

Marion County Board of County Commissioners



# Marion County Fleet Management

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## Strategic Plan

Projected Fiscal Years 2016-2021

**QR Code for Department External Website**



**QR Code for Department Strategic Plan**





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## **Executive Summary**

It is my honor to present the 2016-2021 Strategic Plan for the Marion County Board of County Commissioners Fleet Management Department. This plan is consistent with our mission to provide exceptional service support to over 20 County departments. We remain committed to combine industries best practices with innovative cost effective solutions for safe and reliable vehicle maintenance services.

With a comprehensive analysis of our core services we have defined a strategic plan to achieve objectives, maintain priorities, refine processes and implement new goals for a high performance service operation.

MCBCC owns and operates one of the largest vehicle fleets in the state, consisting of approximately 1,500 pieces of equipment valued at \$48 million. Proficient fleet management enables us to provide essential services to county departments and the citizens of Marion County. Consequently, our focus must be on assuring that (a) reliable and safe equipment is in service, (b) services are completed in a timely manner and (c) that we provide valued services that contribute to the mission of user departments.

Key areas of our strategic plan will focus on:

- Connecting organizational objectives to client needs and expectations
- Opportunities to increase productivity, reduce cost and enhance services

We are dedicated to “Meeting Needs by Exceeding Expectations”.

Sincerely,

John King, Fleet Management Director



## **Strategic Planning Methodology**

### **Strategic Plan Development Process**

Define Business  
Identify Improvement Opportunities  
Set Priorities  
Define New Strategies  
Develop Action Plan  
Implementation of Plan  
Measure Results  
Refine/Manage New Strategy

### **Stakeholders**

Stakeholders included in this process include County Administrator, Public Safety Division Assistant County Administrator, Finance Department, Fleet Management Staff, and external department feedback.

### **Potential Constraints**

There are many restraints that influence how we do business. External regulations from DOT, DEP, and EPA have a significant impact on how we function. Internal concerns over the cost of repairs, response time, and equipment downtime are just a few. Rapid changing technology will require continual training for Fleet technicians. The shortage of good technicians in the labor force will pose a challenge to retaining and or replacing experienced technicians. These issues affect our ability to quickly respond to workload demands.

### **Target Audience**

Fleet Management provides services to all 20 departments under the oversight of the Board of County Commissioners, including 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.



## **Current Situation**

### **Mission**

It is our privilege and duty to provide safe and reliable vehicle and equipment management. We will maintain industry best practices to preserve the long term value of the County's vehicle and equipment investment. As stewards of these resources we promise to put forth our best effort to exceed the expectations and service needs of our clients.

### **Who are we?**

Fleet Management is now responsible for the acquisition, fueling, maintenance, repair, and disposal of 1,500 plus vehicles and pieces of equipment including stand-by emergency generators. We serve the residents of the County by partnering with our departmental customers who provide direct and indirect citizen services. Currently, the Fleet Management Department has 19 budgeted positions to meet the needs and objectives of our customers. Currently staffed are 13 ASE/EVT certified technicians who are qualified to diagnose, analyze, repair and perform maintenance services for the diverse and complex county fleet. The remaining six support positions perform essential functions to the growing responsibilities of our operation.

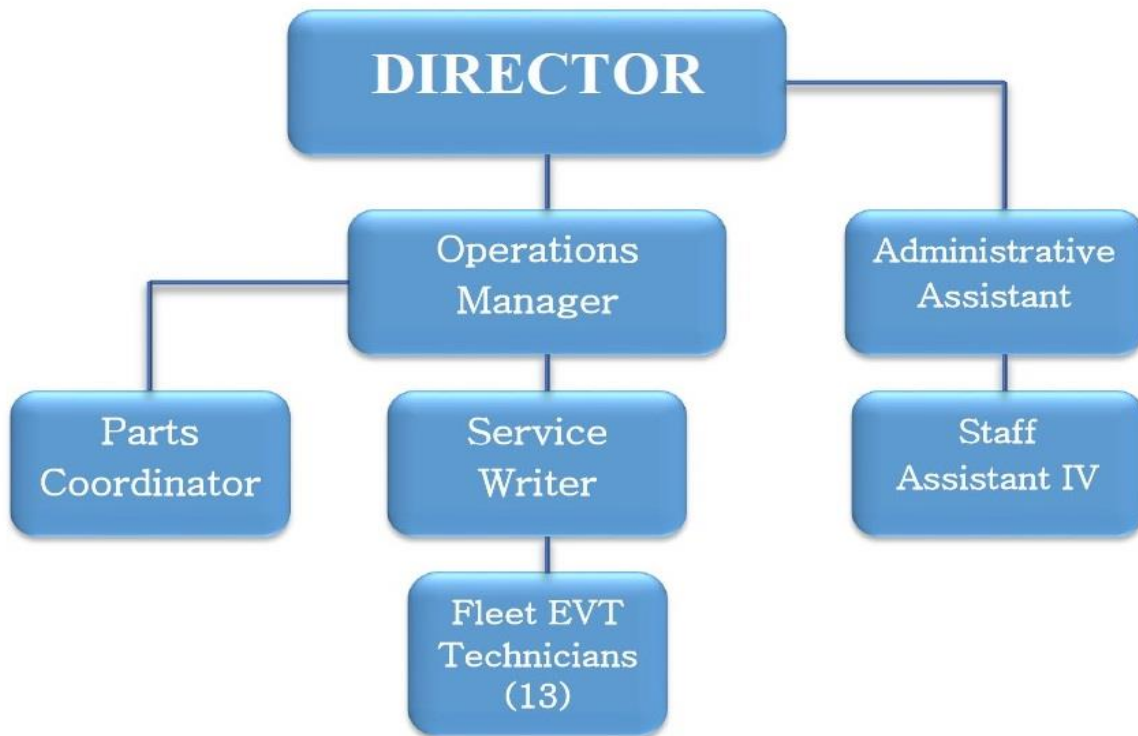


### **Where are we?**

We are committed to continuous improvement and will strive to provide value-driven services. Staff meetings are held weekly to discuss client feedback, budget and costs, service processes, product performance, industry standards and best practices. Monthly meetings are held with department liaisons to solicit feedback on equipment concerns and issues. This scrutiny allows functions and tasks to be refined, analyzed, and adjusted to BCC directives and changing market trends.

