

CITY OF INGLEWOOD Fleet Management



The following is a highlight of the Department's accomplishments/benchmarks for the calendar year 2004:

Major/Significant Accomplishments:

Installation and Start-up of Computerized Fleet Management System: Fleet Services went live with FASTER, a state of the art computerized fleet management system on February 2, 2004. FASTER will allow the division to be able to track every part of vehicle maintenance, and provide up to date reports showing the cost of that maintenance. FASTER also allows the division to track the time that Technicians utilize on vehicle maintenance, and repair, as well as time utilized for training, professional development, and any other indirect labor activities. There is also a Motor Pool Module that has been installed in the FASTER system that will track pool cars, and enable Fleet Services to bill for usage on a variety of different time schemes.

The system has already been updated and will continue to be updated, as the program is refined, to keep it state of the art.

Installation of a (CNG) Compressed Natural Gas Station: The installation of the City's (CNG) compressed natural gas station was completed in 2004. This will enable the City to meet the mandate of the State of California for cleaner emissions. Additional benefits to having a CNG station are that the cost of CNG is lower than the cost of both gasoline, and diesel. The station will be operational when the upgrading is completed on the gasoline, and diesel, fueling infrastructure.



The station consists of two fast-fill pumps, and ten slow-fill pumps. There are two compressor units, and a de-fueling station. The City currently has 12 vehicles that are dedicated CNG.

Major Fueling System Renovation: The City was required, according to Senate Bill SB 989, to upgrade the fueling station at the City Service Center. The City contracted with Petroleum Engineering to do the renovation, which was approved by Council in March 2004, with work commencing shortly thereafter.

The project included a new raised fuel island with new side aprons, new fuel pumps, one diesel and two gasoline, a new card reader, a new fuel management software system, a new fuel monitoring system, and new piping, vents, and manhole lids, the project is scheduled to be completed in January 2005.



New Vehicle Purchases: Fleet Services purchased 25 pieces of equipment for various departments. This equipment includes: seven Ford Crown Victoria black and white Police cars (45/50), two street sweepers (60/51), one street paint striper (60/35), two wheel loaders (60/51, 60/53), three brush chippers (70/23), one tractor mower (70/24), one enclosed utility trailer (60/25), two portable generators (45/50, 60/25), two portable saws (60/41), one floor scrubber (60/80), one electric utility cart (70/21), one asphalt plate compactor (60/53), and one walk behind roller (60/53).

New Car Wash Installation: A new fully automated car wash has been installed at the City Service Center; the completion date is expected to be late January 2005. Council approved, and awarded the contract to N/S Corporation to purchase and install this system. The installation of the car wash will result in a significant savings to the City because there will be minimum employee down time by not having to drive a vehicle to a car wash, wait for the car to be cleaned, and then driving it back. The employee will be able to wash their vehicle as they come to get fuel.



Paint Booth: The Fleet Services Division took over the paint booth at the City Service Center to re-paint vehicles. The Division brought the paint booth up to compliance by changing all required filters, lighting, and obtaining all of the required permits to operate.

The Division uses the paint booth for the painting of City vehicles, and other equipment owned by the City. The Division also paints miscellaneous items that other departments may need painted such as fire hydrants, specially fabricated metal and wood projects that are used for City purposes. The Division has saved the City \$36,000 by painting its vehicles in-house.



Top 100 Fleets: The Fleet Services Division achieved ranking among the Top 100 Fleets in North America, as publicized in the March 2004 issue of *Utility Fleet Management Magazine*. The March 4, 2004, issue of *Utility Fleet Management* magazine, in an article entitled "Recognizing Excellence," describes how that the Fleet Services Division was evaluated against 18 criteria by Fleet Consultant, Tom C. Johnson. The Fleet Services Division of the Public Works Department for the City of Inglewood takes pride in being named one of the **Top 100 Best Fleets** in the nation.

