

Lee County Fleet Management

ANNUAL REPORT and BUSINESS PLAN



“Every morning in Africa, a gazelle wakes up.
It knows it must run faster than the fastest lion or it will be killed.

Every morning a lion wakes up.
It knows it must outrun the slowest gazelle or it will starve to death.

It doesn't matter whether you are a lion or a gazelle.
When the sun comes up, you'd better be running.”

Submitted: October 2013
by
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Fleet Manager



“If we’re not customer driven, our vehicles won’t be either.”

- *Fleet Motto*

Statement of Purpose:

This business plan is simply a statement of where we are, where we want to be and our plan to bridge the gap between the two. This document will be modified and updated periodically to reflect changes in the County’s direction, the changing needs of our internal customers and changes in the automotive and equipment industry.

Fleet Mission Statement:

To establish efficient and effective delivery of county fleet services by providing our customers with safe, reliable, economically and environmentally sound transportation and related support services that are responsive to customer needs and that conserve vehicle value and equipment investment. In other words, **“Our budget is lean; our shops are clean and our practices are green.”**

Ongoing Goals:

- To assist with the development of County policy regarding vehicle transportation for County employees in the conduct of official County business.
- To establish Fleet financial policy that identifies all fleet costs, allocates these costs and supports Fleet Management as a governmental operation.
- To implement policy to promote sustainability and environmentally friendly vehicles and processes.
- To institute market-driven services that keep Fleet competitive by making periodic assessments of the cost competitiveness of fleet service delivery.
- To provide for a centralized fleet management function in order to maximize vehicle usage and the efficiency of the fleet operation.
- To provide a customer-focused, strategic and systematic approach to continuous performance improvement.
- To provide a management information foundation that enables the organization to identify all costs and support all fleet functions, enables managers to make decisions related to the most efficient use of resources and empowers all fleet personnel to make decisions in their area of the fleet organization.
- To provide Fleet employees with a unique work environment that balances exceptional customer service, hard work, personal growth and fun.

Key Assumptions

- Under-utilized equipment will continue to be monitored in light of potential staffing reductions, departmental need, and services provided to the citizens of Lee County.
- Optimum replacement times and standardization of equipment will help to stabilize maintenance and repair costs.
- Equipment utilization will be reviewed prior to purchase to determine if leasing or rental might be a more economical decision.
- In-field service work may need to increase significantly to reduce down time.
- Additional workspace may be required.
- Clean air and alternative fuel regulations will need to be monitored closely.
- Fluctuating fuel prices, alternative fuels, budgetary impacts, regulatory compliance and a well-trained work force will be a major focus of Lee County Fleet Management over the next five years.
- Cooperation will continue with other agencies to consolidate services, participate in joint ventures, eliminate duplication of services and equipment and reduce the costs of materials, supplies and construction.
- Mechanic development / apprenticeships with local high schools and vocational schools will be continued as funding is available.



GENERAL INFORMATION

Fleet Management is a Division within County Administration and is responsible for “cradle to grave” equipment services including: vehicle and equipment maintenance and repair, governmental and environmental compliance, vehicle and equipment specification development, equipment acquisition and disposal, repair part acquisition, and the purchase and resale of fuel for County vehicles and equipment.

The Division is responsible for managing a \$10.5 million annual operating budget, and overseeing an annual capital budget of approximately \$500,000 for fiscal year 2013-2014.

Fleet Management currently maintains approximately 1,909 pieces of equipment, 1694 of which belong to the Board of County Commissioners, 71 to the Fire Districts, 118 to the Constitutional Officers, and 26 to other outside agencies. Approximately 44.1% of the fleet is comprised of cars, vans, and light duty trucks, 11% medium and heavy duty trucks and 23% heavy equipment. Fleet size peaked in 2008 (1936) and decreased over the next few years to a low of 1830 in 2011. With the addition of the Jet Blue Stadium, the fleet size increased to its current level (1906). These vehicles are driven approximately 8.3 million miles last year, a reduction in Vehicle Miles Travelled (VMT's) of approximately 25% since 2008. The equipment operated by the Board of County Commissioners has an estimated replacement value of \$52.6 million, with an added additional value of approximately \$2.0 million for the Constitutional Officers and the Health Department vehicles.

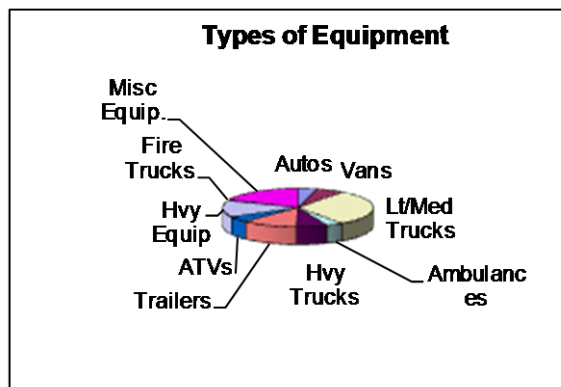
There are approximately 86 areas that are assigned motorized rolling stock and equipment within Lee County government, its Constitutional Officers, various fire districts and municipalities. Initially, service was provided to several fire districts and the Town of Fort Myers Beach on an as-needed basis. Both agencies realized significant savings, and asked to become full-time fleet customers.

The following organizations (# of pieces) use Fleet Management as the main provider of equipment maintenance, repair services and/or fuel:

Animal Services	23
Community Development	55
Construction and Design	14
Court Administration	15
Transportation (DOT)	462
Elections	04
Estero Fire District	37
Facilities Management	119
Ft. Myers Beach Fire District	17
Health Department	63
Human Services	06
Lee Memorial Children's Hospital	02
Library	05
Medical Examiner	01
Natural Resources	38
Parks and Recreation	474
Property Appraiser	24
Public Resources	01
Public Safety	155
Public Works Admin	01
Tax Collector	12
Town of Fort Myers Beach	26
Utilities	318
Visitor and Convention Bureau	02

(The Solid Waste and Transit Fleets are maintained separately.)

The County's fleet is comprised of a diverse collection of automotive and heavy equipment including: cars, vans, light, medium and heavy duty trucks, loaders, dump trucks, street sweepers, bucket trucks, tractor mowers, trailers, and other types of equipment and attachments. The graph below demonstrates the types of equipment owned by the BoCC and our external customers that are maintained by Fleet Management.



Lee County Fleet Management generated approximately 8400 work orders last fiscal year (about 700 work orders / month) for vehicles and equipment belonging to both internal and external customers.



