



Business Plan

2018

For 2017, the City of Tulsa Equipment Management Division (EMD) was recognized as the #5 Leading Fleet in North America. This was EMD's fourth year to participate and win a spot in the top 50. This is a rigorous fleet competition, involving head-to-head competition against the best public fleet organizations from all 50 States plus Canada. No other Oklahoma fleet placed in the top 50.



Table of Contents

Introduction	4
Values	4
Mission	5
Focus Areas	5
Scope of Services	6
Fast Facts	7
Summary of Goals	7
Goal 1 – Maintain and Improve the City’s Fleet to Support the Delivery of City Services	8
Goal 2 – Implement Green Fleet Initiatives	10
Goal 3 – Enhance Customer Service	12
Goal 4 – Coordinate Inter-Departmental Communication and Problem Solving	14
Goal 5 – Support Employee Safety and Job Satisfaction	16
Appendix 1 – Contact Information	19
Appendix 2 – Fleet Recognition	20

Introduction

This Business Plan is a working document that will be modified and updated to reflect the City of Tulsa's priorities and the changing needs of our internal customers. Working with our stakeholders, we will provide the best customer service at the best value anywhere.

Equipment Management is a division of the Asset Management Department. The Equipment Management Division (EMD) is responsible for providing fuel to all on-road and off-road City equipment and provides on-site maintenance services for off-road and heavy equipment. Other responsibilities include collision repairs, vehicle washes, motor pool vehicles and fleet management services. The division operates an internal service fund supported by billing clients for services rendered.



Values

The plan reflects values that support superior customer service and quantifiable performance improvement.

Superior Customer Service

We take personal responsibility for our actions. We accept responsibility for the overall outcome of the service we deliver to our customers. We expect to be held accountable for the effectiveness, efficiency and competitiveness of our service, and for the level of our customers' satisfaction with the way we serve their needs.

We care about and respect people. We listen with full attention and seek to understand each other and our customers. We treat others with respect and courtesy. We express our appreciation to each other for work well done, and to our customers for their support. We know that without them we would not be here.

Quantifiable Performance Improvement

We want our organization to be dynamic. In this cause, we constantly evaluate our operations and the way we do business. We experiment and explore how to improve the overall effectiveness of our service product.



We are creative, adaptive and not fearful of change.

We seek large improvement opportunities and value each employee's role in advancing smaller specific changes. Both will contribute to our success, and we find that this teamwork approach will produce significant, positive results.

We measure our performance. Our performance is gauged against national municipal fleet best practices, benchmarks and historical information.

Mission

Our mission is to provide customers with safe, economical, environmentally efficient and reliable services to ensure maximum utilization of the fleet.

Focus Areas

- We want to be responsive to and accountable for meeting our customers' fleet mission requirements.
- We want to provide quality fleet services efficiently and economically.
- We want to minimize the environmental impact of the fleet.
- We want to provide highly-trained and certified personnel to deliver the City's consolidated fleet services in a safe work environment.

Scope of Services

Maintaining a Diverse Fleet

EMD employees are responsible for keeping City vehicles and equipment on the road, where they are used to provide direct services to the citizens of Tulsa. EMD employees maintain and repair a diverse fleet ranging from patrol cars to dump trucks to Compressed Natural Gas (CNG) vehicles to construction equipment. In total, about 3,400 vehicles and equipment make up the City's fleet.

Introducing Alternative Fuels

The City's fleet is not only diverse in the type of vehicles, but also in energy sources and emission reductions. We operate four CNG fueling stations; two for the City's fleet and two for the public. Our current infrastructure accommodates 700,000 gasoline gallon equivalents (GGEs) of CNG per year. The City's alternative fueled fleet is comprised of nearly 200 CNG, hybrid and electric vehicles.



Repairing Vehicles Throughout the City

The EMD operates maintenance shops at four locations. Staff in EMD's largest program, Maintenance and Repair, is responsible for conducting the scheduled preventive maintenance and repairs of City vehicles and equipment. Employees also provide auto body work, project design and metal fabrication.

