

CITY OF SAN ANTONIO
FLEET MAINTENANCE & OPERATIONS DEPARTMENT
2008-2013 STRATEGIC PLAN



“Providing Quality Fleet Solutions”

This *'living'* Strategic Plan is today's Mission, Visions, Values, S.W.O.T. Analysis, Goals and Objectives, and specific plan of actions needed for this department to become the best fleet operation in the country.

Strategic Planning Committee Members
December 5, 2008
December 18, 2008

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1. Department Summary: Fleet Maintenance & Operations Department

<p><u>Mission Statement</u></p> <p>What is the overall vision for the department?</p>	<p>Provide quality fleet services and solutions, while utilizing environmentally friendly practices.</p>	
<p><u>Five Year Vision</u></p> <p>What will the department look like in the future?</p>	<ul style="list-style-type: none"> ➤ Obtain Blue Seal of Excellence designation ➤ Explore and increase green initiatives ➤ Communication at all levels. ➤ Achieve maximum return of remarketing COSA fleet assets ➤ Promote and offer fleet management services throughout the region ➤ Utilize the latest technology and best management practices in all facets of fleet services 	
<p><u>Values</u></p> <p>What are the department's accepted principals and standards?</p>	<p>Teamwork</p>	<p>Work cooperatively and effectively with others to achieve common goals</p>
	<p>Integrity</p>	<p>Adhere to the highest standards of conduct and moral behavior.</p>
	<p>Loyalty</p>	<p>Be committed and supportive of COSA's mission</p>
	<p>Safety</p>	<p>Provide and promote a safe work environment</p>
	<p>Excellence</p>	<p>Perform at the highest level</p>
	<p>Efficiency</p>	<p>Ensure optimum use of resources</p>
	<p>Respect</p>	<p>Value our staff and customers.</p>
<p>Description of Department</p>	<p>Fleet Maintenance & Operations Department is comprised of four divisions: <u>Management</u> – primary goal is to provide leadership and direction to the department, technological support, and perform required administrative duties. The entire Fleet department consists of 185 employees, \$30M annual operating budget, \$25M fleet purchases per year and 4,877 vehicles and equipment; <u>Acquisitions</u> – primary goal is to efficiently acquire and remarket vehicles and equipment in a timely and cost effective manner. Nine employees manage \$175M fleet inventory, purchase 650 fleet vehicles and equipment per year and remarket approximately 700 fleet vehicles and equipment annually; <u>Operations</u> – primary goal is to maintain and repair the City's fleet of vehicles and equipment in a manner that extends each vehicles useful life. There are 136 employees with 26 ASE certified technicians. Operating staff oversee parts inventory,</p>	

fuel operations, and motor pool; **Fiscal** – primary goal is to oversee Fleet's financial assets and resources in accordance with the goals of the City of San Antonio and in compliance with generally accepted financial accounting principals and practices. There are five employees responsible for preparing the annual operating budget, Equipment Renewal & Replacement Budget, and for processing billing and invoicing totaling nearly \$60M per year.

2. S.W.O.T. Analysis

<p><u>S</u>trengths</p> <ul style="list-style-type: none"> ➤ What are our advantages? ➤ What do we do well? 	<ol style="list-style-type: none"> 1. Experienced staff 2. Good customer relationships 3. Environmentally conscious 4. High value on training and certification 5. Structured technological foundation 6. High commitment to quality and positive results 7. Institutional knowledge 8. Vehicle replacement program 9. Stand alone Fleet Department
<p><u>W</u>eaknesses</p> <ul style="list-style-type: none"> ➤ What can be improved? ➤ What is being done badly? ➤ What should we avoid? 	<ol style="list-style-type: none"> 1. Aging physical infrastructure and lack of long term facilities plan 2. Cross training 3. Incomplete written policies and procedures 4. Website 5. Data integrity
<p><u>O</u>pportunities</p> <ul style="list-style-type: none"> ➤ What are the opportunities facing the department? ➤ If applicable what are the interesting trends? 	<ol style="list-style-type: none"> 1. Partnerships with academic resources 2. Contracting with other fleet agencies 3. Warranty repair service 4. Use of new technology 5. Partnerships with air quality groups and grant funding availability to expand use of alternative fuels 6. Assist COSA in selecting the right equipment for the job 7. Ensure optimum life cycle cost of vehicles and equipment 8. Centralize COSA fleet business practices
<p><u>T</u>hreats</p> <ul style="list-style-type: none"> ➤ What obstacles do we face? 	