Core Services

- Fleet Services
 - Centralized record keeping
 - Equipment replacement planning
 - Specification development
 - Equipment acquisition
 - Equipment disposal
 - New product research
 - Alternative fuels research/compliance
- Preventive Maintenance
 - Lubrication/Oil and fluid change
 - Emissions inspections
 - Equipment inspections
 - Compliance inspection
 - In-field maintenance - Heavy Equipment
 - Federal DOT Inspections
- Equipment Repair Services
 - In Shop Repairs – scheduled/unscheduled/emergency
 - Mechanic training
 - In-field Repairs – scheduled/unscheduled/emergency
 - Warranty service
 - Failure analysis
 - Welding/Fabrication
 - Modifications to Equipment
 - 24/7 Emergency Response
- Equipment Support Services
 - Accident damage analysis/assistance
 - Tag/Title work
 - Vehicle Towing
 - Operator training (fleet equipment)
 - Free loaner vehicles while County vehicle is being repaired
- Equipment Parts Warehousing
 - Thirty minute “hot shot” of stock parts from major vendors
 - Negotiated contracts with major suppliers
 - Parts ordering for small equipment not maintained by Fleet
 - Purchase of bulk lubrication products
 - 24-hour turn around on most non-stock parts
 - Multiple sources for parts acquisition
 - Use of internet for parts sourcing
 - Bar coding of parts inventory
 - Parts warranty tracking
- Limited Number of vehicles available for out of county travel

- Fueling Services
 - Automated fueling system for County vehicles
 - Automated odometer updates
 - Fuel Keys available for bulk fueling
 - No keys or cards required for general fueling
 - Inter-agency use of fueling facilities
- Road side assistance
 - Truck to location within one hour in most cases
 - Fleet staff to respond if vendor cannot or if operator is in unsafe situation
 - 24/7 availability



LOCATIONS / PHYSICAL PROPERTIES

The Fleet Management Division is located at 2955 Van Buren Street, at the end of Canal Street, in Fort Myers, Florida. Built on 10 acres of land in 1990-1991, the Van Buren facility consists of 40,000 square feet of building space including repair shops for heavy equipment, cars and light trucks, and emergency response vehicles. Dedicated space for preventive maintenance, welding, parts warehousing and administrative offices also exists at this facility. Prior to moving to this location, Fleet Management was located on Henderson Avenue about 2 miles from its present site. The Lee County Sheriff's Fleet Management leases approximately 20% of the current facility space.

The portion of the building that houses Lee County Fleet Management is somewhat limited for the number and size of the vehicles being serviced. During 2008, portable, heavy-duty lifts were purchased enabling Fleet to better utilize their current work space. Overhead lights, air hoses and lubrication reels were moved in order to be able to raise many of the larger vehicles for service. Additional equipment lifts are needed and will be purchased as funding becomes available. Many of the older, in-ground lifts have been removed and the spaces filled with concrete. Since this process can be rather costly, the remaining underground lifts are being removed as funds allow.

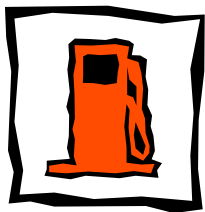
Lee County Fleet Management continues to search for ways to free up more mechanic workspace. The remodeling and reconfiguring of our work space in 2007 and 2008 helped significantly by converting several storage areas into a welding shop and by converting the former welding shop into a shop for the repair of emergency response vehicles. The addition of a 20-foot metal overhang roof has allowed technicians to work outside the walls of the facility when needed.

The Fleet facility is now over 20 years old and much of the equipment in the facility is nearing the end of its useful life. This will involve some capital expenditures over the next ten years (see technology and fuel sections for additional capital needs).



Some additional ideas for increasing work space in the future include:

- Add an additional infield technician for performing PMs and minor repairs at County locations. The cost of another service truck (about \$75,000), an additional staff technician and the parts to stock it would be the greatest expenses.
- Remodel an existing space in the out-buildings of the County Sports complex for use on an as-needed basis by County technicians. Technicians could operate at this facility on a very limited basis. Equipment maintained at that site would be limited to Parks and Recreation equipment that is difficult to transport or for other emergency repairs. Fleet activity at certain times of the day / week would be restricted due to activities at the Sports complex (Spring training, etc.).
- As additional facilities are designed for other County departments, Fleet Management is discussing the possibility of co-location. For example, a small, metal building could be added at a County park or other facility to handle minor repairs on their equipment. These satellite facilities would eliminate the need for transport of these vehicles to the main fleet location. *We are reviewing current County facilities to identify potential sites.*
- Move the Sheriff's fleet to a new location – This plan would open up one entire section of the shop for County use. The Sheriff's fleet is limited on space but currently uses two of its bays as a parts room and another two bays as an air-conditioned office/break room.
- Utilize the small building which formerly housed the South Trail Fire Department at Daniels and I-75 for small repairs for both stadiums and County agencies located in the south part of the County.



COUNTY FUELING

Fleet Management is responsible for nine (9) fueling sites throughout Lee County with a total estimated capacity of almost 70,000 gallons county-wide. These sites include:

Fleet Management facility – 2955 Van Buren, Fort Myers;

Unleaded - 10,000 gallons; Diesel - 10,000 gallons;

DOT Operations facility – 5560 Zip Drive, Billy's Creek Commerce Park; East Fort Myers;

Unleaded - 10,000 gallons; Diesel - 10,000 gallons;

Evergreen Road facility – 190 Evergreen Rd., N. Fort Myers, (near US 41/ Pine Island);

Unleaded - 5200 gallons; Diesel - 5200 gallons.

Government Complex – 15650 Pine Ridge Road, Fort Myers

Unleaded - 6000 gallons; Diesel - 6,000 gallons;

DOT Operations Depot - Lehigh Acres (limited access);

Unleaded - 500 gallons;	Diesel - 2,000 gallons;
<u>Hammond Stadium</u> – south Fort Myers; (limited access - small stadium equipment or gas cans only; no vehicle fueling allowed at this facility as space does not allow for high traffic patterns);	
Unleaded – 200 gallons;	Diesel – 300 gallons.
<u>City of Palms Stadium</u> – 2201 Edison Ave., Fort Myers, 33916; (limited access)	
Unleaded – 150 gallons;	Diesel – 150 gallons;
<u>Training facility</u> – 2201 Jacksonville St., Fort Myers, 33916 (limited access);	
Unleaded – 250 gallons;	Diesel – 250 gallons;
<u>Jet Blue Stadium</u> – 11500 Fenway South Drive, Fort Myers, 33913 (limited access)	
Unleaded – 300 gallons;	Diesel – 200 gallons;

The lack of fueling facilities in the southern sections of the County continues to be an issue. The construction of the School Board’s fleet facility on Six Mile Cypress and the cooperative agreement between the two agencies helped reduce the problem, but has not eliminated it all together. The School Board facility came on-line in March, 2005 and approximately 13,500 gallons of fuel, both unleaded and diesel are dispensed to County vehicles and equipment each month via the School Board site. County employees pay 30 cents more per gallon of diesel fuel at that site due to the School Board’s inability to use the less expensive dyed diesel for on road purposes. If a County site was available, employees in the south county would be able to purchase the lower cost dyed diesel fuel.

An additional fueling site was investigated for development on Three Oaks Parkway between the Three Oaks Park and a County utility plant. With discretionary funds as limited as they are currently, the project was postponed indefinitely. Fleet employees are working to identify feasibility and funding sources for the project.

We continue to discuss possible fueling options, including co-location with other County departments and partnerships with other local municipalities, to help further reduce the need for new County owned fueling sites.

Each of the current individual county fuel sites has been inspected and all sites are in regulatory compliance with the Department of Environmental Protection (DEP) and Florida Administrative Code Chapter 62-761 and 62-762. Each of the County fuel tanks was inspected and cleaned by an outside vendor in August 2008.

