

Fleet Services



“Public Programs, Personal Service”

Fleet Services Mission Statement:

We will work together to provide a well-maintained, safe, dependable and cost effective fleet for the County by being service oriented and having pride in our work.

Goals:

1. Zero returns between services for preventable repairs.
2. Zero come-backs or repairs not repaired correctly the first time.



History

Prior to the creation of Fleet Management now Fleet Services, county departments managed their own vehicles, having them repaired and maintained at outside repair facilities. As the fleet grew, it was aging and deteriorating, because of not having a common system for maintenance and replacement of the County's vehicles/equipment. A consultant was retained for fleet recommendations, which resulted in the County Administrator recommending that the Board of Supervisors establish a Fleet Management Department to insure the County had a safe, dependable, and cost effective fleet. The Board of Supervisors approved the recommendation and Fleet Management was established as a department during the FY1994/1995 Budget. Fleet Management became an internal service fund, being charged with the maintenance, fueling and replacement of all vehicles except for the Highway and Solid Waste Department vehicles.

In Aug 1997, the Solid Waste Department moved their light duty vehicles over to the Fleet Management System and Solid Waste continued to maintain their heavy equipment. The Highway Department already had their departmental vehicle maintenance shops and mechanics, so they remained on a separate system. Cochise County maintained three fleets until July 2004, in which the Board of Supervisors created a separate department, Heavy Fleet Management, to maintain the heavy equipment for the Highway Department and the Solid Waste Department. Heavy Fleet's heavy duty vehicles and equipment total 365, operating estimated 65,000 hours annually on heavy equipment and traveling 32,000 miles annually on misc. equipment and using 301,000 gallons of diesel fuel annually.

At the same time, Light Fleet Management became responsible for another 100 light duty vehicles and equipment from the Highway Department, bringing Fleet Managements fleet to 495 light duty vehicles and equipment, traveling an estimated 5.3 million miles annually and using 310,000 gallons of fuel annually.

In May of 2012 Heavy and Light Fleets were consolidated to one fleet "Fleet Services" with 2 divisions, light and heavy. The light fleet division currently consists of 489 motorized vehicles traveling an estimated 5.1 million miles annually and 30 trailers using an estimated 365,000 gallons of gasoline annually. The heavy fleet division currently consists of 387 motorized equipment operating an estimated 82,000 hours annually and 65 trailers using an estimated 350,000 gallons of diesel annually.

Fleet Services operates as an internal service fund and conceptually owns all vehicles and equipment, of which the departments lease the vehicles/equipment for a charge per mile/hour that covers all fuel, maintenance, repairs and replacement. As an internal service fund, the department is not profit driven and charges departments to cover costs. The charges per mile/hour are calculated differently for each type or class of vehicles and equipment, so that each department is realizing the actual costs of using a particular type of vehicle/equipment. (Vehicle examples: intermediate sedan, pickup, patrol full size sedan, patrol SUV, etc.). (Heavy equipment examples: motor graders, dump trucks, bulldozers, transports, etc.)

Pool Vehicles for County Employees

Fleet Services also maintains pool vehicle fleets in Sierra Vista, Wilcox, Benson, Douglas and Bisbee, which operate like a rental car agency for the primary use of out of County travel. The combined fleet consists of 20 newer vehicles that are replaced at 80,000 miles for increased reliability for the customers benefit, as well as cost efficiency.

Note: Retired pool vehicles are then repurposed and assigned to departments as “rotational vehicles”. In 2003, Enterprise Rent a Car did an extensive evaluation of our pool fleet to determine if they could do it more cost effectively and stated that they could not compete with our program and we were one of only two fleets in the state that Enterprise Rent A Car could make this statement to.

Light Fleet Vehicle Replacement Program

In 1995, the Board of Supervisors established the vehicle replacement mileage to be 150,000 miles for County vehicles and 130,000 miles for Sheriff Vehicles. In fiscal year 2010/2011, replacement mileages were pushed to 155,000 on sheriff's vehicle and 175,000 on county vehicles. In fiscal year 2013/2014, replacement mileages were again pushed to 160,000 on sheriff's vehicles and 180,000 on county vehicles. **Fleet Services developed a cost efficient program that identifies how vehicles are to be replaced based on utilization (miles used per year) and at the same time, keeping the fleet at a maximum age of 12-16 years.** Vehicles replaced at 180,000 miles are sold at public surplus auction. Proceeds from public auction are placed back into the vehicle replacement fund.

A light fleet vehicle will be replaced with a new vehicle if it is utilized more than 12,000 miles per year. A vehicle is considered underutilized if it is used less than 10,000 miles per year and will be replaced or rotated with a retired pool vehicle or a retired Sheriff vehicle at 160,000. If a vehicle is utilized between 10,000 miles and 12,000 miles, it can go either way, depending on how the vehicle is used. This process insures that the fleet will not increase without proper cause and that there is adequate funding to maintain the County's capital investment.

Heavy Fleet Equipment Replacement Program

Heavy equipment replacement was developed in years and hours usage in consultation with user departments.

