Business Plan
Fiscal Year 2013-2014
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Executive Summary

Marion County Fleet Management is committed to providing exceptional customer service and support to all County departments under the direction of the Marion County Board of County Commissioners. Fleet Management has adopted industries best practices to provide safe, reliable and cost effective vehicle repair and maintenance services.

Fleet Management staff consists of 19 full-time employees. Our team of ASE and EVT certified technicians diagnose, analyze, repair and perform maintenance services for approximately 1,400 vehicles/equipment.

Our departmental successes includes, earning the nationally distinguished ASE Blue Seal of Excellence Award, honoring notable automotive and heavy-equipment repair facilities.
Fleet’s service team of professionals are responsive and adaptive, constantly evolving our services to meet and exceed the needs of the thirty plus County departments we serve.
Preventative Maintenance: In an effort to reduce repair and maintenance cost, Fleet Management has initiated an on-site oil analysis system. This preventative maintenance process identifies potential mechanical failures before they become catastrophic. In addition, this process allows oils and lubricants to be analyzed and extended to their optimum life. This has resulted in a reduction in repair and maintenance cost. By decreasing usage our usage of petroleum products we can have a positive effect on the environment.

Fuel Management: Fleet Management is responsible for the mandated inspection and maintenance of 85 fuel storage sites. The capacity of the County’s fuel storage tanks range from 550 gallons to 24,000 gallons. The County’s total fuel storage capacity is 300,000 gallons. Approximately 1.1 million gallons of fuel is consumed annually. Fleet uses a fuel management software system to secure and account for fuel inventory consumption.

Equipment Purchasing: Equipment/vehicle procurement is a comprehensive process that includes equipment/vehicle evaluation, life cycle cost analysis, vehicle age, miles/hours used, operational maintenance expenses, projected repairs, and other utilization factors. Before purchases are made department needs are scrutinized, equipment specifications are drawn and quotes/bids are gathered. The vehicle replacement policy assures wise use of County funds.

The process of vehicle and equipment disposition was streamlined to include the use of a local auction house. This practice benefits the local economy and the citizens of Marion County by enabling them to purchase a well-maintained, surplus County vehicle here in Marion County.

Parts Inventory: Fleet Management has been directed to make significant reductions in its parts inventory. To achieve this objective Fleet has re-organizing its parts and inventory system. An on-site parts consignment program with local vendors has significantly reduce the cost associated with inventory and the cost of parts acquisition. Fleet Management now utilizes local vendors to stock an inventory of parts at the Fleet Management part’s room.

Telematics: Fleet Management is currently gathering essential vehicle/equipment data using global positioning satellite (GPS) devices. This technology has been implemented to identify effective routing solutions, increased productivity and efficient equipment usage. Identifying excessive idling trends has resulted in cost-savings. When cars and trucks leave their engines running unnecessarily, they are not only wasting fuel but also releasing harmful particles and greenhouse gasses into the air.
Business Description & Vision

The Marion County Fleet Management Department is committed to the implementation of cost effective processes to improve fleet efficiency and customer satisfaction. Fleet Management is now responsible for the acquisition, fueling, maintenance, repair, and disposal of the 1,400 plus vehicles and pieces of equipment worth approximately $49 million, including stand-by emergency generators in the County’s fleet. Fleet Management serves the residents of the County by partnering with our departmental customers who provide direct and indirect citizen services in all areas of County government. Fleet serves all Departments under the County Administrator in addition to other governmental agencies.

Currently, the Fleet Department has 19 budgeted positions to meet the needs and objectives of our customers. Thirteen are front-line technicians, while the remaining six provide value to the growing responsibilities of our operation. These responsibilities include the following:

1. Provide over 1.1 million gallons of fuel to 7 sites throughout the County with fuel.
2. Maintain mechanic productivity at 1,600 labor hours per year per mechanic providing for 82% of labor hours available to be billed.
3. Perform preventive maintenance services with 75% completed within 30 minutes of the scheduled appointment time.
4. Maintain costs per labor hour of $70: less than the local heavy truck/equipment industry average.
5. Operating with equipment to mechanic ratio of 104:1 (industry standard is 67:1).
6. Maintain an average of less than 2% for vehicles and equipment returned for repeat work.
7. Maintain 95% or better satisfactory response to customer services as indicated through comment cards and surveys.
8. Maintain ASE Blue Seal Certified Shop Accreditation for Fleet Shop.
9. Provide parts achieving an on-demand availability rate of 80% and operating expenses less than 20% of total parts costs.
10. Purchase and dispose of County vehicles and equipment through a contracted local auction company.
**SWOT ANALYSIS**

An objective look at Fleet Management includes a review of our strengths, weaknesses, opportunities and threats.