The County’s fuel infrastructure (dispensers, nozzles, hoses, etc.) is very antiquated as it was put into place in 1992 when the facility was constructed. To date, we have been fortunate that no major repairs have been needed. We are getting estimates from qualified vendors regarding the gradual replacement of the County fueling sites over the next five to ten years as funding becomes available.

The County’s computerized fuel dispensing system, which controls the amount and type of fuel dispensed, was installed prior to 2000 in order to resolve potential Y2K issues. Several updates to the software and hardware are now available, but have an estimated capital cost of \$112,900 to implement. These upgrades will be phased in as funds become available.

The County fueling sites provide unleaded and diesel fuel to County Departments at prices which are consistently 15 to 20 cents below pump (retail) prices. For the past ten years, the County purchased fuel from Evans Oil in Naples. In 2012, Evans Oil filed for Chapter 11 protection in bankruptcy court which left Lee County and surrounding agencies without a fuel provider. As a result, the contract was re-bid and awarded to multiple vendors: Mansfield Oil and Palmdale Oil. The Board agreement also allows us to purchase from the State Contract if necessary. One additional vendor, Port Consolidated, is

scheduled to open a facility on Rockfill Road in November 2013. The presence of this new vendor would provide Lee County with an additional local vendor for fuel.

In 2009, the State of Florida changed the regulations to allow counties to run dyed diesel in its on-road trucks which saves Lee County about 25 - 30 cents per gallon for diesel fuel. In the past, Fleet Management added twelve cents (\$0.12) mark-up to cover the costs of handling the fuel transactions. In July 2013, the mark-up was reduced to five cents (\$0.05) in order to save costs to County departments and spend down the Fleet operating reserves.

County emergency vehicles are allowed to use credit cards to purchase fuel at public fueling sites if the situation deems it necessary. Fleet Management has entered into an agreement with Voyager Fuel Cards to provide generic credit card type fueling services when County sites are not available for use or when outside emergency responders assist during an emergency. These cards can be used at most name brand fueling facilities both inside Lee County and on the road. Usage of these cards has decreased significantly due to restriction in out-of-county travel. Cards can be obtained from Fleet Management upon request.

Currently, Fleet Management provides fuel to several constitutional offices and some fire districts. In 2009, the Board approved the selling of fuel to Good Wheels, a local para-transit agency, which was unable to obtain credit with local fuel vendors through conventional means. This arrangement adds almost \$550,000 to Fleet's annual budget which, if eliminated, could be allocated elsewhere. Fleet is looking for alternatives to this arrangement for consideration by County administration and Good Wheels.



CURRENT STAFFING

The Fleet Management Division currently employs a diverse group of 28 full-time employees consisting of one (1) Director, one (1) Fiscal Officer, one (1) Shop Superintendent, three (3) Shop Supervisors, one (1) Parts Manager, one (1) Senior Supply Specialist, one (1) Supply Specialist, thirteen (13) Fleet Mechanics, two (2) infield Fleet Mechanics, two (2) Fleet Service Workers, and two (2) Administrative Specialists (See org chart). Four additional positions, the Operations Manager, one Shop Supervisor, one Administrative Specialist and a Fleet Service Worker, are being held vacant (budgeted at \$1.00) as budget reductions.

Up until recently, employee turnover has been relatively low. During the past few years, three technicians retired, and the Shop Superintendent and an EMS Supervisor left County employment. We filled the technician positions after ensuring they were needed and moved an internal employee into the Shop Superintendent slot. The resulting vacancy in the Operations Manager slot remains unfilled.

The Fleet Manager is currently developing a succession plan as twenty-five percent (25%) of the current Fleet employees are eligible to retire in the next five years either by age or by their years in the Florida Retirement System (FRS). If the time for retirement is expanded to ten years, another 21.4% become eligible. In other words, almost half the work force could retire within the next ten years.

The number of applicants for vacant technician positions has increased after a multiple year “lull”, but the percentage of those applicants that actually meet our needs / qualifications has diminished. This problem is a national trend as the technician work force ages. The national average for mechanics is 47 years old with Fleet’s average technician age well over that number. Also, fewer young people are being encouraged to “become mechanics.”

In the past, Fleet has participated in the summer internship program and hired a local high school student to train with our technicians. That program is currently on hold due to lack of funding. In late 2012, we met with instructors from Fort Myers Institute of Technology to discuss a partnership program to place some of their students in an apprentice status. Currently there is no mechanism to pay for these apprentices.

One of the measures of a fleet is the mechanic to equipment ratio. By attaching a Vehicle Equivalency Unit (VEU) to each piece of equipment, this ratio can be calculated. The industry standard is 1 technician for every 90 -110 units. Fleet’s current ratio is 1:124, which exceeds the high end of the industry norm.

Being able to compete with the salaries offered by the private sector remains a concern. We have had to “pass” on some very talented job applicants due to our inability to match their salary requirements or our unwillingness to hire at a higher hourly rate than is being paid to current employees. For example, the hiring of one Heavy Equipment diesel mechanic took seven months to fill as three candidates turned us down because of the low salary offered.



The Blue Seal designation with ASE (Automotive Service Excellence) requires the shop to maintain a 75% certification rate in each of the areas of service we provide. While the County still reimburses Fleet technicians for successfully completing their ASE certifications, personal finances have prevented some technicians from re-testing as they must pay the cost for the tests up front (about \$130). As a result, Fleet Management has lost its ASE Blue Seal designation. With the upturn in the economy, Fleet hopes to obtain the Blue Seal

once again during 2014.

Special consideration has been given to the hiring of technicians who have current ASE certifications in order to increase the number of certifications held. Supervisors remind the technicians of testing dates and senior staff provides training to existing technicians to help them prepare for ASE testing. Several technicians have worked to obtain their “Master” certification as Emergency Vehicle Technicians (EVT) as well as in Light and Medium Duty truck and Heavy Trucks. In the past, those Master technicians were given a \$500 bonus for achieving this status. The elimination of the bonus program prevents that practice from continuing. In the past, Fleet Management had as many as ten (10) Master certifications in-house. At the present time, only six of these certifications are current because of the costs involved in re-certifying.

Fleet Management technicians are required to provide their own tools to work on County vehicles and equipment. Lee County implemented a policy which provides \$500 to each technician to cover wear and tear on the tools, to replace them if necessary or to buy new tools. Because of budget constraints, the funding for all purchases out of object code 5280 (Minor Equipment) was eliminated. During FY 2013, the tool reimbursement program was reinstated for half the fiscal year (\$250 per technician) and will be implemented fully (\$500) for FY 14. The dollar amount was reviewed in 2013 and was determined to be at the high level of County departments offering the reimbursement. The

money is provided on a reimbursement basis once the tool is paid-in-full with the vendor. The reimbursement request form was revised in the summer of 2013.

The County continues to provide annual reimbursement for safety shoes, although the dollar amount reimbursed varies from department to department. As a result, Fleet administration reviewed the reimbursement by other departments and increased their reimbursement from \$75 to \$125. Safety shoes are required for all technicians and parts room staff.



