefits

- Reduces waste oil generation and disposal costs - Up to 90% decrease in waste oil and disposal
- Less handling of oil and improves EPA compliance
- Up to 90% reduction of new oil purchases
- Significantly extended engine life & efficiency
- Less down time / increased productivity
- Rapid payback - usually 6 to 10 oil changes
- Equipment constantly runs on clean oil
- Replenishes additives to the oil while in operation
- The only bypass oil filtration system certified by the California EPA as a 'Pollution Prevention Technology'
- Requires little maintenance, uses no special tools.
- Reduces engine wear improving efficiency
- Only bypass system which addresses:
 - Removal of solid contaminants to below 1 micron
 - Removal of liquid and harmful gaseous contaminants
 - Maintains the oil's TBN





HILLSBOROUGH COUNTY

FLEET HIGHLIGHTS

Fleet Right-Sizing



HILLSBOROUGH COUNTY FLEET HIGHLIGHTS

Fleet Right-Sizing

The Status....

- Hillsborough County has an effective and well managed Fleet Replacement Program with funds in place to replace vehicles and equipment on a pre-determined schedule
- An effective replacement program alleviates annual pressures on the general fund and ensures that vehicles are safe, reliable and cost effective to operate
- The replacement program enables Fleet to keep technician staffing at low levels, maintenance costs controlled and high levels of equipment availability
- FY08 & FY09 combined budgeted Fleet Replacement is **\$19,024,079**
- Departments and Agencies will contribute **\$28,774,247** in replacement charges during FY08 & FY09
- Last FY, Fleet Management embarked on a quest to physically inspect all heavy equipment and many vehicles due for replacement
- The results were interesting.....



Fleet Right-Sizing

The Strategy.....

- Convey a sense of urgency to Departmental leadership
- Allow for an “equipment amnesty” – turn it in, no questions asked
- Immediately reduce the fleet by identified units – reinforces the message of urgency
- Hire a consultant to formulate a definitive and comprehensive right-sizing plan (short and long term)
- Re-engineer heavy equipment management (rent and pool vs. purchase)
- Develop procedural guidelines for future best practices
- Realize definitive savings 😊
- Be recognized as Best in the Nation 😊



Fleet Right-Sizing

The Results.....

- A TOTAL OF 551 Units (13%) FLEET REDUCTION IN THE LAST 12 MONTHS
- CONSULTANT RECOMMENDED FURTHER FLEET REDUCTIONS AND POOLING OF ADDITIONAL UNITS – IMPLEMENTATION IS IN PROCESS

•Cost Reductions Outlined below:

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
Total Capital Cost Savings	\$ 1,347,758	\$ 518,849	\$ 512,027	\$ 428,478	\$ 441,333	\$ 3,248,445
NPV of Total Capital Cost Savings						\$3,118,366



HILLSBOROUGH COUNTY

FLEET HIGHLIGHTS

Fire Rescue Maintenance



HILLSBOROUGH COUNTY FLEET HIGHLIGHTS

Fire Rescue Maintenance Venture

- **Why should a Professional Fleet organization be responsible for Fire Rescue maintenance?**

In 2007, nine fire fighters were killed in the line of duty battling a Sofa Super Store blaze in South Carolina. Fire experts' analysis was released in May 2008. The reports indicated that firefighters did not follow standard safety practices and their equipment was **old, obsolete and poorly maintained**. A similar analysis was released by the National Institute for Occupational Safety and Health. The city is **now addressing** the department's shortcomings, implementing most of the 200 suggestions made by the panel.

On January 9, 2009, Boston Ladder 26 crashed into an apartment building and killed Lt. Kevin Kelly in the line of duty. A mechanical specialist confirmed the brakes failed as the truck flew down a street in Mission Hills. Ladder 26 last had a brake inspection **10 months** before the accident. The manufacturer recommends a brake inspection every three months. **A professional Fleet Manager and 4 licensed mechanics have been hired since the tragedy.**



Activities of June 2008 through January 2009

(what we've done and where we are now)

- Responded to identified maintenance/repair deficiencies
- Re-organized to include the new function
- Physical modification of existing Fleet facilities – bays; fluid dispensing; office space; added 100k ton lift
- Staffing Plan
 - 5 Techs; Supervisor & Service Writer
 - EVT Certifications 13 Employees (primary and back up) with 24 EVT Certifications
 - Supervisor to start 2/2
- Work process development
- Added Diagnostic capabilities
- NFPA Compliance – Pump Testing (in process)
- Refurbs: 5 complete; 2 in process; 16 remain to be done
- Opticom installation – all new & refurbished vehicles
- Accident Repair – Increased Accountability
- Inventory – NAPA: \$150k on hand
- **puraDYN®** 100% complete on Rescues – reduces wait time for services



CHALLENGE:

When you implement something that you learned, please email me directly at subadans@hillsboroughcounty.org



In closing: Everything I need to know about life, I learned from Noah's Ark

- **One** : Don't miss the boat.
 - **Two** : Remember that we are all in the same boat.
 - **Three** : Plan ahead. It wasn't raining when Noah built the Ark.
 - **Four** : Stay fit. When you're 600 years old, someone may ask you to do something really big.
 - **Five** : Don't listen to critics; just get on with the job that needs to be done.
 - **Six** : Build your future on high ground.
 - **Seven** : For safety's sake, travel in pairs.
 - **Eight** : Speed isn't always an advantage. The snails were on board with the cheetahs.
 - **Nine** : When you're stressed, float a while.
 - **Ten** : Remember, the Ark was built by amateurs; the Titanic by professionals
 - **Eleven** : No matter the storm, when you are with God, there's always a rainbow waiting
- ...Pass this along and make someone else smile, too.