**Strengths:**

- Diverse workforce
- Experienced Senior Management team
- 100% ASE certification
- 80% EVT certification
- Customer satisfaction
- Open to change
- On site oil analysis

**Weaknesses:**

- Outdated facility
- Lack of scheduling opportunities for training staff members
- Aging fleet/high repair costs
- Limited resources

**Opportunities:**

- Serious budget challenges will allow for a reduction in fleet size, resulting in savings for the County and increasing efficiency
- Expansion of customer base
- GPS
- Alternative fuels

**Threats:**

- Continued decline in economy
- Inability to keep qualified technicians
- Privatization
- Failing to meet customer needs
- Failing to change in response to declining revenues
- Failure of user Departments to change in response to declining revenues
Department Vision

As members of the Marion County Board of County Commissioners we are fully committed to supporting and aiding in the implementation of all elements of the County’s Vision Statement. In a team effort we will strive continuously to improve fleet management services. We support all County customers ensuring that vehicles and equipment are efficiently maintained in a safe operational condition in accordance with all Federal, State and County policies, procedures and regulations.

Department Mission

We are obligated to provide efficient and effective delivery of fleet management services to our clients. It is our duty to provide economical, safe, and reliable transportation and services.
We will maintain industry best practices to preserve the value of the vehicle and equipment investment.
As stewards of the County’s assets and resources we pledge to exceed the expectations and service needs of all user departments and agencies.

Department Goals

Fleet Management’s goal will be to maintain and enhance customer relations. It is our promise to implement creative processes increase productivity and manage precious resources and funds.
We are committed to update equipment and facilities maintaining compliance with Federal and State regulations for public sector fleet management operations.
Our objective is to assure that the Fleet staff is knowledgeable and trained with the latest technologies that will keep this organization on the leading edge of industry standards.

Department Objectives

Accountability: We will continue to document and discuss key performance measures and work to achieve objectives. Reviews and evaluations are mechanisms in place to measure both individual and team productivity for each area of the fleet operation.

Use of Technology & Information: Fleet Management must stay abreast with emerging technologies. A technology deployment plan is in place to analyze and updated needs annually. This technology may include, but is not limited to, fleet information, diagnostic tools, training aids, web based resources and communication effectiveness tools-both internal and external.
Collaboration: Collaboration and team work are keys to success. As a team we will foster and encourage the sharing of ideas among all fleet personnel. Brainstorming new ideas, refining processes, initiating performance improvements and implementing solutions are best achieved through the use of collaboration among individuals. We will continuously review and document changes made to enhance different areas of the fleet service delivery processes.

Creativity: Innovative ideas and creative thinking will enable Fleet Management to successfully address and master challenges within the operation. It is essential that we will encourage and develop a culture of resourcefulness.

Celebration and Recognition: In a busy, fast paced environment it is important to pause and take time to celebrate our achievements and successes. This will be accomplished through luncheons, awards, certificates, plaques, commendations, or a simple “thank you”! Fleet Management will acknowledge excellent performance and/or the attainment of a desired performance improvement.

Evidence of a High Trust Culture: Fleet managers and supervisors will take the lead by demonstrating a culture of approachableness, respect and trustworthiness. Fleet staff should at all times feel free to respectfully communicate their opinions and concerns.

Doing It Right the First Time: Performing timely repairs are important. Fleet will track and measured and review how often any piece of equipment is returned to the shop for rework or additional repair (i.e., missed in initial repair visit). It is paramount that repairs are done right the first time to minimize trips for rework.
Quick Efficient Turnaround: The amounts of time vehicles/equipment are down for repair and maintenance must be kept to a minimum. Matrixes are in place to measure repair downtime. This is measured from initial drop-off until notice of repair completion. In addition, since scheduling of repairs impacts shop productivity this area must be managed effectively.

Competitive Pricing: Fleet Management will continuously look for areas to reduce cost. We will compare the cost of repairs with surrounding commercial and public agency fleets.

Staff Development: Fleet Management has implemented an individualized training program for continued growth and development. This plan includes strategies for goal-setting, career building, self-evaluation, training hours required/taken, peer and supervisor evaluations, as well as other viable practices for the development of skills and talents.

Resources Stewardship: Fleet’s goal is to maximize the utilization of all resources, including human, capital, and natural.

Improve Personnel Development – Update training and educational incentives, employee recognition (to improve morale) certifications with tangible rewards and potential for merit increases as the economy strengthens.