Fleet Services developed a cost efficient replacement program that identifies how equipment is to be replaced based on utilization (hours usage per year and age of equipment) and at the same time, keeping each piece equipment at a maximum age. Equipment replaced at designated age/hours are sold at public surplus auction or traded in. Proceeds from public auction are placed back into the equipment replacement fund.

Budgetary Overview

Fund 109 (Light Fleet Vehicles) – Fleet Services is divided into three budget divisions:

Maintenance – 1750

This budget is for all activities involving maintenance repair, and fueling of all County vehicles/equipment, which includes payroll. Revenue sources are from the monthly fleet charges received from departments. Fleet Services has IGA's in place for the purchase of fuel from Arizona Department of Transportation and the City of Sierra at a savings to the County compared to the retail fuel bid. As a result of the fleet consolidation, the county has automated and is utilizing the 6 existing county fuel sites in Whetstone, Wilcox, Benson, Bisbee, Douglas and Elfrida at an increased fuel cost savings.

Capital – 1760

This budget is for the purchase of all replacement vehicles and equipment, which has a carry forward every year for future replacement of vehicles. The yearly replacement dollars spent varies with the projected number of vehicles achieving the replacement mileage criteria.

Non-County Fleet Service – 1770

This budget is for work done for other governmental agencies, involving vehicle maintenance/repairs and equipment installations. The rates charged to outside agencies are set to make a profit and to reduce departmental expenses. Fleet in no way subsidizes these agencies.

Revenue sources are from other governmental agencies in return for work performed. Fleet Services charges these agencies \$80.00 flat rate per hour and parts at cost plus. The agencies that have or currently participate in this program are: **Naco Fire District, San Jose Fire District, City of Benson, City of Bisbee, Tombstone Marshals Office, and the National Park Service.**

Fleet Service continues to explore expanding its fleet services to other outside agencies, but making sure the county fleet is the main priority.

Total Budget Fund - 109

Light Fleet Division - \$6,123,817

Budgetary Overview Cont:

Fund 600 (Heavy Equipment) – Fleet Services is divided into three budget divisions:

Maintenance – 1710

This budget is for all activities involving maintenance repair, and fueling of all County vehicles/equipment, which includes payroll. Revenue sources are from the monthly fleet charges received from departments. Fleet Services has IGA's in place for the purchase of fuel from Arizona Department of Transportation and the City of Sierra at a savings to the County compared to the retail fuel bid. As a result of the fleet consolidation, the county has automated and is utilizing the existing Highway Department fuel sites in Wilcox, Benson, Bisbee, Douglas and Elfrida at an increased savings.

Capital – 1720

This budget is for the purchase of all replacement equipment, which has a carry forward every year for future replacement of equipment. The yearly replacement dollars spent varies with the projected number of equipment achieving the replacement hours/miles/age criteria.

Non-County Fleet Service – 1745

This budget is for work done for other governmental agencies, involving vehicle maintenance/repairs and equipment installations. Contracted CDL Testing Service

Fees are also included in this budget. The rates charged to outside agencies are set to make a profit and to reduce departmental expenses. Fleet in no way subsidizes these agencies.

Revenue sources are from other governmental agencies in return for work performed. Fleet Services charges these agencies \$80.00 flat rate per hour and parts at cost plus.

Fleet Services continues to explore expanding its fleet services to other outside agencies, but making sure the county fleet is the main priority.

Total Budget Fund – 600

Heavy Fleet Division - \$5,357,133

Fleet Services

Is supported by the following county departments:

- County Administration
- Finance
- IT
- Procurement
- Human Resources/Risk Management
- Facilities
- County Attorney's Office



Key Challenges and Needs Facing the Department

- Keeping Technicians trained with proper equipment/vehicles is a challenge because of the very rapid advancement of technology, especially with the addition of hybrid vehicles/equipment to the fleet. Mechanics have evolved from mechanics to specialized and highly skilled electronics and computer technicians.
- Aged and outdated heavy equipment is a challenge. Repairs and replacement costs are big concern.
- Aged solid waste rural transfer stations.
- Competitive pay for certified technicians is a challenge.
- Increasing fuel costs continue to be a challenge.
- Increased costs for repair/maintenance parts, petroleum-based products, motor oil, lubricants, tires, engine belts and hoses.
- Continued fleet vehicle/equipment utilization monitoring to ensure efficient fleet vehicle/equipment utilization.
- The continued need to be a proactive liability reduction program that encompasses the following
 1. Defensive Driver training.
 2. Citizen driving complaints, “1-800 how is my driving” program.
 3. Annual employee driving record review.
 4. Employee’s obtaining and maintaining CDL certifications.
 5. CDL licensed employee random drug testing.
 6. Enhanced vehicle monitoring program; GPS monitoring program.
 7. Accident review - follow up with departments and drivers.
 8. Accident Risk Review Board.
 9. Central record keeping regarding employee driving matters.



Organizational Structure

Fleet Services main office/shop is at 1151 West Hereford Road in Bisbee and also has shops located at the Western Regional Landfill in Whetstone and a shop located in Wilcox. The staff consists of 20 employees, consisting of a Fleet Director, 2 Shop Supervisors, 1 business manager, 1 administrative assistant, 1 Fleet Services Technician, 1 Radio Technician , 12 Mechanics and 1 transport driver/mechanics helper.