COMPETITIVENESS / BENCHMARKING

Fleet Management is keenly aware that the services provided are essential to County operations, but we are also aware that it is not essential that Fleet provides those services. We realize that we must be competitive with the current market in price, timeliness and customer service in order to maintain our customer loyalty and value to the organization.

The Fleet Management Division's primary competitors are the local vehicle service facilities and dealerships. While there is no "one-stop" shop that could perform all repairs to the County's diverse types of equipment, there are many specialty shops that could provide a good service at a competitive shop rate. We, at Fleet Management, prefer to see our "competitors" as private industry "partners" who can help us do our job even better. With joint cooperation between Fleet Management and the local vendors, problems are more quickly resolved, equipment downtime is reduced and the productivity and "bottom line" of each organization is improved substantially.

Currently, Fleet Management's hourly labor rate of \$49 per hour to County Departments is substantially lower than the average of the repair shops in the Lee County area. This rate is reviewed and adjusted annually as needed to meet our operating requirements. A survey of local repair shops shows their labor rates to range from \$85 to \$125 per hour. Because of Fleet's diligence to "in-source" additional work from outside agencies and to bill them at a slightly higher rate (\$66 per hour), we have been able to hold our billable rate to County departments at well below the average of the local market.

Occasionally, local shops that specialize in the repair of specialty equipment (brush chippers, stump grinders, etc.) can outperform the Fleet Management Division by repairing equipment in less time due to specialized training and repair tools that are necessary to complete the repair. In those cases, Fleet staff examines the feasibility of outsourcing those jobs. The private facility's distance from the Fleet shop and the time for Fleet staff to transport equipment to and from those facilities are both considered in the evaluation process. Approximately 20% of Fleet's work is outsourced to our vendor partners in the community.

The following services are planned for full outsourcing in FY 2014:

- Roadside tire services
- Heavy truck and equipment tire replacement/repair
- Front- end alignments
- Paint and body work
- Towing

- Heavy crane certification
- Glass replacement / repair
- Radiator repair
- Automatic transmission overhauls
- Complete diesel engine overhauls
- Major Reel mower blade sharpening
- Upholstery work
- Alternator and starter rebuilds
- Heavy machining (hydraulic cylinders, engine cylinder heads, etc.)
- Machining heavy duty drums & rotors (for the brakes) and flywheels (for the clutches)
- Building drive shafts
- Mandatory Bucket truck certifications
- Mandatory annual lift inspections
- Major service work on the bucket trucks
- Repairs to lifts and shop equipment (brake lathe, tire machine, balancers, etc.)

(All other repairs are outsourced on an individual basis based on shop backlog and technician availability.)

Fleet Management has been approached by many outside agencies regarding handling the repair work on their vehicles. Currently, Fleet services the neo-natal Intensive Care Units of Lee Memorial Health Park, as well as the Constitutional Officer and Health Department vehicles.

In addition to these agencies, Fleet Management has been approached by several Fire Districts regarding a potential agreement to work on their vehicles. Currently, Fleet Management services and repairs vehicles for the town of Ft. Myers Beach and Estero Fire District. In the past, Lee County Fleet also assisted the City of Cape Coral Fire District on an as-needed, as available basis. The amount of time and money that was needed to properly repair and maintain their equipment became too high for Fleet to absorb. As a result, the provision of services to the City of Cape Coral was discontinued.

Additional fire districts have asked about using Fleet's services but due to budgetary, staffing and facility constraints, these talks are on hold. Fleet Management will continue to monitor the interest through the Fire Chiefs' Association and will bring a recommendation to County Administration in the event there is additional, continued interest on their part.



TECHNOLOGY

Fleet Management has an extensive website which provides the viewer with access to Fleet's policies and procedures, business plan, current and past newsletters, and budget information (see www3.leegov.com/Fleet/).

The following is a list of the major software applications used by Lee County Fleet Management in support of our core business functions:

- FASTER – Fleet Management tracking software designed by CCG Systems of Norfolk, Virginia; this system allows staff to track vehicle maintenance history, usage, and replacement criteria among other things. The system is upgraded by the parent company and support for the system and software upgrades are included in the annual maintenance contract.
- Orpak / RNI – A fleet fuel system, supported by AHA Electronic and Fuel Systems Inc. to track vehicle fuel usage, fuel inventory and collect mileage and hours of use data. This system has been fully implemented and has reduced the number of odometer errors significantly. The RNI and the FASTER systems are fully integrated.
- BCI Technologies and DcR Engineering Services, Inc. – Live-time, fuel tank level monitoring systems.
- J.D. Edwards / On Base – Accounts payable system implemented by the Clerk of Courts.
- Kwiktag – Fleet Management currently must maintain records of Material Safety Data Sheets (MSDS) for all chemicals ever used in the facility. The Kwiktag software program will provide us with the means to track both current and past chemicals used. The KwikTag system has also allowed us to track our equipment specifications more efficiently.
- NeoGov – system provided by Lee County Human Resources to track potential employment candidates.
- On-line training – many fleet vendors offer on-line training for their customers; currently Fleet participates in free training programs from AC Delco, Ford, International, and others;
- Fleet staff worked closely with ITG to develop an interface between the fixed asset system (FASTER) and the County's financial system (One World) in order to easily download billing information from FASTER to County department budgets. We estimate this interface saves eight hours a month for our fiscal staff.
- Diagnostic analysis technology – Fleet Management continues to utilize specialized diagnostic equipment and laptop computers on most major brand equipment. With the escalation of computer technology, these laptops will allow the technicians to diagnose problems more accurately and easily and enable Fleet to maintain a service level comparable to local dealerships.
- Fleet has also installed laptop computers with protected WIFI connections in both of our infield service trucks to enable our field technicians to update their labor and issue parts in "live time" rather than entering the information manually at the end of the day or the following morning.
- Automated notification of a vehicle's "ready" status at Fleet. When the work orders status is updated to "F" (finished), an automatic email is sent to the operator of the vehicle notifying him/her that the vehicle is ready to be picked up.
- All Data – Subscription service available to Fleet technicians to access repair information, service bulletins and vehicle schematics.
- Kelly Blue Book / Karpower Online – Subscription service available for new vehicle pricing, dealer concessions and for comparison purposes on vehicles sold by the County.

- On-line PM scheduler – This innovation allows Fleet customers to schedule their own vehicles at their own time. This also allows Fleet to control the number of scheduled services per day.

NEW TECHNOLOGY

The data links to the downtown campus have been troublesome and without the safety net of redundancy. Up to now, Fleet has been limited to a T1 line and a wireless connection. Fiber optic cable was recently installed to the Sheriff's section of the building. The County's ITG received permission to piggyback on that Century Link fiber installation in order to speed up our connection to downtown. This was completed in the spring of 2011.

In June 2013, the County entered into an agreement with the City of Fort Myers. The City was permitted to hook into the County's downtown fiber and in return the City ran fiber from Veronica Shoemaker Blvd. to the Fleet facility. The install was completed during summer 2013.

Fleet Management technicians utilize laptop computers, scan tools and OEM (Original Equipment Manufacturer) diagnostic software to perform diagnostic work on County vehicles and equipment. In most cases, the scan tools and/or software are expensive to purchase but valuable to the technician. Many of them have recurring annual costs associated with their use. These tools and associated software automatically display engine fault codes when hooked up to the vehicle.