Managing Assets

Other programs include: Fuel Management which provides vehicle fuel and researches alternative energy; Parts Management which procures, stores, and issues fleet parts; Motor Vehicle Pool, which manages the vehicle pool for short-term needs; and, Strategic Support, which provides overall management and budget oversight for the entire division. EMD manages an internal service fund supported by customer billings and uses a system called FleetFocus to generate monthly billings. The EMD is also responsible for assisting with the disposal of vehicles and fleet equipment at the end of their life cycle.

Managing Fleet Replacement

The EMD develops the annual Fleet Utilization Scoring System (FUSS) to help set replacement priorities and ensure the most deserving City vehicles are replaced with the level of available funding. The FUSS recommends replacement quantities based on seven criterion: 1) Age; 2) Mileage or Hours; 3) Reliability; 4) Maintenance and Repair Costs; 5) Downtime; 6) Fuel Usage; and, 7) Miles per Gallon.

Complying with Regulators

EMD operates under regulatory requirements established by the Environmental Protection Agency, the Department of Energy, the Department of Environmental Quality, the Department of Transportation, and the State of Oklahoma.



EMD Fast Facts

- 81 employees
- 3,400 vehicles and equipment in the City's fleet
- City's fleet drives 20.5 million miles per year
- Ratio of on-road vehicles to employees is 0.66
- \$14.3 million operating budget
- Nearly \$3.5 million in parts purchased every year
- Nearly 2.2 million gallons of fuel purchased each year
- 50,000 gasoline gallon equivalents (GGEs) of CNG dispensed each year

Summary of Goals

1. Maintain and improve the City's fleet to support the delivery of City services
2. Implement Green Fleet initiatives
3. Enhance customer service
4. Coordinate inter-bureau communication and problem solving
5. Support employee safety and job satisfaction

GOAL 1

Maintain and Improve the City's Fleet to Support the Delivery of City Services

The EMD's goal is to continuously improve our maintenance program, repair time standards, comeback ratio, and fueling services and parts availability. Fleet industry best practices are used to reduce operating costs and improve vehicle availability.



Summary of Recent Accomplishments

- Standardized the process for requesting parts and measuring parts availability at all storerooms. Fleet parts are issued 85 percent of the time within 15 minutes of a parts request, 90 percent of the time within three hours of a parts request, and 95 percent of the time within 24 hours of a parts request.
- Implemented labor wedge technology on the shop floors. Using this technology, our technicians open and close work orders electronically.
- Installed computers on shop floors with Wi-Fi capability. All technicians have access to the Internet, email, and electronic shop manuals.
- We test diesel fuel at all City locations on a quarterly basis to ensure lubricity and stability results remain within industry standards.
- Enhanced the Fire Garage by adding a pan brake and shear to bend and cut large pieces of metal.
- Assisted customer departments in reaching budget goals by right-sizing the fleet, streamlining workflow, and optimizing replacement schedules.
- Improved efficiency and reduced downtime by aligning vehicle and mechanic assignments for consistent ratios.
- Consolidated maintenance shops from five locations to four. Previous to consolidation, a maintenance supervisor was required to drive 20 miles round-trip

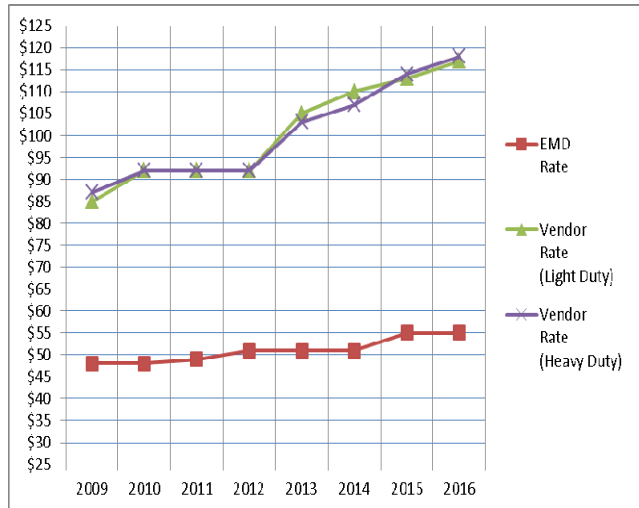
to supervise two shop locations. The supervisor is now able to remain at one location and provide better supervision and oversight.