1. **Fleet Policies** – Improve and update existing department policies. Develop ongoing policies to help improve the quality of work provided to our customers.
2. **Operating Expenses** – Safeguard against frivolous spending, diligently evaluating the parts inventory and obtaining the best pricing and quality possible.
3. **Overtime** – Evaluate the use of overtime being cognizant of potential savings in outsourcing.
4. **Capital Purchases** – Update/maintain Fleet’s equipment to ensure efficiency in performance of all services.
5. **Build Customer Relations** - Fleet customer appreciation cookout, courtesy car wash/ fuel top off, decrease on road break downs and increase quality control checks.
6. **Technician Training**- Factory sponsored training; computer based training, implement strategy based diagnostics, vendor seminars and shop demonstrations.
7. **Enhance Productivity**- Commendation incentive awards, use customer feed back
8. **Save Money**- Track warranties, encourage resourcefulness, and ensure quality preventive maintenance service.
9. **Compete with Private Sector** Compare repair order labor to flat-rate standard times and benchmark industry standards.
10. **Increase Fuel Efficiency** - Evaluate adding sites to existing Fire Stations to reduce outsourcing of fuel and increase cost-savings. Explore and implement alternative Fuel Technologies.
Our Guiding Principles

- Promote effective internal communication and coordination, between Operations and Parts, in addition to our external customers and suppliers.
- Enhance employee empowerment.
- Remove barriers that impede progress of desired customer support.
- Focus on listening within and outside of the organization.
- Respect each other.
- Maintain high standards and expectations.
- Demonstrate a willingness to improve by embracing creativity and innovation.
- Examine unfavorable outcomes with a commitment to improve our level of performance.

Our Values

- Respect - by respecting others and their views.
- Accountability - by accepting responsibility.
- Integrity - by always doing the right thing.
- Customer Service - by helping each other.
- Professionalism - by maintaining high standards.
- Responsiveness - by exhibiting team spirit and cooperation.
- Trust - by trusting each other and our customers.
- Innovation - by obtaining and maintaining required proficiency for the job.
- Competency - by getting it right the first time.
**FLEET VEHICLE/EQUIPMENT OVERVIEW 11/12**

**1396 PIECES**

- **548** Cars, trucks, vans and SUVs  
  39 % of total fleet

- **258** Off road type equipment  
  18 % of total fleet

- **370** Trailers, generator miscellaneous  
  27 % of total fleet

- **220** Fire Apparatus  
  16 % of total fleet

**Fleet Equipment**

- **Cars/Trucks**
- **Off Road**
- **Trailers/Gen**

**MILES DRIVEN AND FUEL USED 09/10**

- 589,037 gallons of fuel consumed
- 5,884,216 miles driven
- 9.9 average miles per gallon

**MILES DRIVEN AND FUEL USED 10/11**

- 1,000,303 gallons of fuel consumed
- 10,903,302 miles driven
- 10.9 average miles per gallon

**MILES DRIVEN AND FUEL USED 11/12**

- 960,154 gallons of fuel consumed
- 8,354,812 miles driven
- 8.7 average miles per gallon
Definition of the Market

Fleet management is very unique in a governmental application, as compared to private sector fleet operations. We are responsible for every aspect of vehicle maintenance, acquisition and disposal for Marion County Board of County Commissioners. We are responsible for small and large equipment, standby generators and licensed motor vehicles. It is our responsibility to ensure that all repairs are done as efficiently and economically prudent as possible. We maintain strict compliance with all local, state and federal rules and guidelines.

A well-trained, efficient and effective Fleet Management Department is critical for the overall operations of each of the Departments under the auspices of MCBCC, as well as the Marion County Clerk of the Court, State of Florida Department of Health, United States Marshall Services, Marion County Tax Collector, Medical Examiner for the Fifth Judicial Circuit and the Marion County Property Appraisers Office.
Description of Products and Service Processes

Fleet Management provides services to all Departments under the Board of County Commissioners, as well as the Marion County Clerk of the Court, State of Florida Department of Health, United States Marshall Services, Marion County Tax Collector, Medical Examiner for the Fifth Judicial Circuit and the Marion County Property Appraisers Office.

