

2012 Fleet Audit Progress (Initial Audit report October 1, 2012)

City of Grants Pass

As of September 18, 2013				Fiscal Year 2012/2013												Fiscal Year 2013/2014												LAST UPDATED	COMMENTS
CATEGORY*	AUDIT ITEM**	PRIORITY	AUDIT PAGE	RECOMENDATIONS	COORELATING AUDIT ITEMS	STAFF LEAD	STATUS	Q4			Q1			Q2			Q3			Q4									
								APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN							
12	1	C	48	Form a Utilization Management Committee and establish utilization by class.	6, 7, 10, 11, 14, 16, 18	Jay & Committee	Task Accomplished													7/31/2013	Reviewed all vehicles documented as underutilized, provided a management response to each, and produced a 22 page report of the recommendations. Fleet to do annual utilization review going forward.								
9	2	C	40	Fine-tune the Preventative Maintenance program.		Randy / Stuart	Task Accomplished and ongoing													9/18/2013	This has been and continues to be ongoing, and the Preventative Maintenance program has always met or exceeded OEM minimum requirements. However, the program is not designed by class code as there is too much variability among the makes and models in the City's relatively small fleet. The program is updated by major components rather than by class code. This will be noted in the procedures manual.								
2	6	C	13	Provide a new appropriately sized building for Fleet to maintain the fleet.		Jay & Randy	Work-in-progress													9/18/2013	The City Council reviewed one of the facility options in August 2013 and a workshop later in 2013 or early 2014 will focus on additional facility options.								
12	7	C	49	Create a vehicle and equipment pool to accommodate all classes of equipment. Two pool locations are needed; one should be close to City Hall (CHP) and the other at Fleet's maintenance garage (MP). FCS also recommends purchasing the motor pool module from Collective Data so the pool could be managed using Fleet's existing software. The pool should be its own cost center and managed like a private rental agency.	1	Mgmt	Task Considered													7/31/2013	The task reviewed and Management decided to maintain existing pool.								
8	10	C	37	Create a comprehensive policy and procedure manual.	All	Jay, Mgmt & All Fleet Staff	work-in-process													9/18/2013	A policy manual is in process and a separate internal procedures manual is also in process								
8	10	C	38	Fleet should annually reconcile active, out of service, and placing in service units listed in the fleet management software with the departments that are assigned the units. Report lost or stolen small equipment units to the police department by the department to whom they are assigned.	1, 11, 15, 16	Fleet & Individual Depts	Task Accomplished and ongoing													9/18/2013	This process will be performed during the annual utilization review in the future and the vehicle/equipment status will be tracked. Fleet cannot use the status field within its tracking system (Collective Data) because it complicates the reporting of stats in past periods but the status and status changes are reported in the notes field for each vehicle file along with the relative dates of status changes. The upcoming policy and procedures manual will reflect this process and the communication with the departments and/or coming fleet administrative policy updates will stress that each department is responsible for their equipment inventory.								
13	11	C	52	Create a policy that states old vehicles and equipment must be turned into Fleet prior to new vehicles and equipment being issued.	1, 10, 15, 16	Jay & Mgmt	work-in-process													9/18/2013	Included in the coming policy additions will be the requirement for the department director and City Manager to sign any purchase request that would increase the size of a division's fleet.								