Result: Increased vehicle availability and improved repair time.

Strategies

- Provide an annual report of vehicles that need to be replaced based on the age, mileage and mechanical assessment of each vehicle and piece of equipment. This replacement plan will aid departments with budget development, the decision to repair or replace, and planning for future operating needs.
- Provide a vehicle preventive maintenance schedule to customers, and work with them to achieve compliance.
- Purchase fuel and parts through competitive bids and volume purchases to obtain the lowest price.
- Outsource repairs when it is more cost-effective to do so; these include transmission, radiator, and vehicle glass work.

EMD Labor Rate versus Vendor Rates



Performance Measures

- Maintain a labor rate below the Tulsa market. The 2018 burdened labor rate is \$55 per hour – nearly 113 percent below the Tulsa market rate of \$117-\$118 per hour. The burdened labor rate is the rate of employee salary and benefits, plus associated costs for facilities, equipment and support.
- Maintain fuel charges below the Tulsa market.
- Ensure the average availability of the fleet is at or above the industry benchmark of 95 percent.
- Ensure that vehicles scheduled for preventive maintenance complete their maintenance at the industry benchmark of 95 percent of the time.
- Ensure that scheduled vs. unscheduled repairs meet the industry benchmark of at least 70 percent.
- By the end of 2018, achieve a billable hours to total work hours ratio of at least 72 percent.

GOAL 2

Implement Green Fleet Initiatives

To support the City's sustainability goals, the EMD seeks to improve air quality, reduce dependence on foreign oil, reduce environmental impact, control costs and reduce vehicle emissions through a comprehensive Green Fleet vehicle implementation program. The program includes performing an analysis of every vehicle or piece of equipment to determine the optimal balance between functionality, fuel type, fuel consumption, emissions and economics.

Summary of Recent Accomplishments

- In August 2012, the EMD opened two new CNG stations. One of the new stations is a CNG time-fill fueling station to fuel City green waste collection trucks, and the other is a public-only CNG fast-fill fueling station.
- During 2016, the City's CNG stations displaced 47,000 petroleum gallons and reduced harmful carbon dioxide (CO₂) emissions by nearly 118 tons.
- A new public-private CNG station opened in July 2017 near 33rd and Memorial. During 2017, the City's CNG stations displaced 46,000 petroleum gallons (24,000 GGEs from City vehicles and 22,000 GGEs from public vehicles) and reduced carbon dioxide (CO₂) emissions in Tulsa's airshed by approximately 116 tons. For 2018, the City's four CNG stations (3 opened prior to 2013 and 1 opened in 2017) are expected to dispense over 100,000 GGEs of CNG.
- During FY17, the City collaborated with the Tulsa Parking Authority to install Electric Vehicle (EV) charging stations in four downtown parking garages. During FY18, the City will utilize grant funding to install Electric Vehicle (EV) charging stations in Tulsa. The EV stations will be available for City and public use. The EMD will also ask departments to consider replacing administrative vehicles (meeting the replacement criteria) with electric vehicles.
- During the past six years, the EMD obtained five grants and two donations totaling nearly \$500,000 for alternative fueled vehicles and infrastructure.



- Obtained grants for customers to convert 16 trucks to Compressed Natural Gas (CNG).

Strategies



- Implement technologies that meet the EPA emission standard.
- Consider adding a Diesel Exhaust Fluid dispenser to meet fueling requirements for EPA emission standards.
- Convert up to 20% of the City's light-duty fleet to Compressed Natural Gas, Electric, or hybrid vehicles.
- Install diesel particulate filters in heavy equipment, such as off-road tractors, heavy trucks and paving equipment.
- Acquire new ultra-low emission (ULEV) vehicles, ethanol-powered vehicles, hybrid electric equipment and electric vehicles.
- Convert off-road equipment such as mowers and forklifts to propane technology.
- Increase the use of multipurpose equipment (e.g. tractors with PTOs).
- Enforce an environmentally preferable purchasing policy and review all equipment specifications to ensure that green options are included where feasible.
- Incrementally install GPS on light duty fleet units (Phase I) so departments can monitor driver behavior and potentially reduce idle hours and engine speeds
- Incrementally install GPS on light duty fleet units (Phase I) so departments can reduce miles driven and fuel consumption by improving route efficiency
- Research and annually apply for federal, state, and local grants.
 - EMD's goals are: 1) identify and apply for at least one state or federal grant each year (related to alternative fuels infrastructure and vehicles, hybrid vehicles, clean burning heavy-duty diesel vehicles, and idling reduction technology); 2) obtain a minimum of one state or federal grant award per year; 3) achieve 100% project compliance in accordance with the grant requirements; and, 4) provide accurate plans, progress reports, and projected results within established time frames.