Our services include:

- Preventive Maintenance Services
- Repairs
- Road Calls
- Parts Sales
- Risk Claims
- Billing Processes
- Fueling Services
- Vehicle/equipment pool
- Vehicle Acquisitions/Disposals

Fleet Management reviews rates annually charged by local repair shops and ensures our rates are competitive. We also charge our customers based upon actual time on the job versus flat rates charged by outside shops. The practice of charging actual time is reviewed to insure the using department is never charged in excess of published flat rates. We also use “menu” pricing (a routine flat rate) on all of our preventive maintenance services to remain competitive with local vendors. Fleet has partnered with Lube 1 to perform minor oil and filter changes on selected County vehicles. This has reduced vehicle downtime for PM Services. We offer on-line service request forms as well as appointments for all of our customer needs.
Organization & Management

Fleet Management has 19 budgeted positions consisting of a Director, Operations Manager, Administrative Staff Assistant, Staff Assistant III, Parts and Inventory Technician and 13 Technicians. The Director has overall responsibility for the department with direct supervision of the Operations Manager, Administrative Staff Assistant and Staff Assistant III. The Operations Manager shares the direct supervision of all other Fleet personnel.

All technicians are required to have a minimum of two ASE (Automotive Service Excellence) certifications. Fleet Management personnel possess a total of 122 combined ASEs and 30 EVTs which include 7 personnel that have achieved the designation of Master Techs. This qualifies Fleet Management for the ASE Blue Seal of Excellence Recognition Program.

- At least 75% of technicians performing diagnosis and repairs must be ASE certified.
- Each area of service offered in the shop must be covered by at least one ASE-certified technician. We are at 100% compliance with the requirements.

Fleet Management’s mission is to support all County departments. This is accomplished by providing them with the vehicles and equipment needed in the most cost effective and time sensitive manner. Fleet Management plays an essential role in the day to day operation of County Departments to meet and exceed the needs of the citizens of Marion County.
Marketing and Customer Service

Our market is all Board of County Commissioners departments as well as the Marion County Clerk of the Court, State of Florida Department of Health, United States Marshall Services, Marion County Tax Collector, Medical Examiner for the Fifth Judicial Circuit and the Marion County Property Appraisers Office.

Our customers rely on us to supply fuel and related services including preventive maintenance services, tires and vehicle and equipment repairs at competitive rates; and provide those services with efficient turnaround times to ensure their ability to meet their overall customers’ needs.

We continually strive to improve our customer service by using daily comment cards (placed in all vehicles regardless of service rendered) and annual surveys to guarantee that we are at or above 95% approval rating.

The MCBCC has contemplated potential privatization in the past and that thorough review and bidding process revealed that Fleet Management's overall expenses were less than the private sector could operate a
### Financial Management, Performance Measures, Benchmarks and Comparative

#### Fund Expenditure Budget Comparisons grouped by Organizational Unit, Division

**Marion County Board of County Commissioners**

**Fiscal Year 2014**

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<td>(67,094)</td>
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*GovMax V5*  
3/2/2013
## Marion County Board of County Commissioners

### Business Plan Performance Measures and Benchmarks

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<th>Performance Measure</th>
<th>Type of Measure: Workload, Efficiency, or Outcome</th>
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<th>Alachua County</th>
<th>City of Clearwater</th>
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<td>Billable Hours</td>
<td>Workload</td>
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<td>Downtime</td>
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<td>Preventative Maintenance</td>
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<td>Customer Satisfaction Index</td>
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### Benchmarks

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Marion County Board of County Commissioners
Forecast Service Volume

| Fund number: | 1 |
| Department number: | 2570 |
| Department name: | Fleet Management |

Place completed worksheet in business plan template section four.

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<th>Forecast volume 2013-14</th>
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department business plan worksheet.xls week 4-forecast service volume
03/26/2013
FLEET
MANAGEMENT
OPERATIONAL
POLICIES
Marion County
Florida
GENERAL FLEET POLICIES

1. All annual leave requests must be approved two weeks prior to time requested.
2. Only one Fleet Tech at a time will be allowed time off.
3. Vacation time will be granted on a first come first served basis regardless of seniority.
4. Sick time greater than 50% of earned time may be considered sick time abuse.
5. Any sick time prior to or following a holiday or weekend must have a doctor’s note or it will be considered unexcused. Three sick days in a row will require a doctor’s note.
6. Any annual time used for sick will be considered unexcused.