Fleet uses FASTER 5.69 as the asset tracking system. In the past few years, several updates were made available from the manufacturer. Due to staffing changes, Fleet has not been able to complete the last two upgrades (6.0 and 6.2). Fleet is working with ITG staff to ensure these upgrades are completed by October 2013.

RNI (County fueling system upgrade (see fuel section)

Fleet customers often want to work on their computers while their vehicle is being serviced. As a result of various requests, Fleet is having wireless technology installed in the front office so employees can access the county's mainframe while in the waiting room. This is scheduled for installation during October 2013.

KEY OBJECTIVES

A. Education / Training

It is imperative that Fleet technicians stay abreast of the latest technology in the industry. With training funds at a premium, Fleet Management staff has to find creative ways to keep up with the latest information as technicians are now electricians, plumbers and computer programmers.

While Fleet Management tries to schedule twenty-five (25) to forty (40) hours of training per employee per year, we realize that every hour of every day should be a learning experience. The Fleet organization is committed to provide a wide variety of training, both technological (Ford, ABS, alternative fuels, etc.) as well as "soft skills" (leadership, teamwork, etc.), in order to continue to grow the organization. Whenever possible, we include both technician and operator training in the equipment specifications in order to fully realize the cost of the piece of equipment.

Standardization of vehicles and equipment has allowed us to reduce the need for some training on the more specialized equipment. We have been working closely with Ford Motor Company to piggy back on training offered locally to their dealerships and to bring additional Ford training to our facility. In some instances we have partnered with other fleets from throughout southwest Florida to provide mechanical training to our

technicians. We have also established a mentoring program in which ASE certified Fleet employees assist other Fleet technicians in studying for their certification exams.

With the current budget constraints, out-of-county travel has become more limited. As a result, training without traveling has become a key consideration. National organizations such as AEMP and NAFA provide webinars and telephone conferencing to reduce the need for hotel accommodations and air travel.

Another important area of training is through the use of shop computers to access manufacturer and dealer sites via the internet. Currently, there are terminals available in the shop to connect to Internet sites for the latest in technical information. Employees also have ready access to computers to find sites that include manufacturer's technical data such as Ford's Fleet Link and AC Delco's on-line training programs. All supervisory staff members are trained at a minimum in Microsoft Excel and Word.

All new Fleet staff members participate in various leadership development programs including "The 21 Laws of Leadership" and the "17 Laws of Teamwork." The Fleet leadership team will continue to allocate time to the personal development of the mid-level supervisors. All fleet supervisors participate in the weekly leadership team meetings and meet at least monthly with their employees.

Team building exercises, leadership training and staff retreats have helped to form a team of employees who work mutually well together and who are recognized each year as one of the top 100 fleets in North America. Lee County Fleet Management is now in the Top 100 Fleets' "Hall of Fame" for achieving the #1 in North America status in 2006.

Fleet was also recognized by the Association of Equipment Professionals (AEMP) as a Fleet Master. This award is presented to outstanding equipment professionals who excel in meeting the unique challenges inherent in cost-effective, efficient and effective management of mixed fleets.

B. Best Practices

Lee County Fleet Management has been active in many professional organizations such as the Association of Equipment Management Professionals (AEMP), the National Association of Fleet Administrators (NAFA) and the Florida Association of Governmental Fleet Administrators (FLAGFA) that have provided valuable information on equipment maintenance and management. Lee County Fleet currently has two staff members who have successfully passed the rigorous testing and experience criteria to become Certified Equipment Managers (CEMs) through AEMP.

Fleet Management leadership team members are often asked to speak at various conferences on Fleet topics. These organizations include: the AEMP national conference, AEMP Certified Equipment Managers training program, the University of Wisconsin "Best Fleet Practices" program, Rocky Mountain Fleet Manager's Association (RMFMA) conference, among others. In March 2011, the Fleet Manager was invited to be a guest speaker at Con Expo, a one of the world's largest heavy equipment conferences held every three years in Las Vegas. Conference attendees are from countries throughout the world.

Members of the leadership team recently participated in the County's Lee G.R.O.W.S. program which provided insight into some divisions within Lee County government. This brings the total number of Fleet employees who have completed the Lee G.R.O.W.S. program to 4. Additional employees will attend as scheduling allows.

Fleet Supervisors are encouraged to visit other governmental facilities, review other organizations' practices and generate new Fleet procedures. Several members of the leadership team visited other governmental sites including Charlotte, Collier and Polk Counties. Fleet technicians are given the opportunity to "ride" with the equipment

operators for a day to see just how the equipment they work on is being used in the field. We have continued our employee switch days to allow Fleet employees to “walk a mile” in another employee’s shoes and to ensure that employees are cross-trained to do each other’s jobs should the need arise.

One technician, who served as the fuel system coordinator for his former employer, was cross trained in both fuel and acquisition in the front office.

C. Benchmarks and Measures

Fleet Management has developed a number of benchmarks that are measured annually. These benchmarks will provide valuable information to compare public service against private business. Additionally, we will measure individual performance with the vision of remaining competitive with the private sector.

Six benchmarks have been identified to monitor our accomplishments. Three of these are posted so the shop employees can compare their personal progress to that of their co-workers.

- Preventive Maintenance (PM) Compliance - This measurement is a standard in the industry and one that gives a quick snapshot of the condition of the fleet. Our goal has been 95 percent of PM’s completed on time. Currently our average compliance rate is 94%. This number is lower than in the past due to the amount of repair work discovered during each PM service. Vehicles which are seriously past due for service are reported to the division and/or department director for follow-up. On the rare occasion that a vehicle continues to be non-compliant, fueling privileges can be discontinued.
- Reason for Repair - Four categories will be measured: scheduled, non-scheduled, drive-in, and emergency repairs. We are working to be consistently at 70% in the scheduled category. This displays a good maintenance program where breakdowns are at a minimum. The drive-in repairs generally consist of removing nails from tires, replacing light bulbs, etc. Fleet also provides emergency service on a 24/7 basis utilizing an on-call mechanic as well as local service vendors.
- Training – Fleet’s overall goal is to provide a minimum of 40 hours of specialized training per employee. Supervisors continue to track each employee’s training to ensure that he/she is provided with the information and skills needed to do a great job. Fleet employees have been trained in CPR, First Aid, AEDs, forklift and fire extinguisher usage. Vendor sites (Delco, Ford) often provide free training for technicians. With the recent economic downturn, training budgets have been drastically reduced or eliminated. As a result, we have developed and utilized “in-house” training programs whenever we can. Overall, every hour of every day should provide the employee with the opportunity to learn something new and to stretch the way employees solve problems.
- Individual Work Performance - Mechanics are expected to generate approximately 1650 billable hours (out of 2080 total) in order to meet the financial requirements of the organization. Fleet supervisors’ hours are lower (1450) due to the administrative duties they must perform. These hours are tracked as part of the evaluation process.
- The Shop Superintendent randomly compares Fleet mechanic hours billed on a work order to industry standards (flat rate times) whenever available. This information, along with the number of “reworks” or “comebacks”, is discussed during the employee’s performance evaluation. Fleet’s overall goal for re-works is to maintain a less than 2% re-work rate. Currently Fleet technicians have

consistently maintained a less than a 1% re-work standard. Re-work reports also help us to determine areas where employees may need additional training.