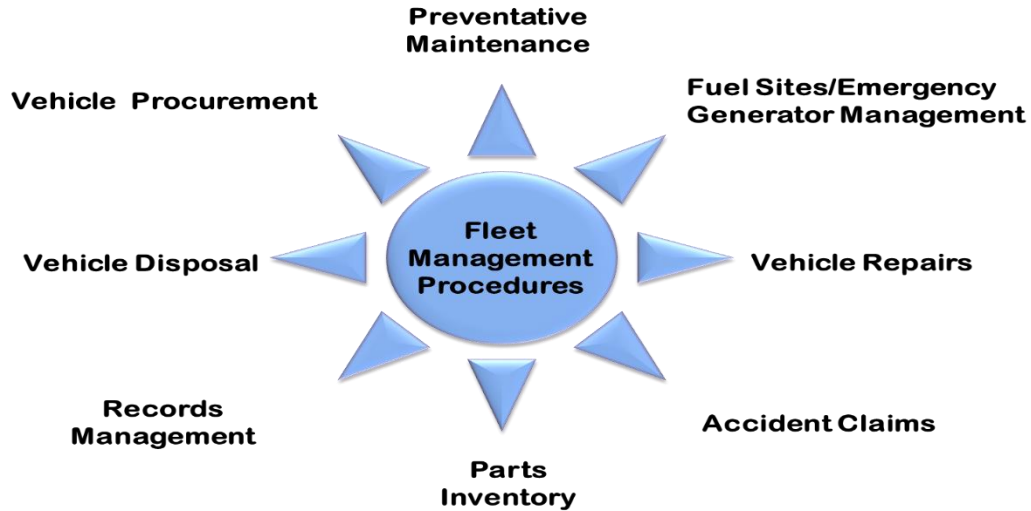


## Fleet Management Department





## Core Services



### Fleet Management Core Services Expenditure Summary

Core Services Expenditure Summary grouped by Division and Department  
Fiscal Year 2016

Detail Item Description	Requested FTE	Requested Budget
Vehicle Repair	11.4	\$ 1,649,181.00
Fuel Management	1.7	\$ 4,121,365.00
Billing/Revenue	0.95	\$ 80,631.00
Service Writing	0.6	\$ 45,109.00
Shop Floor	3	\$ 179,647.00
Parts	0.15	\$ 608,533.00
Appointment	0.35	\$ 19,413.00
Risk Claim	0.5	\$ 37,324.00
Vehicle Procurement	0.25	\$ 17,360.00
Pool Vehicle	0.1	\$ 5,761.00
	19	\$ 6,764,324.00

## **Core Services (cont'd)**

Repair and Maintenance: In an effort to reduce cost, an on-site oil analysis system has been implemented. This preventative maintenance enhancement identifies potential engine, transmission and axle failures before they become catastrophic. At predetermined intervals, oils and lubricants are analyzed for lubricity and contaminants; this data is recorded and tracked. This process has resulted in extending oil change intervals, reducing repair cost, and decreasing the County's consumption of petroleum products. The recent transition to premium synthetic lubricants will also serve to extend vehicle life.



Fuel Management: Approximately 1 million gallons of fuel is consumed annually. An electronic fuel management system is used to secure and account for fuel delivery, inventory and consumption. The County's fuel storage tanks range from 550 gallons to 24,000 gallons in size with a total fuel storage capacity of 325,000 gallons. Maintenance and regulatory compliance of the County's 85 fuel storage sites is an important and challenging responsibility.

A portion of the fleet is fueled using CNG – this use saves hundreds of thousands of dollars annually (a savings of anywhere from \$2,500 to \$15,000 in fuel per CNG-friendly vehicle). Natural gas is considered the most clean of all fossil fuels which allows CNG-fueled vehicles to have prolonged engine life due to the vehicles not being exposed to the destructive carbon by-products that come from diesel and gasoline fuels.

Equipment Purchasing: Equipment/vehicle replacement policy is a comprehensive process that includes equipment/vehicle evaluation, life cycle cost analysis, vehicle age, miles/hours, maintenance expense, projected repairs, and utilization factors. Prior authorization for purchases, department needs are scrutinized, equipment specifications prepared and quotes/bids are assembled. The vehicle replacement policy assures wise use of County funds.

Parts Inventory: Acquiring parts and supplies for vehicle repairs is key to maintaining equipment availability and minimizing downtime. To achieve this objective, Fleet has re-organized its parts and inventory system. An on-site parts consignment program has been established with local vendors to reduce the cost associated with parts inventory acquisition. Local vendors are utilized to stock frequently consumed items at the Fleet parts inventory room. The parts consignment program has significantly reduced inventory over the last 5 years from \$294,000 to \$60,000.





## SWOT ANALYSIS

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

### Strengths:

- Customer satisfaction
- 100 % ASE & EVT certification
- Cost savings achieved thru CNG
- Adaptable and receptive to change
- Diverse and highly skilled workforce
- Experienced Senior Management team



### Weaknesses:

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

### Opportunities:

- ISO 9000 Accreditation
- Expanded use of Alternative fuels
- Centralized fleet maintenance services

### Threats:

- Potential loss of resources
- Failing to meet customer needs
- Shortage of qualified technicians
- Failure to stay abreast with changes in technology



## **Strategic Direction**

### **Vision**

As members of the Marion County Board of County Commissioners we are fully committed to support and implement of all elements of the County's Vision Statement. We support all County customers ensuring that vehicles and equipment are efficiently maintained and in compliance with all Federal, State and County policies, procedures and regulations.

### **Mission**

It is our privilege and duty to provide safe and reliable fleet management services. Collaboratively we will maintain industry best practices to preserve the long term value of the vehicle/equipment investment. As stewards of the County's assets we promise to put forth our best effort to exceed the service needs of all our clients.

### **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. This technology may include, but is not limited to, fleet information, diagnostic tools, training aids and web based resources.

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 and refining current processes, initiating performance improvements and implementing solutions are best achieved through the use of collaboration. We will continuously review and document changes made to enhance different areas of the fleet service delivery processes.

## **Objectives (cont'd)**

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

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, certificates, 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: 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, measure and review how often any equipment is returned to the shop for rework or additional repair (i.e. anything missed in initial repair visit). It is paramount that repairs are done right the first time.

Quick Efficient Turnaround: The amount 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: We will continually look for areas to reduce cost. We will compare the cost of repairs with surrounding commercial and public agency fleets.

Staff Development: Individualized training programs for continued growth and development are in place. This plan includes strategies for goal-setting, career building, 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.



## Our Values





## **Strategies by Goal**

### **Goal 1**

#### **Predictive Analytics**

Compilation of statistical data, to identify risks and probable impending vehicle component failure.

### **Goal 2**

#### **Certified ISO 9000 Fleet Department**

Applying quality management principles is essential in maintaining organizational objectives to customer needs. Implementing the International Organization of Standardization management system standards ISO 9000 will provide the basis for continual performance improvement and organizational excellence.