On-line Vehicle Repair and Gas Key Request Documents: Fleet Services has implemented, through the City's Intranet System, an on-line vehicle repair and gas key request system. This allows someone to schedule a repair to their vehicle, or request a gas key from their office, without having to come in to the Fleet Services Division office, thus streamlining the request process. This has resulted in increased employee efficiency, and increased cost savings to the City.

Grant Funding Procurement: Fleet Services has been able to procure over \$560,000 in grant funding from SCAQMD MSRC funds, for the installation of the City's CNG infrastructure, and the purchase of two street sweepers, one pothole patcher, and two paratransit buses. Fleet services will continue to pursue monies that will enable to City to continue to provide exceptional service to the citizenry.

Service Center Gate Construction: The City is currently reconstructing the entrance, and exit gate at the City Service Center. The new gate system will provide a safer transition from the street to the Service Center and back to the street. This is because now there will be two separate gates, one to enter the Service Center, and one to exit. This will allow two vehicles to enter and exit simultaneously, without running into each other. The new gate configuration will also allow public access from other agencies that will be using the gas, diesel, and CNG filling station.



Technical Training Room: Fleet Services created a technical training room in the shop to increase training for the technicians. The room has been completely renovated, and the floor and walls painted.

Computers with shop manuals on DVD, Internet access, a TV/VCR/DVD, and a computer projector with screen has been installed to enhance the training capabilities of the Division. This room has been used a number of times in 2004 for training, with Technicians from Cities around Los Angeles County participating.

Parts Room Restructuring: Fleet Services has organized a parts room inventory restructuring that will bring the City's parts inventory up to industry standards. This will include the tallying of the inventory to make sure that parts are utilized to the fullest potential, and not sitting on the shelf for years.

On-line (MSDS) Material Safety Data Sheet Retrieval System and Training: Fleet Services has installed an on-line MSDS retrieval system through 3E Company, that allows the Technicians to access all information about any chemical or product used in the shop by going to an in-shop computer and looking it up on 3E Company's web site. There is also an 800 number that can be called in the event of an emergency to get the information regarding procedures for a chemical accident.

There are also interactive training packages dealing with hazardous substances, and safety issues that the technicians will be able to access from the in shop computers. These training packages allow the Fleet Services Division to monitor the training of the Staff, and record of the training is kept on file at 3E Company accessible to the Fleet Services Management staff at any time.

Department Identification Logos: Fleet Services has been installing department identification logos on all vehicles to bring a new and updated look to the City Fleet. The use of these logos has also made it easier for the vehicles to be identified regarding which department they are assigned to. The entire fleet will eventually receive the new identifying logos, removing the Inglewood "I" and replacing it with the City Seal, and department logo.

Fleet Web Site: Fleet Services has established a web site to declare its purpose, and mission to the City, as well as to cover projects and changes that the Division is working on.

The site is also utilized to impart important information regarding vehicle safety, and maintenance tips for the citizens to help them in their understanding of the cars they drive.

Environmental Policy Changes: The Fleet Services Division instituted changes in environmental policies regarding its operations that resulted in a savings to the City of \$10,000. This change includes the use of retreaded tires, re-refined oil, and the completion of a Green Model Shop program.

New Offices: The Fleet Services Management Staff moved into four new offices located in the shop at the City Service Center. These offices are centrally located to provide a more customer friendly service to the different departments in the City. The location of all of the offices enable the different members of the Management Staff to be able to coordinate with each other quickly when the need arises, as well as being able to meet with customers in a friendly atmosphere.

Major/Significant Issues:

Technician Certification Program: Fleet Services has instituted a certification-training program for the technicians that will give each one 60 hours of training each year. This will keep staff on the cutting edge of new technology, and provide the City with the best vehicle maintenance service possible.

Utilization Study Completed: Fleet Services completed the utilization study, which resulted in reducing the fleet by 10 vehicles, and transferring three vehicles. This change has improved customer service, and vehicle availability and has resulted in a savings to the City of \$454,000.

Goals and Procedures for Technicians: Fleet Services has implemented goals and procedures for the Technicians that have improved productivity by 30 percent. This action has also reduced the subletting of repair work by 50 percent resulting in a substantial savings to the City of \$300,000.