SAFETY PROCEDURES

1. It is the responsibility of all personnel to follow safety procedures and to insure the work place is safe for all employees and anyone else that may enter the work area.
2. All personnel assigned to the shop will wear appropriate footwear with proper OSHA rating for the work environment. Foot wear will be replaced when they become noticeably worn, or annually, in accordance with Marion County Administrative Policy 04-01.
3. Oil, transmission fluid, lubrication, or any other spills will be cleaned up as soon as possible to prevent slip-hazards. Creepers will be kept off the floor when not in use.
4. Air hoses, water hoses and drop light cords will be rolled up when not in use.
5. When working with heavy or awkward parts or assemblies, always obtain assistance from co-workers or notify a supervisor.
6. Hazardous chemicals will be stored and disposed of in the proper receptacles.
7. Eye protection must be worn when in shop area. All employees must be aware of the location of eye wash stations.
8. Fire extinguishers should be in plain view and unobstructed at all times.
9. Proper eye protection will be used at all times when welding. A fire extinguisher must be on hand in case of fire from welding sparks.
10. Each employee is responsible for ensuring their work area is neat and clean before leaving for the day. (follow shop clean up procedures)
11. Any employee who observes a safety discrepancy will report it to the Operations Manager or Safety Coordinator immediately.
12. All injuries, regardless of severity, will be reported to the Operations Manager and/or Fleet Director immediately. An accident report will be filled out for each accident.
13. A safety citation will be written up for any infraction from the Fleet Management Safety Policy or Risk Management Policies. A total of three citations may result in disciplinary action.
14. Only Fleet personnel are permitted in shop area. ALL visitors must be cleared thru Administration.
WORK HOURS POLICY

1. Fleet Technician’s schedules are from 7:00 a.m. to 3:30 p.m. unless otherwise designated. (7:00 means ready to work)
2. Lunch break will be from 12:00 p.m. to 12:30 p.m. for the Heavy shop and 12:30 p.m. to 1:00 p.m. for the Light shop unless otherwise designated by the Operations Manager. Changes may be made in order to support customer service.
3. Morning breaks are designated from 9:00 a.m. to 9:15 a.m. and afternoon breaks are designated from 2:00 p.m. to 2:15 p.m. As stated in the Marion County Employee handbook, breaks are not mandatory but are recommended. Discretion must be used when customers are waiting for a vehicle.
4. All employees will adhere to designated work hours and will start work at the appointed time. Employees will be allowed to begin clean-up 15 minutes prior to end of shift.
5. All overtime must be approved by the Operations Manager or Department Director unless performing as on-call technician. Employees will not be paid for any overtime without prior approval.
6. Employees are not permitted to clock in more than 5 minutes prior to scheduled start time.
7. Employees shall not eat during work hours, other than during approved break times, i.e. breakfast.
8. All employees must take at least a 30 minute lunch break.

SHOP CLEAN-UP PROCEDURES

1. It is the responsibility of each technician to maintain the cleanliness of their immediate work area and common areas as needed.
2. Work bays will be cleaned of any oil, grease, etc. before bringing another vehicle in to be worked on.
3. Work benches will be cleared of clutter, old parts and trash at the end of each work day. Cores will be turned in to parts room daily.
4. Trash cans will be emptied on a daily basis.
5. Oily rags and/or flammable materials will be placed in proper receptacles.
6. Common areas (welding shop, steel cutting area, etc.) will be cleaned up after each use. Used tires will be disposed of in the tire dumpster.
7. Time will be allotted once each month to perform in depth cleaning of the shops and common areas.
8. Flammables such as brake cleaner, carburetor cleaner and penetrates, etc., will be placed in approved storage cabinets at the end of each day.
9. When available inmate labor can be used but responsibility still remains with the Technician.
SERVICE WRITING POLICY

1. Person opening service request will be responsible for the following information when writing service tickets.
   a. Obtaining current mileage/hours
   b. Asking who, what, where, when, etc.
   c. Obtaining pertinent contact information, to include first and last name, and phone number
2. Whoever schedules an appointment is responsible to confirm by e-mail with the person scheduling the appointment.
3. The service writer must be proactive with scheduling service appointments. Appointments for the lube bay should be scheduled beginning at 7:30. The service writer must be cognizant of field service for lube bay technicians and schedule accordingly.
4. Work request are to be put into CFA and RO # be assigned to Technician.
5. Prior to closing work orders the service writer shall insure all parts, times and notes are listed on the ticket.
6. No work orders will be generated on vehicles turned in by departments unless specifically instructed by management.
7. No vehicles will be sent out for repair without approval from the Operation Manager and/or Fleet Director.