### **Goal 3**

#### **Fleet Shared Services**

Create a platform to share maintenance, training and repair services.



## **Implementation**

Implementation of the Fleet Managements Strategic Plan is outlined in each of the proposed strategic goals. Each section explains goal, strategy, end result, and a timeline to implement the process and reach the goal.

The plan is centered on togetherness, effectiveness and cost reduction.



## **Goal 1**

### **Predictive Analytics**

Predictive analytics is the science of compiling statistical data and historical factors to make predictions about future or otherwise unknown events. Predictive models capture historical and transactional data to identify risks and opportunities. The functional outcome of predictive analytics provides a probability score for an impending vehicle component failure.

### **Predictive Analytics Strategy**



### **End Result**

The end result to Fleet's Predictive Analysis will allow Fleet to identify the following:

- Measure and identify trends and costs
- Create a target intervention plan
- Repeat occurrences
- Predictive cost savings
- Reduce equipment downtime

## Example of Predictive Analysis

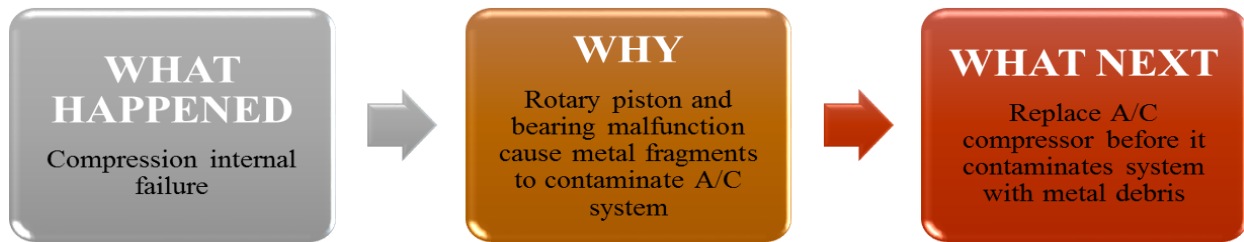
2010-2014 Chevrolet Silverado A/C system failures.

### Not using the Predictive Analytics Strategy

Changing the A/C System when it fails

Hours/miles	Part Failure	Parts	Labor	Total	Savings	Downtime
82,000	A/C system	\$ 609.39	\$ 962.50	\$ 1,571.89	N/A	13.75 hrs

### Using Predictive Analytics Strategy



Changing the Compressor prior to A/C System failure

Hours/miles	Part Failure	Parts	Labor	Total	Savings	Downtime
75,000	Compressor	\$ 348.25	\$ 140.00	\$ 488.25	\$ 1,083.64	3.5 hrs

In changing the compressor prior to failure will result in a cost savings of \$1,083.64.

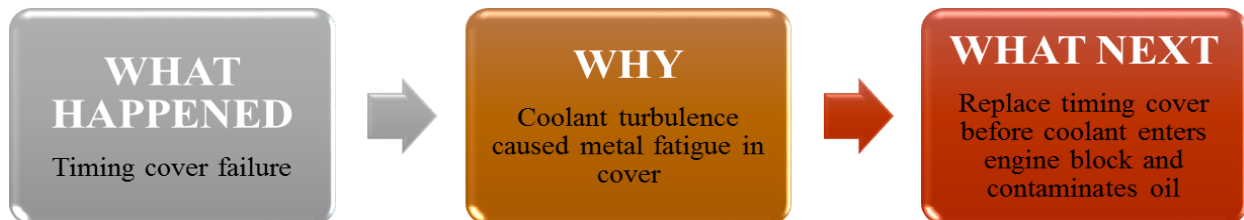
2008-2010 Ford F-350 6.4L Power Stroke diesel engine timing cover failure.

### Not using the Predictive Analytics Strategy

Changing the Diesel Engine when it fails

Hours/miles	Part Failure	Parts	Labor	Total	Savings	Downtime
10,000 hrs	Engine	\$ 13,670.75	\$ 2,240.00	\$ 15,910.75	N/A	32 hrs

### Using Predictive Analytics Strategy



Changing the Timing Cover prior to engine failure

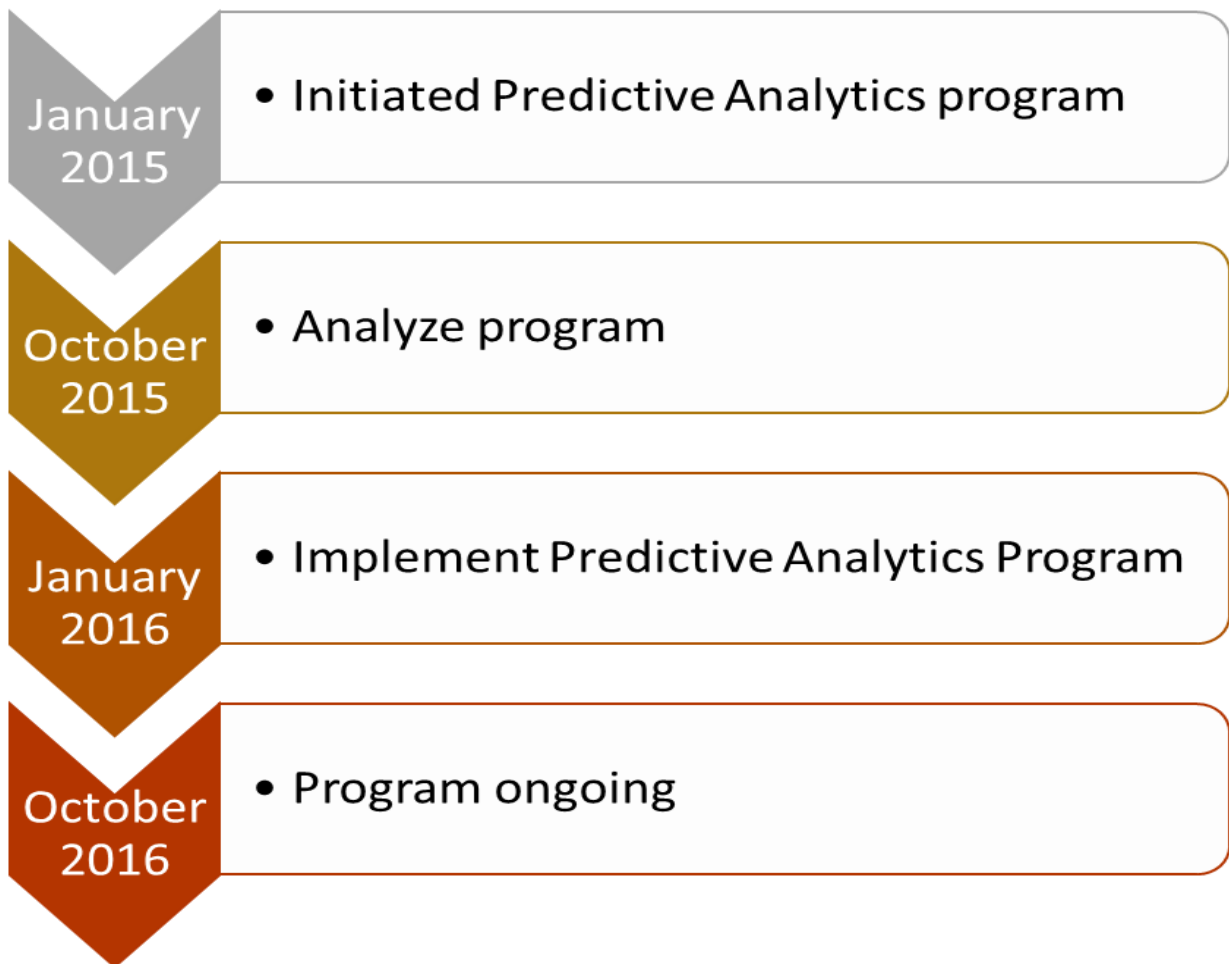
Hours/miles	Part Failure	Parts	Labor	Total	Savings	Downtime
8,000 hrs	Timing Cover	\$ 818.71	\$ 595.00	\$ 1,413.71	\$ 14,497.04	8.5 hrs