Performance Measures

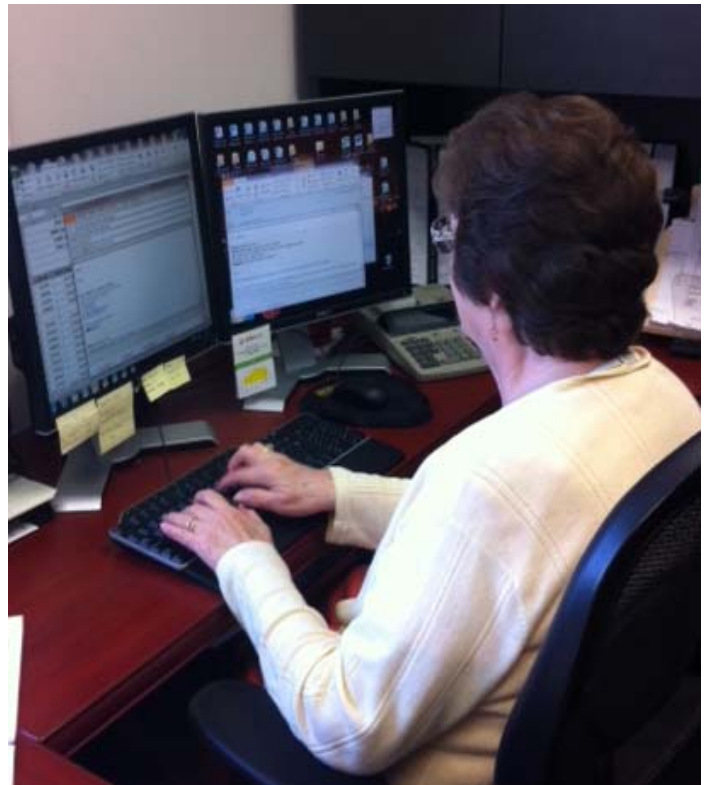
- By the end of 2018, the City will have a minimum of 225 CNG, Propane, Electric, and hybrid fleet units in service.
- By the end of 2018, GPS units will be installed on all Fire Department units. Water and Sewer vehicles will be targeted for the next round of GPS installs.
- By the end of 2018, the combined green fleet strategies of this Plan will reduce the fleet operation's annual carbon footprint by 425 tons.

GOAL 3 Enhance Customer Service

The EMD works to continuously improve service to our customers. From departments ranging from transportation, to parks, to police, to water – our customers are responsible for using vehicles and equipment on a daily basis to provide essential services to the community. The EMD strives to exceed customers' expectations.