TECH RESPONSIBILITIES

1. Technicians are responsible for daily communication of work progress to the service writer.
2. To ensure effective use of technician’s time, all parts should be ordered prior to equipment tear down if possible.
3. User departments must provide authorization for any repairs prior to work being performed; therefore, the technician must only perform service noted on work order. If additional repairs are needed, the technician shall notify the service writer to obtain department authorization.
4. All technicians must keep Shop Floor updated including notes throughout the process of the job and completed box checked as line is finished.
5. The “C” portion of all services will be performed in the Light/Heavy shop as applicable.
6. All electronic entries will be made into Shop Floor and not in CFA
7. All vehicles will be road tested and a copy of the repair request showing the completed work be placed in the vehicle when parked on the ready line.
8. Technicians should take advantage of the collective experience and knowledge in the department to assess problems.
9. Remember each of us is responsible for the Fleet Department’s image and overall efficiency and bottom line budget.
10. If you encounter a difficulty completing your assigned task you must notify your supervisor or management that you require help or guidance.
11. All clean up associated with repair will be cleaned up and clocked on that vehicle prior to starting another job.
12. Techs are responsible for adding new lines when needed prior to requesting parts.
13. Techs must update Equipment Board when they complete repairs.
ON CALL TECHNICIAN POLICY

1. Designated individuals will perform on-call technician duties for a two-week period on a rotating schedule.
2. Any changes to the on-call schedule (due to illness, vacation, or other reasons) must be approved by the Operations Manager.
3. At the start of the on-call period, the technician will be issued the pager, cell-phone, and facility keys. Technicians must be accessible by either cell phone or pager at all times.
4. It is the responsibility of the on-call technician to respond to call-outs within a one hour time period.
5. When called out after normal hours or weekends, a repair request must be obtained from the user department so that a work order can be generated to account for the labor and parts used. All repair orders will be turned in to the service writer on the next business day.
6. If the disabled vehicle cannot be repaired in a reasonable amount of time and/or parts are not available, the on-call technician will call the emergency towing service and have the vehicle towed in to the shop.
7. If a problem should arise that cannot be resolved by the on-call technician, the Operations Manager/Director will be contacted.
8. The on-call technician will be responsible for the organization and upkeep of the assigned on-call vehicle ensuring the vehicle is kept in good order.
9. Must follow all safety issues including wearing orange safety vest when within 10 feet of a roadway or construction site.
10. On Call vehicles are not to be used for any personal purposes like shopping, Doctors visits, ball games and so one.
11. Secondary on Call technician must be available to assist Primary Tech.

LUBE BAY PROCEDURES

1. Lube Bay hours are 7:00 a.m. to 3:30 p.m.
2. Technicians should obtain the work orders and all filters for daily scheduled appointments by 7:30.
3. All appointments will be taken at the scheduled time or as soon as the vehicle arrives. Departments plan on the scheduled appointment time.
4. Work orders will be completed in Shop Floor after each service.
5. Lube technicians are also responsible for all tire work when available.
6. Lube technicians will perform the entire “A” and “B” services and the “B” section of all “C” services.
7. Diesel fuel filters will be changed every service.
8. Filters will be clearly marked with dates prior to installing on the vehicle and/or equipment.
9. Floors will be moped at least twice a week
10. Lube sticker will be added to every vehicle and change oil reminder light be reset when applicable.
PARTS ORDERING PROCEDURES

1. All parts will be ordered by parts personnel only.
2. Technicians will be immediately notified when their parts arrive or delivered by parts personnel, when possible.
3. No parts will be issued without a work order. Parts will be placed on the line relating to the repair at the time of issue.
4. Part numbers may be looked up by technicians but will be verified by parts personnel before parts are ordered.
5. Any single item purchased for stock over $150 must be reviewed by Operations Manager and/or Director, prior to purchase.
6. All parts being picked up by outside departments must have proper documentation prior to release of part and the work order completed and turned in daily with the authorization slip to the service office.
7. No parts are to be ordered based solely on the operator’s opinion.
8. No part is to be rebuilt / repaired for stock without prior approval from Operations Manager and/or Director.

EMPLOYEE TOOL POLICY

1. Fleet employees will be responsible for the maintenance and inventory of their assigned tools in the shop and on service trucks.
2. A complete inventory of tools will be performed on a semi-annual basis.
3. Each tool inventory, per tool box and truck, will be recorded on an inventory sheet and verified by the Operations Manager.
4. Inventory of tools may be performed on a random basis.
5. Periodic spot checks of tools and inventory sheets will be performed by the Operations Manager.
6. All technicians are required to report any lost, stolen or broken tools to the Operations Manager immediately and a notation will be made on the tools inventory sheet to indicate what action will be taken.
7. Misuse of tools and equipment by an employee will constitute disciplinary action.
8. All broken or unserviceable tools will be turned into the Operations Manager for replacement.
9. A complete inventory of assigned tools will be performed by the Operations Manager before employee separation.
10. Unassigned tool boxes will be kept locked until assigned to an employee.
PURPOSE

The purpose of this manual is to provide our customers with information regarding operation, repair and maintenance of County vehicles and equipment.