In changing the timing cover prior to engine failure will result in a cost savings of \$14,497.71.





## Predictive Analytics Timeline





## **Goal 2**

### **Certified ISO 9000 Fleet Department**

The ISO 9000 family of quality management systems standards is designed to help organizations ensure that they meet the needs of customers and other stakeholders while meeting statutory and regulatory requirements related to customer satisfaction. Applying quality management principles is essential in maintaining organizational objectives to customer needs. The ISO 9000 standard promotes the adoption of eight quality management principles to be used as a framework toward continued improvement.

#### Principle 1 – Customer focus

Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

#### Principle 2 – Leadership

Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives.

#### Principle 3 – Involvement of people

People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit.

#### Principle 4 – Process approach

A desired result is achieved more efficiently when activities and related resources are managed as a process.

#### Principle 5 – System approach to management

Identifying, understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its objectives.

#### Principle 6 – Continual improvement

Continual improvement of the organization's overall performance should be a permanent objective of the organization.

#### Principle 7 – Factual approach to decision making

Effective decisions are based on the analysis of data and information.

#### Principle 8 – Mutually beneficial supplier relationships

An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.



## **Certified ISO 9000 Strategy**



## **End Result**

Fleet Management Department will meet all ISO 9000 performances measures and become recognized internationally by ISO.



## Certified ISO 900 Timeline



## Goal 3

### Fleet Shared Maintenance Services

The goal for Fleet Shared Maintenance Services is to create a platform to share maintenance, training and repair services. The entities included would be (but not limited to): Sheriff Fleet Maintenance, Marion County Public Schools, City of Ocala, and Marion Transit.

### Fleet Shared Services Strategy



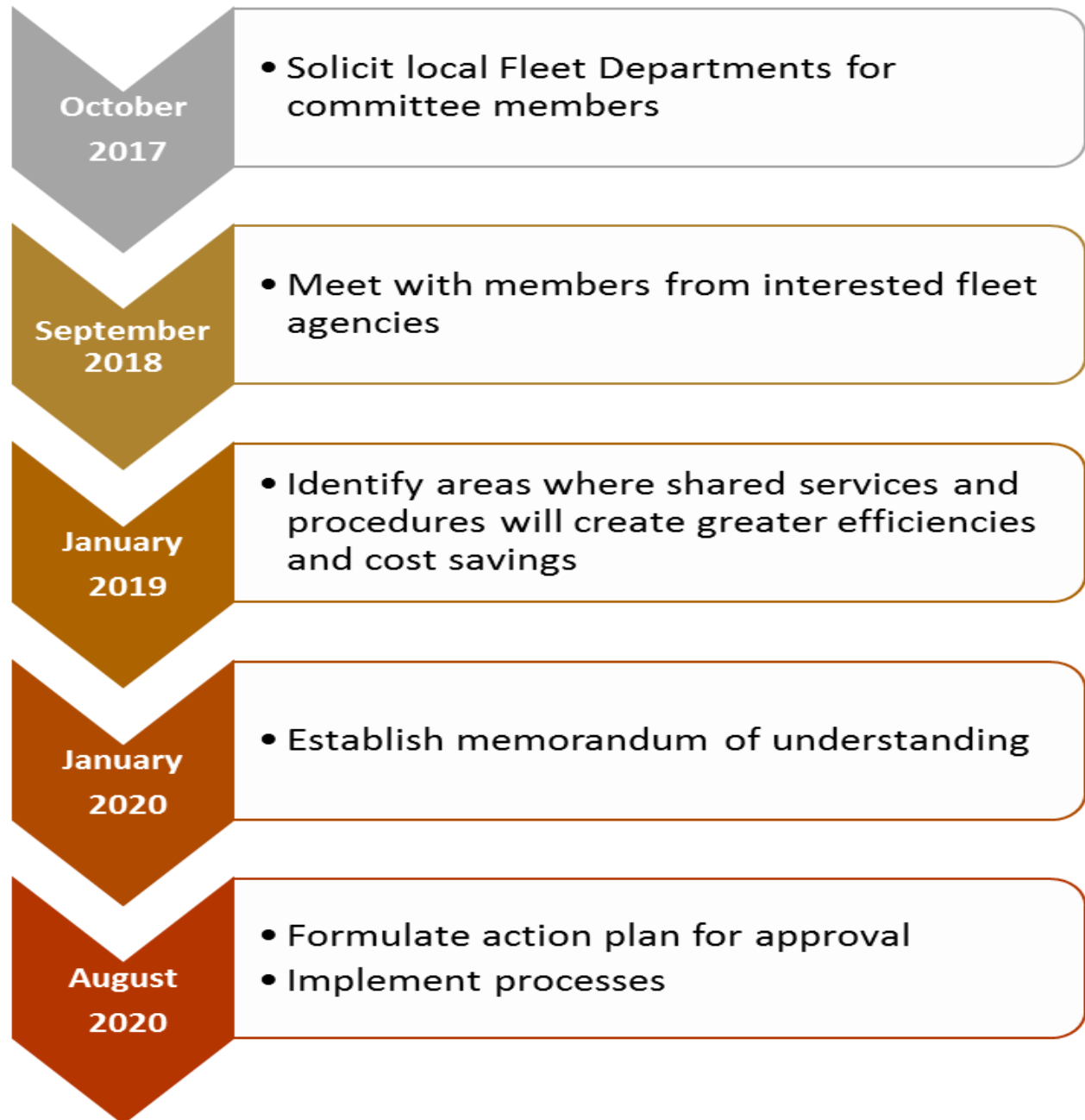
### End Result

Possible cooperative services and functions by implementing the Fleet Shared Services strategy can result in many cost and maintenance effective results such as:

- Cooperative cost sharing
- Inter-agency fuel partnerships
- Consolidating training and certification
- Outsourcing repairs to other public fleets
- Developing scenarios for maintenance and repair partnerships
- Create a shared motor pool for specialized equipment and tools
- Cooperative purchase agreements for parts and equipment acquisition
- Exploring inter-local agreements across multiple fleets for emergency repair services



## Fleet Shared Services Timeline



# Financial Projection

## Expenditure Line Item Budget Report grouped by Organizational Unit, Division

Marion County Board of County Commissioners

Fiscal Year 2016

Account Code	Account Description	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget
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### 350 Public Safety and Fleet Services

#### 35090 Fleet Management

#### 2570 Fleet Management

512101	Regular Salaries & Wages	719,080	775,735	782,193	782,663	782,663	782,663	782,663	782,663
513101	Other Salaries & Wages	6,700	6,495	6,495	6,489	6,489	6,489	6,489	6,489
514101	Overtime	38,971	31,065	31,065	31,624	32,319	32,965	33,624	34,297
521101	FICA Taxes	55,247	62,218	62,658	62,789	62,844	62,893	62,943	62,995
522101	Retirement Contributions	53,171	59,463	59,888	58,468	58,518	58,564	58,611	58,659
523101	Health Insurance	124,430	149,397	149,397	164,312	180,766	198,835	218,728	240,597
523401	Life, AD&D, LTD	4,813	3,634	3,664	3,668	3,668	3,668	3,668	3,668
524101	Worker's Compensation	31,911	25,505	25,710	25,652	25,672	25,693	25,714	25,736
531109	Professional Services	0	3,780	3,780	3,520	3,591	3,663	3,737	3,811
534101	Contract Serv - Other - Misc	3,152	7,628	7,628	7,628	7,781	7,937	8,096	8,258
540101	Travel & Per Diem	1,699	6,021	6,021	14,270	14,557	14,848	15,141	15,439
541101	Communications Services	6,030	8,105	8,105	9,142	9,326	9,512	9,702	9,895
542201	Postage & Freight	343	485	485	470	479	489	499	509
543101	Utility Services - Elec./Water/Sewer	52,834	72,251	72,251	62,525	63,776	65,052	66,353	67,680
543102	Utility Services - Waste	2,015	2,517	2,517	2,525	2,575	2,627	2,679	2,732
544101	Rentals & Leases - Equipment	3,045	3,975	3,975	3,975	4,055	4,136	4,219	4,303
545101	Insurance - Premiums	40,547	32,379	32,379	32,379	33,674	35,021	36,422	37,879
546101	Repairs/Maint - Buildings & Grounds	23,020	46,524	31,524	45,552	46,463	47,392	48,341	49,306
546301	Repairs/Maint - Equipment	1,467	5,483	5,483	7,395	7,543	7,694	7,847	8,003
546305	Repairs/Maint - Vehicle/Equip	455,108	552,676	552,676	647,050	659,919	673,046	686,436	700,094
547101	Printing & Binding	422	847	847	486	497	507	518	528
551101	Office Supplies	1,209	915	915	873	890	908	926	945
551102	Office Supplies - Small Tools	6,041	11,353	8,853	12,139	12,382	12,631	12,884	13,143
552101	Gasoline, Oil & Lubricants	3,835,620	4,035,314	4,035,314	3,933,451	4,012,129	4,092,365	4,174,208	4,257,688
552106	Computer Software	25,621	32,391	53,391	54,218	55,303	56,408	57,537	58,688
552107	Clothing and Wearing Apparel	4,688	5,015	5,015	4,577	4,669	4,763	4,858	4,956
552108	Operating Supplies	9,142	8,222	8,222	11,729	11,956	12,186	12,423	12,664
552116	Operating Supplies - Computer Hardware	116	4,470	970	7,785	7,941	8,100	8,262	8,427
552257	<sup>1</sup> Parts - Vehicle / Equipment	722,985	667,393	667,393	621,803	634,240	646,924	659,865	673,062
						<b>-33,000</b>	<b>-33,000</b>	<b>-33,000</b>	<b>-33,000</b>
					<b>601,240</b>	<b>613,924</b>	<b>626,865</b>	<b>640,062</b>	
554101	Books, Publications & Subscriptions	2,134	1,985	1,985	2,835	2,893	2,951	3,011	3,071
555501	<sup>2</sup> Training & Education	8,321	8,038	8,038	15,631	15,953	16,277	16,608	16,942
						<b>+1500</b>	<b>+1200</b>		
					<b>17,453</b>	<b>17,477</b>			
563101	Improvements Other than Buildings	0	12,721	12,721	0	0	0	0	0
563102	Improvements - CIP	11,653	0	0	0	0	0	0	0
564101	Machinery and Equipment	0	126,551	126,551	126,706	129,240	131,825	134,461	137,150
	2570 Fleet Management	<b>6,251,535</b>	<b>6,770,551</b>	<b>6,778,109</b>	<b>6,764,329</b>	<b>6,894,769</b>	<b>7,029,034</b>	<b>7,167,473</b>	<b>7,310,276</b>
	35090 Fleet Management	<b>6,251,535</b>	<b>6,770,551</b>	<b>6,778,109</b>	<b>6,764,329</b>	<b>6,894,769</b>	<b>7,029,034</b>	<b>7,167,473</b>	<b>7,310,276</b>
	350 Public Safety and Fleet Services	<b>6,251,535</b>	<b>6,770,551</b>	<b>6,778,109</b>	<b>6,764,329</b>	<b>6,894,769</b>	<b>7,029,034</b>	<b>7,167,473</b>	<b>7,310,276</b>
	<sup>3</sup> Report Total	<b>6,251,535</b>	<b>6,770,551</b>	<b>6,778,109</b>	<b>6,764,329</b>	<b>6,863,269</b>	<b>6,997,234</b>	<b>7,134,473</b>	<b>7,277,276</b>

<sup>1</sup>Beginning FY2017 Fleet expects to save \$33,000, going forward, due to the implementation of the Predictive Analytics Strategy. Fleet would save \$28,000 in motor repairs and \$5,000 in A/C system repairs. Updated line item budget is shown.