City Hall's Underground Diesel Storage and Generator: Fleet Services has resumed control of the underground diesel storage tank at City Hall. The Division has also resumed control of the generator at City Hall.

Sick Leave Bingo: Fleet Services implemented "Sick Bingo" where each member of the Fleet Services Division receives a bingo card. A number is chosen on Monday, Wednesday, and Friday of each week. This continues until someone proclaims himself or herself to be a winner.

The catch to the game is, the participant cannot take a sick day while the game is in play. If someone calls in sick, they are eliminated from the current game. They can get involved in the next game once a winner is declared and a new game is started. Sick Bingo provides an

incentive to make sure that an employee is at work each day, because the pool of potential winners continues to narrow as people call in sick.

Sick time used previous to Sick Bingo was at 662 lost hours for the calendar year 2003; this resulted in a loss of \$13,000 in productivity. The resulting use of sick time during the quarter Sick Bingo was played decreased to 18 hours, leaving 590 available hours. The projected yearly savings is \$11,000.

Professional Development: The Fleet Services Division has instituted a by-weekly Professional Development day, and training plan to encourage team building, and implement improvements at the City Service Center. This time consists of the last four hours of every other Thursday, which gives the Technicians time to spend in training, and overall shop cleanup and repairs. The benefit to the Fleet Services Division shows in increased productivity and savings to the City.

User Group Meetings: The Fleet Services Division has held User Group Meetings throughout the year to keep the different departments abreast of all issues pertaining to them, as well as to hold the departments accountable for their responsibility towards the equipment they use. These meetings have helped the efficiency of the Division in supporting the customers it serves.

Prospective/Future Work:

Propane Fueling Infrastructure: The Fleet Services Division has plans to install a propane fueling infrastructure at the City Service Center in 2005 to take advantage of all possible ways of bringing the City into compliance with State mandated emissions standards.

Meetings/Conferences/Training Fleet Superintendent:

- The Fleet Superintendent attended the Municipal Equipment Maintenance Association (MEMA) meeting located at the Delphi Battery manufacturer in Anaheim on January 15, 2004.
- The Fleet Services Superintendent attended a conference on California Fleet Management in San Diego February 26, 2004. He spoke on "Recognition Programs for Fleet and the State Model Shop Program".
- The Fleet Superintendent attended Municipal Equipment Maintenance Association meeting for March. The meeting was held at the Hazardous Transportation Company, covering the proper handling and disposing of hazardous waste.
- The Fleet Superintendent made a presentation April 8, 2004 to the National Alternative Fuel Vehicle Day Odyssey presented by the Southern California association of Governments (SCAG).
- The Fleet Superintendent attended the September 16, 2004 Municipal Equipment Maintenance Association (MEMA) meeting. The meeting was held at Petrospecs, Inc. in Newbury Park, California.

- The Fleet Services Superintendent attended a conference in Virginia from October 3-6, 2004 entitled "Rising to the Challenge". The conference was sponsored by CCG Systems, which created, and supports the City's FASTER fleet management system.

The City of Inglewood uses CCG Systems, Inc. fleet management software to manage the City's fleet. Over 1000 users, decision-makers and speakers across the country were in attendance, including: Dave Olsen, Fleet and Facility Manager, Salt River Project from the State of Arizona, Nick Morgan, Fleet Manager, County of Utah, Dave Keef, City of Rochester, New York, Marilyn Rawlings, Fleet Manager, Lee County, Florida, Bill DeRousse, Everett, Washington and Sam Lamerato, City of Troy, Michigan.

The conference covered a merit of topics, which focused on managing a complex fleet during struggling economic times, preventing privatization, improving customer service, pursuing strong leadership roles, employee recognition programs, purchasing strategies and the latest equipment technology. The conference also included a ride-n-drive and exhibit show.