The Fleet Management Department’s overall purpose is to establish efficient and effective delivery of County fleet services. This shall be accomplished by providing safe, reliable, and economically sound transportation and related support services that are responsive to the needs of the Department and conserve vehicle value and equipment investment.

While providing central management of County vehicles and equipment, Fleet Management’s responsibilities encompass every aspect of the acquisition, upkeep, and disposal of County owned vehicles and equipment which (excluding Fire/Rescue vehicles) currently number more than 800 units.

SAFETY REMINDER

The SAFE operation of county equipment is paramount for the conservation of our assets and capabilities, and for the protection of our employees and the community we serve. SEAT BELTS ARE MANDATORY!

If you have any questions concerning this booklet, please contact the Fleet Management office at 671-8570.
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VEHICLE USAGE

- Only County employees are allowed to operate County vehicles.
- Passengers who are not working with the County in the course of official business are not allowed to ride in County owned or leased vehicles.
- No alcoholic beverages are permitted in County vehicles.
- All vehicles and motorized equipment shall be used for official business only.
- Seat belts must be worn whenever vehicle is in operation.
- Vehicles are to be locked, or appropriately secured, when left unattended and out of sight of County employee.
- Smoking is prohibited in all county vehicles and motorized equipment.
- No vehicles/equipment will be operated with a known safety deficiency.

VEHICLE MODIFICATION/REPAIRS

No Department shall modify / repair or have modified / repaired outside of the Fleet Management Department without prior written approval from the Fleet Management. (This does not include items such as; wiper blades, light bulbs)

VEHICLE MISUSE and ABUSE

The Fleet Director will notify the appropriate Department Director of any suspected vehicle/motorized equipment misuse and/or abuse. The Department Director will investigate and make a determination if any vehicle misuse or abuse has occurred and take appropriate action(s).

VEHICLE POOLS

Fleet Management provides vehicle pool services to all County Departments on a rental vehicle basis.
MAINTENANCE REPAIR PROCEDURES

Vehicle maintenance includes inspection, lubrication, adjustment, cleaning and testing of components which have failed or are on the verge of failure.

PRIORITY: Repair of vehicles and motorized equipment in the maintenance cycle will be prioritized as follows:

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<th>VEHICLE EQUIPMENT</th>
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<td>6</td>
<td>Modifications</td>
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</table>

VEHICLES IN DISREPAIR (or for Preventive Maintenance) BUT OPERATIONAL:

The operator shall fill out a repair request upon delivery of the vehicle to our Fleet Maintenance Shop, at which time a vehicle work order will be made and the vehicle entered into the maintenance cycle.

VEHICLES IN DISREPAIR and NOT OPERATIONAL:

Fleet Maintenance Shop shall be notified and provided the following information:

- Operator name
- Vehicle Number
- Mileage/hours
- Repairs required/symptoms
- Vehicle/equipment location

The Fleet Maintenance Service Writer shall dispatch a fleet technician to accomplish repair or arrange for towing of the vehicle.

For vehicle status, the Department designee may contact our Fleet Service Writer. 671-8577
ISSUING OF PARTS

Under normal circumstances, the Fleet parts personnel shall only issue repair parts for vehicles that are undergoing repairs or prevention maintenance. Parts to be installed on a self-help basis will be issued upon the operator producing a parts requisition form with the proper signature. This form is available from the Fleet Department.

SAFETY NOTICE: Only authorized Fleet personnel are allowed in the repair shop area.

RESPONSIBILITIES

DEPARTMENTS SHALL:

- Carefully plan vehicle and equipment usage to maximize efficiency and minimize mileage driven.
- Encourage vehicle pool assignments over individual vehicle assignments. Pools are a proven strategy in reducing fleet size and cost reduction.
- Ensure vehicles and motorized equipment requested for acquisition and use, within their department, is of the appropriate size and configuration and have only those items/accessories that are operationally required.

VEHICLE/EQUIPMENT OPERATORS SHALL:

- Maintain the proper operator’s license.
- Comply with all Federal, state and local laws relating to the operation of the assigned vehicle/equipment.
- Inspect assigned vehicle/equipment at the beginning of each shift. The inspection will include, but not be limited to, the following items depending upon vehicle/equipment type:

  1. Water and oil levels
  2. Foot and emergency brake
  3. Head, tail and brake lights
  4. Turn Signals
  5. Tire pressure and tire condition
  6. Windshield wipers
  7. Mirrors
  8. Visual damage (dents, large scratches, cracked windows)

- Report deficiencies discovered through operator’s inspections, which are beyond operator’s capacity, to the immediate supervisor for referral to the Fleet Management shop office for schedule of repairs.
VEHICLE ACCIDENT REPORTING AND REPAIR

Accidents shall be reported and repaired in accordance with Marion County Risk Management policy. A 1001 form must be completed prior to any repair work commencing.