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									APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN						
18	15	C	72	Refine vehicle and equipment needs assessment form(s). Procurement for fleet replacements and additions should always start with a needs assessment.	1, 10, 11, 16	Randy to develop initial form (& Jay)	work-in-process																		9/18/2013	The needs assesment form will be consolidated with the fleet purchase / fleet increase request and will be considered in the approval process.			
18	16	C	52-54	Revise current replacement policy. FCS recommends linking replacement requests and fleet additions to a utilization policy. If the current vehicle or equipment does not meet the minimum utilization standard, then explore other alternatives such as renting or transferring an underutilized unit.	1, 10, 11, 15	Jay & Mgmt	work-in-process																		9/18/2013	Replacement and utilization policies are related and are being drafted together.			
20	23	C	74	Fleet should create a safety policy that outlines what should be completed in each shop. The shop should have a checklist of items to inspect on a monthly basis for compliance to internal safety policies. The shop should create and follow a shop equipment replacement program.	10	Randy	work-in-process																		9/18/2013	A safety section will be built into the upcoming procedures manual noting the necessary regular safety inspections. Necessary equipment replacements will be brought forward through the annual budget process.			
6	3	N	34	Mechanics should start tracking indirect hours. Mechanics capture their direct time and log it into Collective Fleet upon completing the repair...start logging actual repair time and indirect time in Collective Data.	4	Randy / Jay	Task Considered																		9/18/2013	The Fleet Software (Collective Data) does not have the ability to track indirect hours and management wants to retain the focus on customer service rather than a focus on billing time. The coming procedures manual will note that all maintenance/repair jobs using in excess of 15 minutes of a mechanic's time will be tracked and billed within Collective Data.			
6	4	N	34	Increase the amount of direct labor charged to work orders. Review operation for efficiencies and bill back as many services as possible to the departments.	3	Randy	Work-in-progress																		9/18/2013	The coming procedures manual will note the general billing practice in place today which will be billing in at least 15 minute increments.			
3	5	N	20	Extensive report training should be offered to the administrative support specialist and the department support technician.		Marla / Pam	Work-in-progress																		9/18/2013	Training opportunities for the Collective Data software will be researched.			
11	9	N	43	Create a standard of communication with customers regarding vehicle repair, preventive maintenance scheduling, and new equipment. This standard should be in writing and agreed upon by both parties.		Randy & Pam	Work-in-progress																		9/18/2013	Communication standards will be included in the coming policies and procedures manual to reflect the benefits of a log book for vehicles and email/scheduling policies.			

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14	12	N	57	FCS recommends creating a charge back billing; Fleet's budget should be allocated to different cost centers; Labor (Rate per hour including direct and indirect charges), Parts (Percentage of markup), Fuel (Cents per gallon), Other areas such as Motor Pool. Each cost center has its own overhead, therefore each area should be burdened and carry its own cost of operations.				Jay & Marla	work-in-process													9/18/2013	Rates were reviewed during the FY'14 budget creation process. Fleet is studying a slightly different rate structure for heavy equipment versus light-duty equipment.						
15	14	N	62	Fleet should create written contractual customer agreements, operating policies and procedures, and have more communication with customers regarding service and fleet policy.				Jay & Randy	work-in-process													9/18/2013	This will be included in upcoming policy & procedure updates.						
16	20	N	67-68	Secure the parts room to ensure authorized personnel only are permitted access. Use good accounting practices, which require a separation between the person responsible for the parts purchases and the person paying for the parts. Fleet is paperless regarding parts issues, therefore FCS recommends a formal annual parts inventory be performed to account for any inconsistencies. When possible, parts should be purchased on a consignment basis.			10?	Randy	To be determined													9/18/2013	It is not feasible to lock the parts room while the shop is open as the mechanics go in there 30-40 times per day and since there are only two mechanics the shop doesn't have the scale necessary to assign a particular staff person to parts responsibilities. The parts room is locked when mechanics leave the shop. Batteries are already on consignment but parts dealers have no interest in other consignment arrangements. Staff will build an annual surprise sample parts audit into the coming procedures policy.						
5	18-a	N	29	Right size fleet prior to considering adding any positions. FCS has concerns about the number of employees in the shop on Monday and Friday as well as when one of the employees is on paid leave. Transfer the management of this division to Finance.			1	Mgmt	Accomplished and will be ongoing													7/31/2013	Division management was transferred to Finance effective January 1, 2013. The 2013 utilization review noted that the number of active fleet units currently being used is the right size for this organization all factors considered. The division has no near term plans for additional staffing. There are usually at least one person in the office and one in the shop on all days and on at least Tuesday to Thursday there are two mechanics in the shop at the same time. There is also a part-time mechanic on staff for extended leaves of mechanics and work is contracted out as necessary.						
5	18-b	N	29	Make the department support technician responsible for the parts inventory once an adequate facility is available.			6	Randy	Task Considered													9/18/2013	The relatively smaller scale of the City's Fleet maintenance operation doesn't make assigning someone specifically to parts an efficient workflow design. Since there are only two mechanics the shop doesn't have the scale necessary to assign the department support tech to parts responsibilities.						
4	8	N	4, 27	Have diagnostic software updated.			17	Stuart & Randy	Accomplished and will be ongoing													9/18/2013	This is done on an annual or regular basis as recommended.						