<sup>2</sup>In FY2017 \$1,500 will be used to go towards training and education for Fleet staff to earn the certification of the ISO 9000. In FY2018 Fleet will apply for the ISO 9000 Accreditation which will be at a cost of \$1,200. Updated line item budget is shown.

<sup>3</sup>Figures highlighted show the updated Fleet Budget

# Benchmarks

## Maintenance and Repair

### COMPARATIVE STATISTICS




Maintenance and Repair Cost Per MRU*				\$\$\$ = 
County	Fleet Size	MRU's	M&R Cost	Per Unit
Pasco	1,914	3,661.10	\$1,700,000	\$464.34
<b>Marion</b>	<b>1,145</b>	<b>2,840.00</b>	<b>\$1,959,502</b>	<b>\$689.96</b>
Collier	2,831	3,146.00	\$3,573,094	\$1,135.76
Polk	2,149	3,939.40	\$5,500,000	\$1,396.15
Sarasota	1,617	3,150.60	\$4,461,438	\$1,416.06
Brevard	735	1,021.90	\$1,595,752	\$1,561.55
Volusia	2,304	3,892.30	\$6,086,342	\$1,563.69
Manatee	1,312	2,621.10	\$4,683,905	\$1,787.00
Seminole	945	1,926.70	\$3,555,202	\$1,845.23
Lake	834	1,650.30	\$3,500,000	\$2,120.83

\*MRU = Maintenance Repair Unit

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## Fleet Size to Personnel Ratio

### COMPARATIVE STATISTICS

Fleet Size to Personnel Ratio				 =  	
County	IH-MRUs*	Staff FTE	Staff per 100 IH-MRUs	Techs	Techs / IH-MRUs
<b>Marion</b>	<b>2,612.80</b>	<b>19</b>	<b>0.727</b>	<b>13</b>	<b>0.498</b>
Collier	2,831.40	26	0.918	16	0.459
Lake	1,386.20	15	1.082	NA	0.649
Brevard	940.1	11	1.17	10	0.532
Sarasota	2,646.50	34	1.285	NA	0.831
Pasco	2,928.90	38	1.297	24	0.751
Polk	2,757.60	36	1.305	24	0.979
Volusia	3,308.50	46	1.39	13	0.899
Manatee	1,887.20	35	1.855	NA	1.007
Seminole	1,772.60	36	2.031	2.25	1.495

\*IH MRU = In House Maintenance Repair Unit

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# FLEET MANAGEMENT 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.

**MARION COUNTY  
BOARD OF COUNTY  
COMMISSIONERS**



**FLEET MANAGEMENT  
Customer Information  
Handbook**



## **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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## GENERAL PROCEDURES

### 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:

<u>PRIORITY</u>	<u>VEHICLE EQUIPMENT</u>
1	Public Safety
2	Essential Services
3	Preventative Maintenance (on time)
4	Unscheduled Maintenance
5	Preventative Maintenance (not on time)
6	Modifications

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:

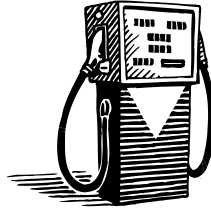
1. Insert key in "Fuel" pedestal
2. Enter Pin number
3. Enter mileage
4. Enter pump number
5. Remove key
6. Begin fueling

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

SE Substation	10298 SE Maricamp Road - (U/D)
SW Substation	8088 SW Hwy 484 – (U/D)
N Substation	1868 NW 100 <sup>th</sup> Street – (U/D)
Fleet Management	3240 SE Maricamp Road – (U/D)
Baseline Landfill	5601 SE 66th Street – (U/D)
Sheriff Department	690 N.W. 30 <sup>th</sup> Avenue – (U)
Fort McCoy	11575 NE 146 <sup>TH</sup> Place – (D)

### 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 352-572-5198

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%**

## Equipment Replacement Scorecard

Date \_\_\_\_\_ Unit Number \_\_\_\_\_ Mileage \_\_\_\_\_ Hours \_\_\_\_\_ Dept \_\_\_\_\_

<b>1. Maintenance Cost</b>				
0-25% of purchase price			2pts.	
25-50% of purchase price			4pts.	
50-60% of purchase price			6pts.	
60-75% of purchase price			7pts.	
75-100% of purchase price			8pts.	
Over 100% of purchase price			10pts.	_____
<b>2. Service Life</b>				
Light Vehicles (gas engines) 10 years			2pts.	
Medium Duty (diesel engines) 12 years			2pts.	
Heavy Duty (diesel engines) 15 years			2pts.	
Heavy Equipment 15 years			2pts.	
Severe Duty 10 years			4pts.	
Tractors 10 years			2pts.	
Mowers 8 years			2pts.	_____
<b>3. Mileage</b>				
Light Vehicles gas	75,000 to 100,000		1pt.	
	100,000 to 150,000		2pts.	
	Over 150,000		4pts.	
Medium Duty diesel	100,000 to 125,000		1pt.	
	125,000 to 175,000		2pts.	
	Over 175,000		2pts.	
Heavy Duty diesel	125,000 to 175,000		1pt.	
	175,000 to 225,000		2pts.	
	Over 225,000		4pts.	_____
<b>4. Hours</b>				
Heavy Equipment up to	12,000 hours		2pts.	
	Over 12,000 hours		4pts.	
Tractors up to	6,000 hours		2pts.	
	Over 6,000 hours		4pts.	
Specialty Equipment up to	3,000 hours		2pts.	
	Over 3,000 hours		4pts.	_____
<b>5. General Appearance/Condition</b>				
Excellent			0pts.	
Fair to Good			1pt.	
Poor			2pts.	
Severe			3pts.	_____
<b>6. Oil Analysis Results</b>				
Excellent			0pts.	
Fair to Good			1pt.	
Poor			2pts.	_____
<b>7. Projected Repair Needs</b>				
Over	\$1000		1pt.	
	\$1000 to \$2500		2pts.	
	\$2500 +		3pts.	_____
<b>15 Points required for replacement</b>			<b>Total</b>	_____

**Comments**

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VEHICLE and EQUIPMENT  
Addition/Replacement Justification Form

DEPARTMENT \_\_\_\_\_ DEPT NO. \_\_\_\_\_

Department Head Signature \_\_\_\_\_ Date Signed \_\_\_\_\_

TYPE OF REQUEST:  New Addition     To Replace VEHICLE # \_\_\_\_\_

INSTRUCTIONS: To be completed for each addition and/or replacement vehicle requested:

1. Unit Type (Check one)    HYBRID     SUV    ½ Ton VAN    ¾ Ton VAN  
 ½ Ton PICK UP    ¾ - Ton PICK-UP     1 - Ton PICK-UP  
 OTHER: \_\_\_\_\_

2. Primary use of Vehicle: (Use additional sheets if necessary)  
\_\_\_\_\_  
\_\_\_\_\_

3. How often will this equipment be used? \_\_\_\_\_ miles/hours per week \_\_\_\_\_ miles/hours per month

4. Equipment Replacement Scorecard # \_\_\_\_\_

5. Does vehicle meet the criteria for replacement?    Yes    No

If "NO", please explain:  
\_\_\_\_\_  
\_\_\_\_\_

6. Can the equipment/vehicle be rented locally?    Yes    No

7. Can the equipment/vehicle be borrowed from another county department or Fleet pool?    Yes    No

8. Average annual mileage of like vehicles in this Department: \_\_\_\_\_

9. Number of Similar use vehicles assigned to this Department: \_\_\_\_\_

10. Is vehicle assigned for "take home usage"?    Yes     No

11. Provide any special equipment needs. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

FLEET APPROVAL/DISAPPROVAL: \_\_\_\_\_  
Fleet Management Director

ADMINISTRATION APPROVAL/DISAPPROVAL: \_\_\_\_\_  
Administration

## ADMINISTRATIVE POLICY 03-02a

### VEHICLE & EQUIPMENT REPLACEMENT POLICY

It is the intent and policy of the County Administrator to achieve the maximum return on investment in its motor vehicle fleet. It shall be the policy to acquire and issue all categories of vehicles and equipment in the most efficient and cost-effective manner, following specific criteria and procedures through the administration of a centralized system of procurement and life-cycle replacement. It is also the policy of the County Administrator to ensure that the life-cycle replacement process will include strict adherence to industries best practices for preventative maintenance services. This will assure optimum utilization of County vehicles and equipment.

1. **In General:** Specific criteria and time frames are established to serve as methodology for need assessment for vehicles and motorized equipment. The Fleet Management Director shall be responsible for determining the expected life cycle of all vehicles and motorized equipment units by using industry standards and performance history to determine the appropriate replacement schedule in accordance with the Policy.
2. **Responsibilities:**
  - a. The Fleet Management Director shall be responsible for the administration of this policy under procedures established by the County Commission, to include administering and maintaining the vehicle/equipment life-cycle system, assisting department managers in the preparation of bid specifications, processing the formal acceptance, preparation and issue of new vehicles and motorized equipment items. And in the deposition of surplus or excess items.
  - b. Department Director, during February of each year, will meet with the Fleet Management Director and evaluate requirements for vehicle and/or equipment replacement for the ensuing fiscal budget period.
  - c. If the requested vehicle or equipment item meets the established criteria for replacement, the Fleet Management Director will make a recommendation to the Assistant County Administrator responsible for Fleet Management in March of each year. The Fleet Management Director will provide a list of departments making the requests and the type of vehicles/equipment items requested, together with the approximate unit/total cost, and the budget line item account codes to which such as units will be charged.
3. **Vehicle Replacement Requests:** After meeting with the various Department Directors, the Fleet Management Director will conduct a replacement evaluation, considering such criteria as, but not limited to:
  - Unit Mileage/Hours

- Unit age
- Overall repair costs
- Parts availability
- Immediate repair needs
- General appearance
- Equipment Replacement Scorecard
- Vehicle/Equipment Justification Form
- Recommended Industry guidelines for fleet vehicle replacement

4. **Replacement Specification & Acquisition:** The Fleet Management Department, with the assistance of the using department representative, will develop specification, to include:

- Type of vehicle
  - All performance data
  - Equipment options bases on the particular application
- a. Completed specifications shall be forwarded to the Purchasing Department by Fleet Management for processing through the State or Federal Contracts, or through Marion County's Sealed Bid Process. Contract specifications for Seal Bid results will be reviewed by Purchasing Fleet Management Department and the receiving Department for conformance to specifications, in accordance with the Marion County Code, Procurement Article, and current Marion County Commission Policy.
  - b. New vehicles and motorized equipment shall be delivered to the Fleet Management Department for inspection, approval and issue to the using department(s).
    - i. The vehicles or motorized equipment item shall be physically inspected to ensure the item is damage free and that the item complies with specifications.
    - ii. Upon satisfactory inspection and receipt, all receiving reports and Purchasing records along with title, registration and tag documents will be forwarded to the user department for approval of the invoice. The entire document package should then be forwarded to the Clerk's Finance and Accounting Office, and the Clerk's Inventory Control Office.
    - iii. Prior to the unit being placed in service with the using department, Fleet Management personnel shall prepare the vehicle/equipment item for service, performing the following minimum procedures:
      - Ensure vehicle/equipment meets requested specifications
      - Enter vehicle/equipment information into Fleet's database system
      - Enter vehicle/equipment into preventive maintenance scheduling program

- Affix all appropriate county decals, markings, notices and numbering
  - Notify Risk Management Department for insurance & liability purposes
  - Make key tags for extra keys (to be placed in Key Locker at Fleet)
  - Assign fueling key
- c. Old vehicles/equipment will be turned in to the Fleet upon receipt of new replacement vehicles/equip. Retaining of a vehicle to be replaced is not authorized without approval by the Assistant County Administrator
- d. Department Directors will ensure that the Marion County Vehicle and Equipment Acquisition, Disposition or Transfer of Property forms are signed and forwarded in a timely manner to expedite disposal of surplus assets.
- e. New vehicles invoices should be signed and forwarded to the Finance Department, by the receiving department, within one (1) week of receipt.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_  
County Administrator

This policy replaces:  
Administrative Policy 03-02



Marion County Vehicle and Equipment Acquisition, Disposition or Transfer of Property Form
MARION COUNTY, FLORIDA

To: Clerk of Circuit Court
Property Control Division

Date: \_\_\_\_\_

From: \_\_\_\_\_
Department

\_\_\_\_\_
Authorized Signature

The following request for status change of property in my custody is presented for Board approval.

IDENTIFICATION DATA

Table with 3 columns: MARION COUNTY PROPERTY NO., TYPE OF ITEM, LOCATION. Rows include MAKE, MODEL, YEAR, SERIAL NUMBER, OTHER DESCRIPTION, TAG.

ACQUISITION:

Acquired From: \_\_\_\_\_ Cost/Value: \_\_\_\_\_

(Attach copy of invoice to this sheet.)