The staff is expected to operate every facet of the operation in a customer service oriented manner, thus treating other Governmental Agencies and fellow County employees as customers. Fleet Services Employees 6 inmates from the Arizona Department of Corrections, who wash/detail vehicles/equipment, help technicians in shop with repairs and builds, perform janitorial tasks and grounds maintenance.

Note: Inmate labor cost is at \$0.25 per hour.

Fleet Services Staff



Left: Light Fleet Services Staff in Bisbee.

Right: Heavy Fleet Services Staff in Bisbee



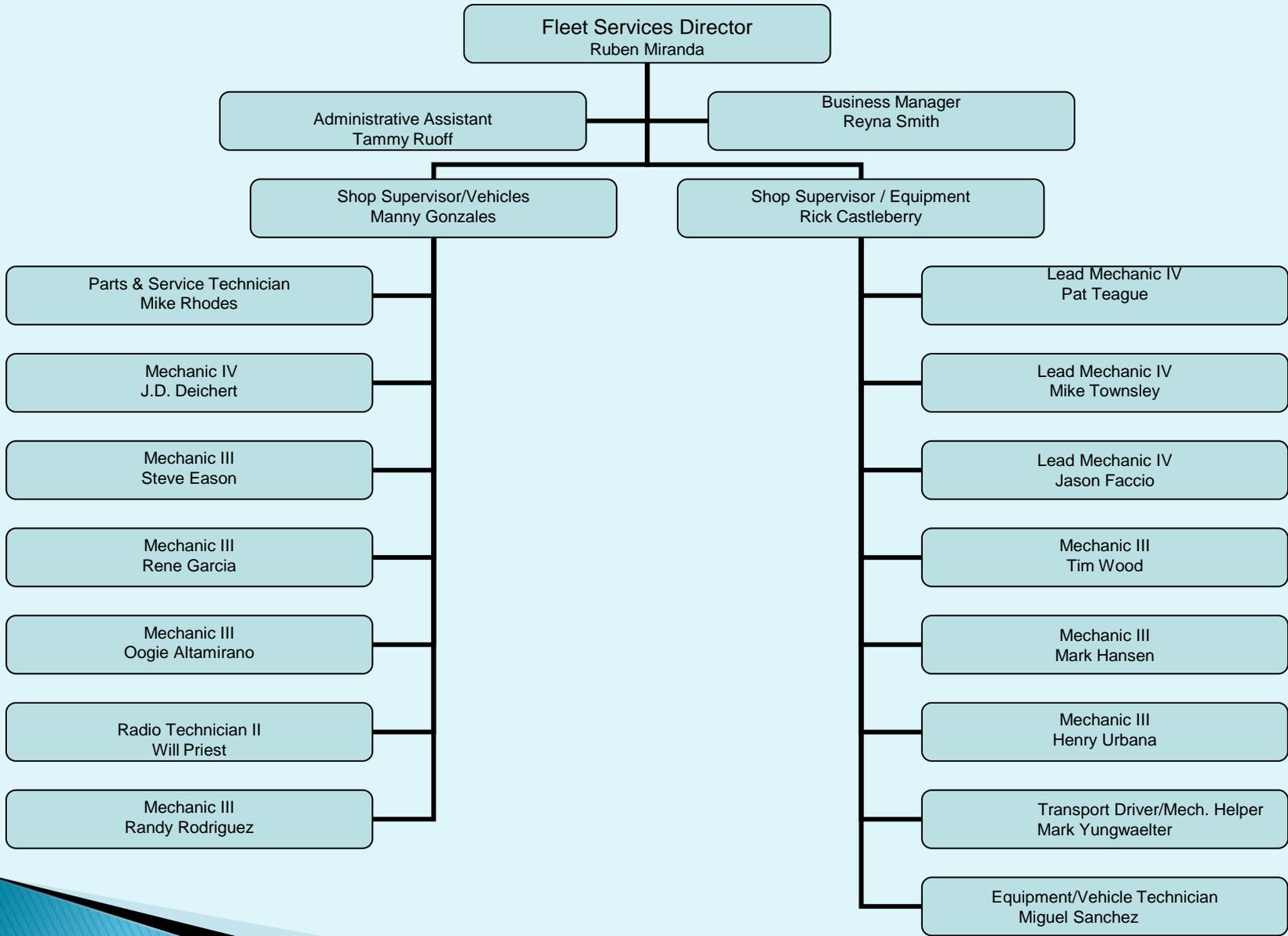
Fleet Services Staff Continued



Left: Light Fleet Services Staff
in Benson/Willcox.

Right: Heavy Fleet Services
Staff in Huachuca City





Previous Fleet Directors

- Jack Cook
- Bill Jenny
- Kevin Muenchow
- Gayland Davis
- Ruben Miranda (Present)





At Fleet Services YOU are our MOST VALUABLE ASSET, your safety is important to all. Please drive responsibly.



Photo Courtesy of Brian Heath