Meetings/Conferences/Training Fleet Supervisor:

- The Fleet Maintenance Supervisor attended the Municipal Equipment Maintenance Association (MEMA) meeting located at the Delphi Battery manufacturer in Anaheim on January 15, 2004.
- The Fleet Maintenance Supervisor attended the Independent Cities Risk Management Association (ICRMA) University session on the overview of DOT Commercial Driver's License Regulations January 29, 2004.
- The Fleet Maintenance Supervisor attended the California Fleet Management Conference in San Diego February 26, 2004.
- On May 30, 2004, the Fleet Maintenance Supervisor attended a Microsoft PowerPoint computer training class.
- Fleet Maintenance Supervisor, attended the September 16, 2004 Municipal Equipment Maintenance Association (MEMA) meeting. The meeting was held at Petrospecs, Inc. in Newbury Park, California.

Meetings/Conferences/Training Fleet Administrative Analyst:

- The Fleet Services Administrative Analyst attended a "Changes in 2004" Labor Law Workshop presented by the Master of Arts in Organizational Leadership Department at BIOLA University one evening in February 2004.
- On March 5, 2004 the Fleet Administrative Analyst attended the meeting of the Governing board of the AQMD concerning the awarding of \$16,108 in Carl Moyer Grant funding monies for the purchase of three street sweepers, and two dump trucks.

- On March 24, 2004 the Fleet Administrative Analyst attended a public consultation meeting on the AQMD's Draft Model Air Quality Element dealing with City planning, and land use decisions.
- On April 22, 2004 the Fleet Administrative Analyst attended Publisher 2000 computer training.
- April 29, 2004 The Fleet Administrative Analyst attended a leadership Conference presented by the Master of Arts in Organizational Leadership Department at BIOLA University.
- The Fleet Administrative Analyst attended a six-week leadership class administered by the Master of Arts in Organizational Leadership Department at BIOLA University on Wednesday nights beginning October 6, 2004.
- The Fleet Administrative Analyst attended a one-day training course in Victorville, at the Victorville City Yard, on Underground Storage Tank Testing in November 2004.
- The Fleet Administrative Analyst attended three training courses over a five-day period in December 2004 on Compressed Natural Gas usage, and safety compliance at the Gas Company Energy Resource Center (ERC) in Downey. These dealt with fueling, fuel tank construction and inspection, and fueling station construction and inspection (one technician attended this last class).

Meetings/Conferences/Training Fleet Technical Staff:

- The Fleet Administrative Specialist attended the Winning Through Customer Service Workshop on January 14, 2004.
- In March 2004, One Technician, and one Service Technician attended a Ford Automotive training course on vehicle electronics, and drivability problems.
- In March 2004, One Technician attended an Interdepartmental Microsoft computer course.
- On April 14, 2004 one Technician and one Service Technician attended a Microsoft Outlook computer training class.
- On April 20, 2004, The Fleet Services Division attended the City's Harassment Training Seminar.
- On May 12th and 13th, 2004 Fleet Services hosted a NAPA training class that covered electrical systems, and diagnosis, at no expense to the City. Personnel from other cities were invited to this class.
- On May 25th and 26th, 2004 Fleet Services hosted a NAPA training class that covered hydraulic systems, at no expense to the City. Personnel from other cities were invited to this class.

- An Equipment Service Worker attended the September 16, 2004 Municipal Equipment Maintenance Association (MEMA) meeting. The meeting was held at Petrospecs, Inc. in Newbury Park, California.

Personnel Issues:

- In April 2004, the Fleet Services Division promoted an Equipment Service Worker to Heavy Equipment Mechanic. This has left a vacancy in the Division.
- In April 2004 the Fleet Services staff recommended the hiring of an automotive painter to paint vehicles in-house in order to reduce costs by not subletting these repairs, and to better the appearance of the fleet. This recommendation was approved by administration in April of 2004.
- The City Administrator approved an apprenticeship program for youth development at 20 hours a week. Six young people have gone through the program to this date.
- Mike Spencer was transferred from the Facility Maintenance Division of the Public Works Department to Fleet Services on September 27, 2004.
- Antonio Plazo resigned as of October 7, 2004, from his position of Equipment Service Worker.

Prepared by,
Steve Smith, Administrative Analyst
310 412-4330