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10	2	D	41	Improve predictive maintenance program and align it with the GFMA certification category ten.		Stuart & Randy	Task Considered																		9/18/2013	Predictive maintenance duties by major component (not by vehicle class) are already integrated with preventative maintenance where possible and feasible. There is not enough consistency among vehicle & equipment types to expand the program by class as recommended by the audit.			
4	17	D	27	Develop a list of shop equipment needs each year prior to completing their budget. At the top of the list should be ruggedized laptop computers for each mechanic.	8	All Fleet staff	Accomplished and will be ongoing																		7/31/2013	Budgeted for most critical equipment needs that can be purchased regardless of the plans for a new facility. Purchased two semi-rugged laptops for the mechanics.			
7	19	D	35-36	FCS recommends Fleet continue to contract out their wrecker service needs. FCS recommends Fleet continue performing a comparative study to ascertain the benefits of an in house or outsourced placing in service program. Fleet should continue to outsource all collision repairs and vehicle painting. Fleet should never contract out preventive maintenance work.		All Fleet staff	Accomplished and will be ongoing																		7/31/2013	Fleet will continue to outsource certain work other than preventative maintenance as appropriate, including collision work and painting. Fleet recently began working with local mobile repair business and had them perform some necessary work outside the shop at Jo-Gro.			
17	21	D	70	Contact Josephine County Public Works to see what is available and how it compares to Hays Oil. Fleet should establish an emergency fueling contract with Josephine County to provide fuel during a catastrophic event if the private sector fuel sites are disabled.		Jay	Task Considered																		9/18/2013	The City is in the process of preparing / finalizing its first EOP (Emergency Operations Plan) as it had previously relied on Josephine County's Plan. A major incident that would affect the City might also affect the County. The City's plan will share many features with the County's plan as the two agencies would likely have to coordinate support. The City's Emergency Manager was contacted to consider this as part of the City's plan and the County's plan states "invocation of measures to: ... *Use of any publicly or privately owned resource with reasonable compensation to the owner in accordance with state and federal Constitutional law." The City also has an account with Colvin Oil (located just outside the City) and Colvin is available to provide supplies or respond to emergency fuel needs as well.			

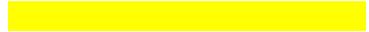
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19	22	D	73	Consider off site repair facilities for vehicle and equipment repairs if Fleet's facilities are rendered unusable. Fleet should establish an emergency fuel contract with a large reputable supplier, like Josephine County, to provide for a minimum of 30 days if needed. The City of Grants Pass should establish a purchase order with a local equipment company to furnish equipment, if needed, during a catastrophic event.		Jay	Task Accomplished																			9/18/2013	The City is in the process of preparing / finalizing its first EOP (Emergency Operations Plan) as it had previously relied on Josephine County's Plan. A major incident that would affect the City might also affect the County. The City's plan will share many features with the County's plan as the two agencies would likely have to coordinate support. The City's Emergency Manager was contacted to consider this as part of the City's plan and the County's plan states "invocation of measures to: ... *Use of any publicly or privately owned resource with reasonable compensation to the owner in accordance with state and federal Constitutional law." The City also has an account with United Rentals that could provide some equipment when in need to respond to an emergency.		
1, 15	13	D	12, 63, 65	Institute performance measures for fleet. Tie mission statement to the budget document.	13	Jay & Marla	Accomplished and will be ongoing																			7/31/2013	For the FY'14 budget Fleet instituted two effectiveness and one efficiency performance measure. Fleet will consider other performance measures in future years such as those recommended.		

**Items 1-16 are from Summary of Recommendations on page 76 of Audit Report. 17-24 appear on page 10-13 of "Major Audit Report Changes" attachment but not on summary in Audit.

Note: C=Critical, N=Necessary, D=Desirable

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*Government Fleet Management Alliance (GFMA) Categories

 = this audit item needs to be considered in the coming procedures manual

 = this audit item needs to be considered in the coming policy manual