



Executive Briefing Memo

Date: October 4, 2007

Department/Division/Project: Department of Public Works – Fleet Management

Division Overview:

From fire trucks and police cars to refuse collection trucks and street sweepers, Public Works' Fleet Management Division maintains the City's fleet of vehicles, now totaling more than 2,700 vehicles.

Current Operations:

- 1 Operations Manager
- 1 Training Operations Manager
- 1 Customer Service Representative
- 1 Account Specialist
- 2 Parking & Fleet Mgmt Officer
- 1 Supt. of Auto Maintenance
- 3 Project Analysts
- 1 Service Technician
- 2 Body & Fender Specialists
- 1 Welder
- 6 Auto Mechanic Supervisors
- 34 Mechanics
- 1 Auto Attendant

Managers Responsible for Data Reported:

Cynthia Simpson – Fleet Information Systems/Inventory/Accounts Receivable
David Wall – Training Operations Manager

Overview of Fleet Management (Presentation by Fleet Management)

Questions and discussion as needed.

Issues for Discussion:

Data Quality

Fleet Management data collected prior to July 2007 is suspect because data is accurate enough for billing but not accurate and consistent enough for tracking, managing and reporting performance. No suspect data will be used in the development of performance metrics.

Fleet Action Plan

The plan includes actions such conducting an audit, establishing standard completion times for routine tasks, implementing changes in data collection to support performance management, reconciliation of data on a monthly basis and conducting an inventory of Fleet's physical assets. Funding is in place for a consultant to assist with these actions.

- What is the anticipated timeline for actions taken as part of Fleet Management's action plan?
- How will the actions intended generate more accurate and reliable data be implemented and enforced?

Fleet Operational Standards and Measures

Although standard completion times for routine maintenance procedures exist, completion times for other types of work may vary on a case by case basis. Standards for specialized tasks will be developed for different classes of vehicles. Tasks such as body work and collision repair will be evaluated on a case-by-case basis.

The development of operational standards must recognize distinctions between public and private fleet management and repair. Public fleet management includes a broad spectrum of vehicles while private sector counterparts can specialize in a specific class or type of vehicle. This also leads to challenges in training and vehicle maintenance.

Fleet Services proposes to deploy the following measures (and targets):

1. Planned vs. Actual Work Performed by Task (10% or less unplanned activities due to accidents, vandalism, etc.)
2. Estimated Repair Time vs. Actual Repair Time (Actual time not to exceed 10% over standard time per task.)
3. Planned Preventive Maintenance vs. Actual Preventive Maintenance Completed (95-100% of PM's completed each month)
4. Productivity Rates of Mobile Mechanics (Mobile mechanics complete 95-100% of PM's on special equipment.)
5. Technician to Vehicle/equipment Ratio (Maintain technician vacancy rate of 10% or less.)
6. Total Number of Vehicles to Shop vs. Total Vehicles (No more than 2.5% of vehicles out of service.)

On the whole, the measures proposed by Fleet are sound. RichmondWorks staff will collaborate with Fleet to refine measures and targets as needed. Comments and suggestions from RichmondWorks staff include:

- Regarding Measure 3 above, how does Fleet intend to ensure compliance with scheduled PM's? What are the consequences for departments that do not comply?
- Consider an additional measure of productivity which is part of the International City/County Manager Association (ICMA) performance measurement template for fleet services: Hours billed as a percentage of hours available.

Questions/Follow-up Issues