VEHICLE CLEANING

Each Department shall be responsible for maintaining the cleanliness of the vehicle or equipment assigned. Car wash tokens can be obtained from the main office at Fleet Management for operators to wash their vehicles at the local self-service wash at a designated vendor. Fleet Management will also perform this service for an assessed fee.

FUELING SERVICES

There are automated fueling services at seven (7) locations in Marion County. Each vehicle/equipment is assigned a “Fuel” key for this purpose. Keys ARE NOT to be used for any vehicle/equipment other than what they are assigned. Worn or broken keys will be replaced by Fleet Management at no charge. There is a fee for replacement of lost keys. Steps for using the “Fuel” system are:

1. Insert key in “Fuel” pedestal
2. Enter Pin number
3. Enter mileage
4. Enter pump number
5. Remove key
6. Begin fueling

Immediately report any errors to our Fleet Management main office. In the event the “Fuel” system is out of order, notify Fleet Management or the “On-call Mechanic” immediately. A log will be posted and the following information will be required in order to get fuel.

- Date
- Vehicle Number
- Mileage
- Type of fuel used
- Amount of fuel pumped

Failure to maintain timely preventative maintenance shall

Result in inability to obtain fuel at fueling sites.
**FUELING LOCATIONS**

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
<th>Note(s)</th>
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<tr>
<td>SE Substation</td>
<td>10298 SE Maricamp Road - (U/D)</td>
<td></td>
</tr>
<tr>
<td>SW Substation</td>
<td>8088 SW Hwy 484 – (U/D)</td>
<td></td>
</tr>
<tr>
<td>N Substation</td>
<td>1868 NW 100th Street – (U/D)</td>
<td></td>
</tr>
<tr>
<td>Fleet Management</td>
<td>3240 SE Maricamp Road – (U/D)</td>
<td></td>
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<tr>
<td>Baseline Landfill</td>
<td>5601 SE 66th Street – (U/D)</td>
<td></td>
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<tr>
<td>Sheriff Department</td>
<td>690 N.W. 30th Avenue – (U)</td>
<td></td>
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<tr>
<td>Fort McCoy</td>
<td>11575 NE 146th Place – (D)</td>
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</tr>
</tbody>
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**OUT OF TOWN FUELING**

Fleet fuel cards (available in our Fleet Management main office) can be used in obtaining fuel in out of town/state travel. The Fleet fuel card and all receipts (with vehicle number noted on receipt) **MUST** be returned on the first working day after your trip. If you find yourself out of town and do not have a Fleet fuel card, you may purchase fuel and get reimbursed upon your return. You must also turn in the odometer reading when you fueled up.
NORMAL WORKING HOURS

Fleet Maintenance is available during the hours noted below. For assistance during this period the following numbers are provided:

Fleet Management Department 8:00 a.m. – 5:00 p.m. 671-8570
Management Fax Number 671-8586
Maintenance Shop (7:00 a.m. – 4:00 p.m.) 671-8577
Maintenance Fax Number 671-8591
Out-of-town call County Administration Office 1/800-377-4688

AFTER HOURS SERVICE

The Fleet Management Department maintains contract services for after-hours tire repair and towing service to departments that require twenty-four (24) hour county service.

After hours fleet support will be provided for emergencies only. County personnel requiring emergency fleet support will contact the emergency service phone number for all emergency repair needs.

AFTER-HOURS SERVICE (cont.)

Fleet “On-Call “Mechanic” 266-9312
Pager 898-3698
This booklet prepared by Marion County Board of County Commissioner’s Fleet Management Department for use by county employees operating our county vehicles and equipment. Please consult your Administrative County Policies and Procedures for more information.

Fleet Management Department

3330 SE Maricamp Road

Ocala, FL 34471

(352) 671-8570

DID YOU KNOW?

ONE HOUR OF IDLING IS EQUAL TO 33 MILES OF DRIVING

KEEPING YOUR TIRES INFLATED PROPERLY CAN IMPROVE FUEL ECONOMY BY 3.3%

FOR EVERY 100 POUNDS OF EXTRA CARGO YOUR FUEL ECONOMY CAN DECREASE BY 2%

BY KEEPING YOUR VEHICLE CLEAN, STUDIES HAVE SHOWN A FUEL ECONOMY INCREASE OF UP TO 7%
Customer Satisfaction is our #1 Goal

Know
Management wants to
Marion County Fleet
How are we doing?