<ul style="list-style-type: none"> ➤ What is the competition doing? ➤ Are the required specifications for the service we provide changing? ➤ Is changing technology threatening the department's position? 	<ol style="list-style-type: none"> 1. Privatization 2. Legislative decisions 3. Changes in technology 4. Loss of customer base 5. Non-Attainment air quality designation 6. Volatile fuel market 7. Volatile general economy 8. Natural and man made disasters
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3. Major Department Initiatives

A. Management Information System Cleanup

B. Fleet Environmental Sustainability Policy

C. Warranty Work Implementation

D. Website Implementation

E. Develop Master Public Service Facility Plan

F. Implementation of Automated Fuel system

G. Implementation of SAHA Interlocal Agreement (ILA)

H. Integration of Fleet/Fire Database

I. Full Utilization of CARCAP

J. Prepare Business Plan on Body Shop expansion

4. Goals, Objectives, Strategies

Department Objectives	Five Year Action Plan
A. Promote a safe and healthy work environment	<ul style="list-style-type: none"> ○ Conduct an annual inspection with Risk Mgmt to review health and safety needs of facilities ○ Require all Fleet employees to go through annual safety training ○ Update and distribute the emergency operations plan to all work areas ○ Research and create a position to oversee safety and training ○ Establish a safety awards program ○ Develop an emergency plan for CNG incidents ○ Establish a visual safety program for new employees ○ Work with HR to establish a wellness program
B. Maximize efficiency and ensure accountability in all areas of finance.	<ul style="list-style-type: none"> ○ Implement dashboard real-time reporting ○ Compare private fleet rates to city fleet rates ○ Develop a written procedure that incorporates replacement of and additional equipment ○ Establish and update annual labor standards by repair code ○ Annual Acquisition Plan ○ Require annual employee training (buyers, fiscal, administrators, supervisors) to identify and prevent vendor fraud ○ Develop and implement an annual materials planning and reporting system ○ Research, consolidate, evaluate and update specifications on a scheduled basis ○ Review and update entire inventory for manufacturer PM schedule ○ Replace Downtown and Northwest Service Centers ○ Replace Southeast and Zarzamora Service Centers ○ Prepare and implement billing process for warranty work ○ Structure all fiscal task under Fiscal Division ○ Establish a Green Fund ○ Conduct Life Cycle Costs for all classes

	<ul style="list-style-type: none"> o Implement Ford warranty work o Implement GM warranty work o Implement Heil warranty work o Implement Freightliner warranty work o Conduct a cost benefit analysis of motor pool operations and implement business process changes o Verify Mercury findings of funding deficiencies and replacement fund o Conduct a cost benefit analysis for car washes o Cross train on CARCAP o Review Program Reduction or Improvements o Four day/ten hour shifts (truck centers and central) – (pilot program Heavy Equipment) o Prepare a business plan for an in-house accident appraisal program with body shop o Appraisal certification for Acquisition staff to assist with remarketing efforts o Prepare a report on Financial impact of Automated Fuel Management System
<p>C. Promote employment and retention of high quality and diverse workforce</p>	<ul style="list-style-type: none"> o Conduct annual teambuilding retreat with supervisors and above o Require management to attend the 12 danger zone classes o Develop and implement an employee gains sharing program o Conduct two job fairs o Develop a policy that provides discretionary time for non-hourly employees o Establish, implement and maintain an employee-director (breakfast or lunch) open forum o Review and document replacement program processes and procedures o Develop and implement an on-going employee excellence recognition program in addition to the annual program o Conduct a department orientation program for new employees o Job Fairs – in-house, local colleges and participate in HS career fairs o Work with HR to approve conditional hiring program o Routine employment ads in local paper o Establish an employee – director’s suggestion box o Establish, implement and maintain an employee pride program using the department’s seven values o Implement an ASE certification pay incentive program
<p>D. Enhance the visibility of Fleet Maintenance & Operations Dept.</p>	<ul style="list-style-type: none"> o Establish a uniform department Standard Operations Manual o Conduct an annual employee assessment of department’s communication