- The Fleet “Scoreboard” – depicts how quickly equipment is being “turned around” and identifies the reasons for delays (waiting for parts, waiting for a bay, waiting for a technician, etc.). This business plan defines where Fleet wants to be; this scoreboard report tells us where we are and how we are really doing. Each shop is monitored monthly by the percentage of vehicles in and out in less than 24 hours, 24 - 48 hours, 49 -72 hours and greater than 72 hours. During last fiscal year, 68% of the jobs were out of the shop in less than 48 hours. Repairs to heavy equipment and parts backorders account for the majority of the “over 72 hour” repairs. Overall, turn around times in each of these categories has remained constant over the past five years.

D. Team Building

The importance of teamwork is not always measurable but it is critical to the overall operation of the division. This is not to say that we always have to agree. It does, however, speak of the respect that all employees have to have for one another. Fleet employees are encouraged to apply “CPR” (Courtesy, Professionalism and Respect) when dealing with customers and co-workers alike.

Fleet Management continues to provide a “fun” work environment for its employees. Incentive programs, as well as internal competitions, afford Fleet employees to “win” hats, posters and other “giveaway” type prizes. For example, photos of Fleet employees were hidden throughout the facility in random places in sort of a “Where’s Waldo?” fashion. Employees searched for the photos and wrote their locations on an answer sheet. The first to turn in their completed answer form won a prize from the prize box.

In June of each year, Fleet celebrates ASE Technician Appreciation week. During that week, customer departments help with the celebration by providing donuts or bagels for breakfast, pizza or BBQ for lunch, and homemade ice cream or watermelon in the middle of a hot summer afternoon. Even the leadership team helped by providing “Breakfast with the Bosses” complete with pancakes, sausage, juice and coffee. In 2013, we celebrated again with BBQ sponsored and cooked by Lee County EMS staff in appreciation for everything the Fleet staff does for them.

While many activities are planned by leadership, some just evolve as part of the culture here. Each day, at 10:00 a.m., 12 noon, and 3 p.m., fleet employees descend on the break room to play dominoes. The room is quickly filled with laughter and good-natured teasing, The play has even extended to weekend “domino parties” at an employee’s home.

Formal programs are in place for recognizing County employees for “**Above and Beyond the Call of Duty**” (**ABCD**) service to the County or the community or rewarding exceptional ideas that save time and money. To-date, we have presented shirts with “ABCD Award Winner” to four County employees.

Hurricane season often provides opportunities for the Fleet Management team to demonstrate their ability to function well as a team. The past few seasons have been relatively quiet with no “call-outs” for storm related issues.



COMMUNICATION

External

Fleet Management has worked hard over the last year to improve communication with our customers. Customers are informed of the status of their vehicles, problems during the repair, and preventive maintenance service dates. Customers are also able to check the status of the repair to their vehicle on the County web site. We have initiated an automated e-mail notification system to inform them when their vehicle is ready to be picked up. One person in each department or division has been designated as the “point of contact” for Fleet related matters.

The “Fleet Focus”, Fleet’s newsletter, provides Fleet customers with information regarding changes taking place and new services being provided at Fleet Management. Over 600 newsletters are distributed each month to both internal and external customers and industry leaders around the country. In 2008, the newsletter changed to an electronic format, saving the costs of printing and distributing it each month. Due to the time involved in preparation of the newsletter, distribution has changed to every other month rather than monthly.

Our first written customer survey in many years was distributed several years ago with limited response. Ratings were either “glowing” (they love us, they really do) or “horrible” (we must have ticked someone off) with little usable substance. We hope to develop an electronic survey through “Survey Monkey” or some similar product with more poignant questions and answers.

Annual meetings with department liaisons and departmental staff are held to discuss changing departmental needs, costs, fleet utilization, short and long term replacement plans, vehicle abuse, accidents, and overall satisfaction with Fleet’s services. These meetings originated in 2002 and have provided us with more usable data than any written survey could. Periodic visits by Fleet staff to departmental staff meetings during the course of the year have provided us with another great communication tool.

Lee County Fleet Management is also the lead agency for a local Fleet Management group comprised of Fleet Managers and their support staff from throughout Florida. Leadership from surrounding counties and cities (Collier, Charlotte, Manatee, Sarasota, Fort Myers, etc.) as well as those from as far away as N. Miami Beach and Tallahassee support the group. Efforts are made to coordinate policies and procedures and to share solutions to fleet problems and issues via meetings and via internet communication. Budgetary constraints have reduced the ability of some fleet managers to travel to attend these meetings. As a result, most requests for information are handled via email to the group of well over 100 fleet managers nationwide.

A vehicle user manual was developed in early 2003, and is updated annually. This manual is available for departmental download through Fleet’s intranet site.



Internal

The leadership team, comprised of the Fleet Manager, Parts Manager, Shop Superintendent, Fiscal Officer, and the Shop Supervisors, meets weekly to discuss current work orders and to resolve any issues or concerns. Budget services staff as well as staff from other local municipalities occasionally attend these meetings to understand our operation.

Each supervisor is then responsible for meeting with his/her employees to disseminate the information. The shop supervisors hold informal “start of the day” meetings in their areas. All-staff meetings are held at least once a month.



FINANCIAL MANAGEMENT

Fleet Management’s finances are held in an Internal Services Fund (594) and are segregated into two sub-funds: operating and capital.

Each year, Fleet is required to generate enough funds to cover all of their expenses and to balance revenues with expenditures. Fleet Management has operated in a positive cash flow situation for the past 15 years.

The Fleet Management Division’s annual operating budget for fiscal year 2013 was about \$9.4 million. Salaries and benefits account for 25.1% of the total budget while parts and outside maintenance requires 26.6%. Escalating fuel prices have brought fuel expenditures to 40.1% of Fleet’s operating budget. Internal Governmental Services (IGS) and Indirect Costs comprise 5.3%. Minor operating and capital expenditures make up the balance.

The economic situation within the State of Florida and Lee County itself continues to be tenuous with departments looking for every possible cost saving measure available. Fleet staff is committed to reducing costs to County Departments and in their areas of responsibility. Some areas under consideration include:

- Reduction in overtime costs by changing from an “on-call” mechanic (paid a minimum of 10 hours pay each week plus actual hours worked) to a “call out” situation where technicians are only paid when they actually come into the facility. **Estimated annual savings - \$20,800.**
- Usage of retread tires on Heavy Equipment - **Estimated annual savings – \$12,000.**
- Eliminating 50% of vehicles with usage < 250 miles per month – **Estimated annual savings - \$75,000.**
- Purchase used equipment rather than new wherever feasible – **Estimated annual savings – TBD.**

- Rent / Lease rather than purchase low usage equipment. **Estimated annual savings – TBD.**

One obvious financial concern is the fluctuating cost of fuel. In 2004, County fuel prices averaged \$1.75 per gallon. The average price of fuel for the first half of 2013 is \$3.30 for unleaded, \$3.65 for Gold Diesel, and \$3.44 for Red Diesel.