DISPOSITION:

Reason for Disposal:

Trade: \_\_\_\_\_ New Location: \_\_\_\_\_

Out of Order: \_\_\_\_\_ Explain Problem: \_\_\_\_\_

No longer usable in this office: \_\_\_\_\_ Still in working order: \_\_\_\_\_

Location stored: \_\_\_\_\_

TRANSFERRED TO:

Department: \_\_\_\_\_ Location: \_\_\_\_\_

Receiving Department Authorized Signature: \_\_\_\_\_

Approved \_\_\_\_\_ Signature: \_\_\_\_\_

(Chairman, Board of County Commissioners)

Not Approved \_\_\_\_\_ Date: \_\_\_\_\_ 20 \_\_\_\_\_

Forward Copy of approved form to: FINANCE DEPARTMENT - Property Division

This survey can be filled out and e-mailed, or printed and sent through inter-office mail to Fleet Management. Please read each question and answer to the best of your ability.

Thank you for your cooperation.

Please answer questions on a 1 to 5 rating scale. With 1 being Poor Quality and 5 being Excellent Service. If the question does not apply, please answer by putting N/A.

**Overall Satisfaction** - How do you rate your overall satisfaction with the quality of our service?

**Accessibility** - How do you rate our accessibility when you need us (i.e in person, by phone, or by e-mail)?

**Responsiveness** - How do you rate the timeliness of our service?

**Solutions** - How do you rate our ability to provide effective solutions to your problems and/or complaints?

**Professionalism** - How do you rate the professionalism and courtesy of our staff?

Did you experience any dissatisfaction with your service? If so, please explain below:

Please indicate any recommendations on how you would improve Fleet Management.

Marion County Fleet Management would like to take this time to thank you for your helpful feedback. We appreciate you taking the time to provide your comments.





# COUNTY CONNECTION

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### Marion County Commissioners

David Moore, District 1  
Kathy Bryant, Chairman, District 2  
Stan McClain, District 3  
Carl Zalak III, Vice Chair, District 4  
Earl Arnett, District 5

### Marion County Administrator

Dr. Lee A. Niblock

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## MISSION STATEMENT

Marion County provides professional and resourceful public services for our citizens through strategic planning and cost-effective implementation of county initiatives, generating positive results that set the standard for quality local government.



## County fuels up savings with compressed natural gas (CNG)

By Elaine Delorio McClain, Marion County Office of Public Information

Ambulances. Animal control trucks. Garbage transport vehicles. Many Marion County services depend on vehicles and fuel to reach citizens. To deliver these services more cost-effectively, Marion County has converted a portion of its fleet to run on compressed natural gas instead of gasoline or diesel fuel.

In September 2012, Marion County entered a public-private partnership with Reliance Alternative Fuels Division LLC to build Marion's first compressed natural gas fuel station. Last month, officials cut ribbon on the station, which is one of only eight in the state open to the public and the only public station between Tampa and Jacksonville. The station, located at 3230 SE Maricamp Road, Ocala, supports the county's fleet and is available to private commercial fleets and personal vehicles ranging from small cars to large trucks.

Compressed natural gas, or CNG, is a domestically-produced alternative to gasoline and diesel that burns cleaner and is less expensive. The move to CNG is estimated to save the county at least \$200,000 in fuel costs in the first year alone (a



### WHAT DOES MARION COUNTY'S CNG FLEET LOOK LIKE TODAY?

Marion County currently has 22 CNG vehicles, including Parks and Recreation vehicles, Fire Rescue ambulances and Animal Services animal control trucks. The county plans to replace five percent of its fleet (about 50 vehicles) with CNG-friendly vehicles each year as older vehicles are retired out of the fleet.

savings of anywhere from \$2,500 to \$15,000 in fuel per CNG-friendly vehicle). High-mileage vehicles such as ambulances can recoup the cost of a CNG conversion by fuel-savings alone in less than a year.

(continued on next page)



**TOP  
STORY**



The county expects to see additional savings, as the deanness of CNG (compared to other fossil fuels) permits longer oil change intervals and prolonged engine life. CNG is also better for the environment, reducing greenhouse gas emissions by 30 percent and nitrogen oxide by 85 percent.

"The Marion County Board of County Commissioners is leading the way to energy independence, saving taxpayer dollars and reducing operating costs through the use of CNG," said County Commission Vice Chairman Carl Zalak III. "This initiative puts Marion County ahead of the other counties in northcentral Florida and even the nation when it comes to promoting American energy that is affordable and abundant."

For more information on Marion County's CNG Initiative, contact Marion County Fleet Management at 352-671-8570.



**DID YOU KNOW?**

- With the opening of Marion County's first CNG fueling station, local businesses now have the opportunity to sell, convert and maintain CNG vehicles.
- Many of the county's Fleet Management technicians are trained in CNG, and several have been certified, joining only 2,099 others across the country.

**BEHIND  
THE  
SCENES**

**FLEET MANAGEMENT  
INTERNSHIP** helps  
local students  
accelerate their skills

By Elaine DeLorio McClain, Marion County Office of Public Information

Starting at 7 a.m. each morning, Marion County Fleet Management is a busy place. Check engine lights are diagnosed, hydraulic systems are repaired and fuel injectors are replaced. Cars, ATVs, ambulances, bucket trucks, buses and tractors roll in and out of the facility throughout the day for repairs and preventative maintenance from 13 skilled fleet technicians.

This summer, three local students got a chance to watch, learn and assist in the daily activities of the department as part of a new partnership between Fleet Management and the Marion Technical Institute. Over a few months, the students gained unique, hands-on experience as they helped keep the county's wheels turning.

Unlike working at a dealership or a service center that specializes in one type of vehicle service, the internship afforded the students an opportunity to work on everything from cars to emergency and heavy duty fleet vehicles. "By the time they completed the internship, they worked on everything with wheels," said John King, Fleet Management department director.

"Everything with wheels" includes the county's new compressed natural gas vehicles.

"Looking to the future, our community will need individuals with knowledge of CNG," King said. "These students have learned firsthand what CNG technology is all about. That's something most students are only able to read about in class."

The students were also able to take their skills beyond the technical aspects, according to John Conway, MTI's internship coordinator. "The internship helps teach soft skills, too. Those include teamwork, dedication, safety, punctuality, communication and leadership."

Interning at Marion County Fleet Management (certified by the National Institute for Automotive Service Excellence), also gave them a chance to earn hours of experience toward their own ASE certifications.

"Our internship program provides an opportunity to help our youth gain skills to be successful in the workplace, even before they graduate from high school," King said. "This can many times be the reason for success in today's competitive job market. Students are our future, and this is a way the county can give back to the community."