	<ul style="list-style-type: none"> o Develop a department website o Identify three key Fleet Acquisition best business practices that need to undergo analysis and possible implementation o Establish an online status of acquisitions for customers and department use o Earn Blue Seal of Excellence designation o Sponsor Green Fleet Showcase o Prepare article for Fleet trade magazine o Design and implement a FASTER reporting training program o Make presentation at trade conferences and seminars o Design and implement a FASTER training program by position for new employees, techs and supervisors o Establish a pilot program for PMs by appointments o Maintain an up-to-date Fleet Department PowerPoint presentation o Implement three new Service Level Agreements (SLA) o Send Managers to National conferences o Promote 100 Best Fleet in local paper (rating) o Open Share-point City wide o Host chapter meetings (NAFA, CCG, etc) Regional meetings o Establish a Fleet Services AD on vehicle use o Change the department's name to Fleet Services
<p>E. Maintain and enhance customer satisfaction</p>	<ul style="list-style-type: none"> o Implement a process to send PM reminder letters to departments and 2nd delinquent notice to department directors o Explore and develop a planned schedule to clean vehicles and equipment o Survey cards on website o Provide shuttle service to enhance PM compliance o Promote motor pool service to enhance PM compliance (loaner vehicles) o Reserve unit levels for a minimum of three classes of vehicles to provide adequate PM compliance o Select Fleet service functions for independent review o Replace and increase number of carwashes o Prepare monthly customer service survey results o Implement process of distributing technical reference materials manual when received by acquisitions
<p>F. Maintain and enhance the green fleet initiatives</p>	<ul style="list-style-type: none"> o Prepare Fleet's Environmental Sustainability Policy o Maintain an annual up-to-date listing of Fleet's Green Initiatives o Establish a decal for Green vehicles/equipment

G. Utilize performance measures for continuous improvements	<ul style="list-style-type: none"> o Accurate performance measurement reporting o Establish Performance Measures reporting for City Manager
H. Use the most current technology to enhance business practices	<ul style="list-style-type: none"> o Review, revise, establish and implement FASTER system settings according to best business processes o Implement wireless fuel method, test and go live o RTY review and cleanup o Class code review and cleanup o Pilot wireless semi-rugged toughbook for roadside service truck/techs o Establish webpage to display fuel usage patterns by department o Implement Global Positioning System (GPS)/Automatic Vehicle Locator (AVL) System o Implement technician workstations at all service centers o Review and acquire latest diagnostic software

5. Performance Indicators

Key Performance Indicator	Target	Fiscal Year To Date November	Month To Date December as of 12-19-2008	FY 08	FY 07	FY 06	FY 05	FY 04
Fleet replacement availability	80%	47.0%	49.0%	79%				
Fleet Availability	95%	96.67%	97.20%	90.94%	92.94%	93.82%	94.53%	95.13%
Remarketing sales days turnaround time	<=60 days	89.00%	91.00%	82.68%				
Services completed < 1 day	80%	72.29%	85.35%	82.32%	82.23%	81.67%	27.88%	
Services completed w/n 1-2dys	5%	6.45%	4.52%	4.78%	4.52%	4.50%	1.33%	
Services completed w/n 2+ days	15%	21.27%	10.14%	12.90%	13.25%	13.83%	70.70%	
PM Compliance	95%	85.60%	8.50%	96.50%	63.90%	56.10%	32.50%	
Technician Productivity								
Preventive Maintenance Parts Fill Rate	95%	87.00%	94.0%	88.0%	90.0%	87.0%	86.0%	83.0%
Repair Parts Fill Rate	85%	90.50%	93.0%	91.0%	92.0%	91.0%	91.0%	90.0%
Accidents (on the job injuries)	0	0		28	12	19	20	17
Vacancy Rate	<10%	14.0%		14.0%				
Revenue	100%	10.20%		103.0%	95.0%	104.0%	93.0%	
Expense	100%	14.10%		103.0%	92.0%	97.0%	98.0%	
Green Fleet		0.00%						
Customer Satisfaction	4.5	0.0						
Technician Certification	75%	21.0%		21.0%	14.0%			
Cost of equipment damaged	\$0.00	\$151,962	\$12,779	\$2,438,243	\$2,393,639	\$2,276,218	\$923,270	\$541,068

Data Not Available

January 5, 2009