	2006	2007	2008	2009	2010	2011	2012
Avg Cost of Unleaded	2.33	\$2.36	\$3.19	\$2.14	\$2.50	\$3.19	\$3.31
Avg Cost of Diesel	2.40	\$2.39	\$3.55	\$2.10	\$2.58	\$3.37	\$3.58
Avg Cost of Red Diesel	n/a	n/a	n/a	n/a	\$2.23	\$3.17	\$3.37

Fleet Management is currently reviewing the possibility of hedging its fuel purchases in an attempt to flatten the cost of fuel to County departments. The County issued an RFP for fuel hedging and both Bank of America and Fifth Third Bank met the qualifications. To date, the timing has not been to the County’s advantage to enter into a fuel hedge.

As previously mentioned, Fleet Management currently sells fuel to outside agencies. These additional customers added almost \$400,000 to our fuel and maintenance revenues during FY13.

County departments are billed on a monthly basis. Costs for Cars and Light trucks are billed on a Cost per Mile (CPM) basis with a minimum of 500 miles per month. This allows departments to project their monthly costs more accurately based on the number of miles driven. Costs for the balance of the equipment are based on actual monthly charges. Vehicles over ten years old and 125,000 miles are changed from CPM to actual charges.



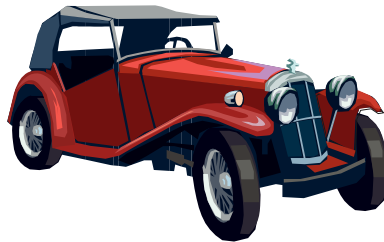
FLEET MANAGEMENT PARTS WAREHOUSE

The efficiency of the Fleet parts room has improved greatly over the past ten years with changes made to the inventory process and to the procedures for ordering and receiving parts. Currently the parts room maintains an 88.6% “fill rate” (requests filled the first time to the counter) and 3-6 inventory turns per year depending on the storeroom. Overall, the parts inventory contains approximately 2169 line items at a total dollar value of \$270,844.

The parts room staff has worked diligently to monitor the obsolete inventory and return items as needed. Last year approximately \$5300 in obsolete inventory was returned for credit. This is substantially lower than in prior years due to the continued monitoring of the inventory as a whole. This year’s inventory produced a discrepancy of less than 0.12%. Minimum and maximum stocking levels have been adjusted to reduce surplus parts in the warehouse and parts category streamlined to better track where our funds are being spent.

The Parts Warehouse also provides a “retail” side to provide County departments with windshield washer solvent, wiper blades, jumper cables, air fresheners, etc. While this is a minimal part of our overall budget, the service provided is appreciated by those who use it.

One area of concern for the parts industry is the dependability of vendors. Due to the economy, many long standing vendors are closing their doors and going out of business. Those that remain are reducing the number of parts stocked on their shelves, preferring to order them on an as-needed basis. This increases the lead time required for us to obtain some basic parts. In addition, the fluctuating price of fuel also impacts all petroleum based products. We have seen a drastic rise in some of our more volatile commodities such as batteries, steel and tires. Whenever possible, as we hear about substantial price increases approaching, we place a large stock order and then pass the pricing onto our customers.



ASSET MANAGEMENT / REPLACEMENT

In 1991, a vehicle replacement program was established to provide the necessary capital for replacement of cars and light trucks. The plan was that each department would be invoiced \$1500 per year for the life of the vehicle. In 1993 that amount increased to \$2000. Originally, these funds were not segregated from the organization’s operating funds, and were spent to meet operating expenses. In 1994, the Vehicle Replacement Fund was established to segregate replacement capital from the operating funds.

In 2001, County departments asked that Fleet Management be allowed to establish an additional replacement program to provide the necessary funds to replace heavy equipment. The costs for replacement were dually funded for three years in order to “seed” the start up of this program. These two programs allow the annual costs of vehicle and equipment replacement to be constant instead of fluctuating from one year to the next.

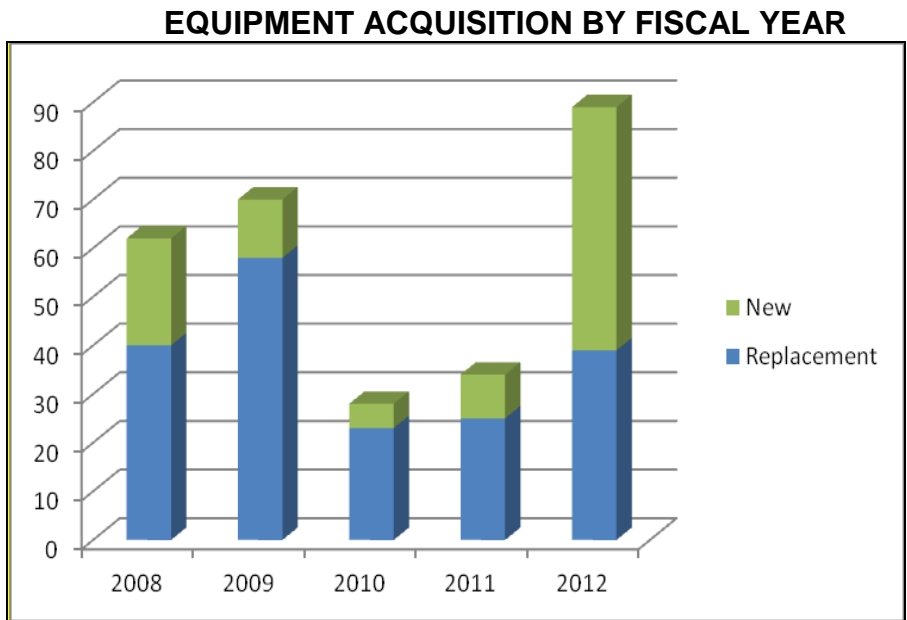
During the fall of 2008, the Utilities Department contacted Fleet Management staff regarding the establishment of a vehicle replacement fund for their department. Until this time, enterprise funds were exempt from the collection of replacement funds. Fleet Management produced an annual dollar figure to cover the replacement costs for all Utilities vehicles newer than 2005. The Utilities Department sets aside that amount each fiscal year in order to “seed” their replacement fund.

In 2008, Fleet Management stopped collecting the vehicle replacement funds in order to lessen the impact on the General Fund. During 2011 approximately \$16 million was transferred from the Vehicle Replacement Fund reserves to the MSTU Fund in order to reduce the County shortfall between revenues and expenditures. This left approximately \$5.0 million in the fund of which \$1.0 million was spent on equipment for the new Jet Blue (Red Sox) Stadium. Since that time, very few vehicles have been replaced. (see charts page 25)

Currently, approximately \$22.0 million (38% of the total BoCC fleet) of vehicles and equipment meet the standards for replacement. As of July 2013, approximately 276 vehicles in the fleet have over 100,000 miles on them with 12% of those in the 150,000 – 199,999 mile range, 8% in the 200,000 – 299,999 range and 1% with over 300,000 miles.

Approximately 145 pieces were purchased before year 2000. Some replacements can continue to be deferred while others cannot or should not for safety reasons. To ensure a healthy fleet, an estimated \$6.0 million should be budgeted for replacement each fiscal year.

For years, the timing of vehicle replacement was based on three major criteria: age, mileage, and maintenance life-to-date. Those three items, along with establishing the most advantageous point for the resale of that piece of equipment (residual value), would ensure that the County received the best value for their investment. These three criteria were adjusted based on the type of equipment (e.g. the criteria for a half-ton pick-up truck is different than the criteria for an excavator or a tractor).



With the downturn in the economy, direction was given to set aside the replacement criteria and only replace pieces if the need was great or if safety was involved. As a result, approximately 145 (almost 10%) active pieces were purchased prior to year 2000. Fleet’s expenses for batteries, tires and other major repairs have increased significantly. Where \$1200 was considered a high vendor repair cost five years ago, we are now seeing some invoices in the \$8,000 - \$15,000 range for engine replacement and injectors.

Currently, Lee County has approximately 137 pieces of equipment (8% of the BoCC fleet) where the County has paid more to maintain and repair the equipment than they did to purchase it originally. Another 18 pieces exceed the 90% of purchase price mark.

Another important task is the identification/evaluation of equipment with low mileage. Each fall, Fleet identifies these low mileage vehicles and works with departmental staff to either eliminate them or relocate them to another higher usage site if feasible. On occasion the vehicles in question are equipped with “specialty” equipment, designed for specific job functions. In most cases, these vehicles are used to move equipment and then sit at an intersection or work site. For example, a bucket truck, used for maintenance and repair of traffic signals or stadium lighting, may drive to a location and sit at idle while the bucket is being used. The usage (idle time) may be high but the actual mileage is low.

The County's minimum utilization criterion for cars and light trucks was reduced from 500 to 400 miles per month at the end of FY11. The "Mileage Exception Report" is sent out quarterly to those directors with pieces (144) in the "less than 400 miles per month" category. County Administration and Department Directors review the usage of the vehicles on the list with the county-wide goal of less than 3% as the suggested target.



2009-2012 ACCOMPLISHMENTS

1. Recognized as Platinum level "Green" Fleet status by the Association of Equipment Management Professionals (AEMP). This designation is given to agencies whose fleets have achieved 50% of their fleet at Tier III status or better. The standards met are established by the Environmental Protection Agency.
2. Nominated for the Chrysalis Award (presented annually by the tourism industry).
3. Installed approximately 600 "Three Feet please" bumper stickers on County vehicles to ensure a safe distance between County equipment and bicyclists on County roadways. Additional bumper stickers will be placed this year.
4. Awarded the prestigious "Fleet Master" designation from the *Association of Equipment Management Professionals* and *Construction Equipment Magazine* in 2010.
5. Featured in AEMP's *Equipment Manager* magazine and nationally recognized *Construction Equipment Magazine* on several different occasions for our service delivery, training programs, and our handling of hazardous waste.
6. Contacted all vendors to negotiate rates for service and parts to reduce costs by \$20,000.
7. Installed new oil lines throughout the shop to allow for upgrades in the oils used in the shops.
8. Added customer reports to our website – PMs Due REPORT, PM Scheduler and Work order Status report are now available on-line.
9. Continued to review all sustainability practices for a "green" operation by recycling, reclaiming and reducing usage (Installed programmable thermostats, energy efficient light fixtures and motion activated light switches in several locations). Fleet's recycling program includes: paper, cardboard, toner cartridges, scrap metal, wooden pallets, used oil and used antifreeze.
10. Worked closely with County Administration, Risk Management and Human Resources to prepare and implement a change in county policy regarding the use of electronic devices while operating a County vehicle or while operating a personally owned vehicle for County business.
11. Continued to monitor and reduce the obsolete inventory in the parts room for refunds and vendor credits.
12. Updated all parts inventory categories to accurately reflect the part designations.
13. Continued to review alternative fueling technologies for implementation. Fleet staff will continue to monitor performance vs. cost information for future consideration. Lee Tran recently eliminated bio-diesel from their fleet of buses due to problems. Fleet will continue to monitor other alternative fuels for possible usage.
14. Provided joint EMS/Fleet Management training program (ongoing) for all new paramedics. Training includes, but is not limited to, proper maintenance of ambulance systems, proper Fleet procedures, and fueling of ambulances. Classes are held approximately every other month.
15. Adjusted service intervals on all EMS equipment and equipment serviced by our in-field technicians to reduce costs to the user departments.
16. Cross-trained all front office staff members to guarantee coverage.
17. Reviewed all standard operating procedures (SOPs) and modified them as necessary.

18. Featured in major equipment magazines due to our role as an industry leader.

19. Completed our eighth and final full year of our “Just for the Health of it” program – Five employees continued to meet monthly with Ginger Patterson, a nutritionist from Fitness on the Move. In total, employees have lost almost 200 pounds, dropped hundreds of cholesterol points, and reduced their dependence on prescription medications. The program ended December 2012 due to Ginger’s retirement.

20. Lowered the fleet fuel surcharge from 12 to 5 cents per gallon in order to generate cost savings to the primary user funds (General, MSTU and Transportation Trust).

GOALS FOR 2013- 2014

1. Re-allocate equipment turned in via departmental budget reductions to higher usage locations whenever possible.

2. Utilize re-tread tires on Heavy Trucks and Equipment wherever feasible.

3. Develop a vehicle/equipment replacement program based on industry standards and the local economy.

4. Hire a fleet consultant to review the County’s fleet for opportunities to rent or lease heavy equipment rather than purchase.

5. Research new equipment types and suppliers to ensure that Lee County purchases the equipment with the lowest overall life cycle costs rather than the lowest priced equipment.

6. Ensure that all new Fleet employees complete “The 21 Indisputable Laws of Leadership” training.

7. Research the possible purchase of a small, fuel truck for use during emergencies and to fuel “out-of-the-way” locations where the amount of fuel required does not warrant delivery by the County’s fuel vendor. The Department of Utilities is considering this purchase for servicing their well fields and generators.

8. Continue to monitor parts obsolescence and surplus in the parts warehouse.

9. Continue to monitor fuel pricing to find ways to reduce the County’s expense for fueling its fleet of vehicles.

10. Investigate the use of a driving skills training program for County employees in order to reduce fuel usage.

11. Investigate alternatively fueled vehicles and equipment to determine feasibility for implementation in Lee County.

12. Research the possibility of working on additional Fire / emergency equipment for the various Fire Districts as staffing allows. This decision will be made by County Administration after a review of Fleet processes.

13. Continue to monitor the changes in the Ultra Low Sulfur Diesel and emission standards in order to maintain the integrity of the County’s equipment, remain in governmental compliance and maintain the OEM’s equipment warranties.

14. Continue to find cost saving methodologies for use at Lee County Fleet Management.

15. Continue upgrades to fuel system.

16. Continue to work with Utilimarc, a national fleet benchmarking firm, to determine how we compare to the private industry.

17. Install wireless technology (WIFI) in our front office in order to provide our customers with the ability to work on their computers while waiting for their vehicles to be serviced.