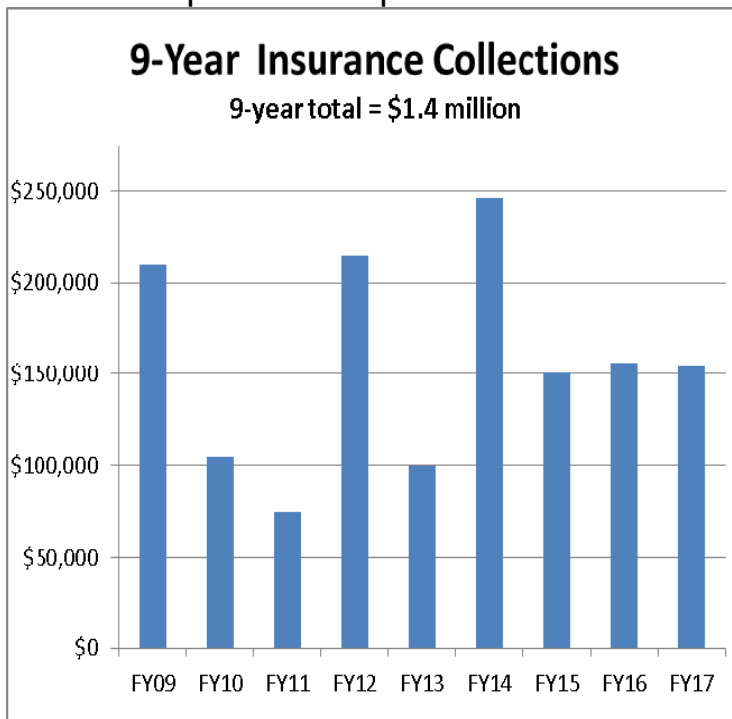
Summary of Recent Accomplishments

- Gave customers unlimited access to the fleet management system. Customers can access the fleet system from their computer and obtain specific information regarding a vehicle's repair status, maintenance history, mileage and consumption.
- Conducted multiple training sessions to instruct customers how to access fleet data. This is helping us become more transparent and is improving the customers' confidence in our operation.
- Established Fleet Service Writers in each shop to be the key customer service position to help diagnose maintenance issues, specify repairs to be performed,



estimate service times, and respond to questions and/or complaints from users regarding work performed on vehicles. This consistent role in the shops is greatly improving communication and satisfaction to our customers while allowing other shop personnel to increase productivity and stay on task without constant interruption.

- Installed signage at shops to direct customers where to drop off and pick up their units.
- Developed a Fleet Utilization Scoring System (FUSS) calculator for customers to obtain up-to-date replacement data.



- On behalf of our customers, we subrogated, settled, and collected insurance claims. During the past nine years, we subrogated and collected \$1.4 million for the benefit of City departments.
- Developed a “State of the Fleet Report” for our customers to explain what significant and operational activities took place in our department this past year. The main purpose is to inform management, employees, and customers what took place during the past year that could impact our ability to operate effectively in the future.

- Authored the Interdepartmental Customer Protocol (ICP) which was approved by the Mayor’s Office on June 24, 2015. The ICP is a working document that reflects priorities of the EMD and City departments. The ICP reflects values that support superior customer service and quantifiable performance standards. The purpose of the ICP is to hold EMD accountable for the effectiveness, efficiency and competitiveness of its service.
- Created an Internet-based Service Board for customers to obtain “Real-Time” information about the status of their vehicle repairs. Customers access the Service Board at <https://www.cityoftulsa.org/government/departments/human-resources/employees/emd-status-board/>
- The Service Board identifies completed work, pending work, and the status of work being performed.

- Launched EMD website to communicate initiatives, best practices, and accomplishments.

Result: Improved preventive maintenance compliance, fleet availability and customer satisfaction.

Strategies

- Adopt industry standard performance measures for the availability of fleet, scheduled preventive maintenance and overall customer satisfaction.
- Provide after-repair operator questionnaires, analyze data and follow up on any applicable issues.
- Conduct an annual customer service evaluation survey, analyze data and develop improvement strategies.
- Enhance reporting capabilities of the fleet management software to better monitor costs.
- Improve the parts fill rate by expanding the new bar code software and readers for the parts operation to enhance data collection, reporting and the removal of obsolete parts.

Performance Measures

- Achieve a 90 percent rate of customer satisfaction as measured in the annual customer satisfaction survey.
- By the end of 2018, supply parts for 25 percent less costs than the Tulsa retail market.
- By the end of 2018, collect insurance proceeds of \$200,000 on behalf of customers.

GOAL 4

Coordinate Inter-Departmental Communication and Problem Solving

The EMD strives to anticipate customer needs, provide effective solutions, keep customers informed and provide superior value for the cost of service. We partner with our customers to help achieve their goals.

Summary of Recent Accomplishments

- Conducted meetings with customers to plan for inclement weather events.
- Distributed a customer survey to identify areas needing improvement. Customers rated EMD's customer service and communication, and the effectiveness of the preventive maintenance program.
- Distributed a "State of the Fleet Report" with information on services and contact information.
- Monthly meetings with customers at the Fleet Management Steering Committee (FMSC) resulted in sharing under-utilized vehicles previously purchased, asking difficult questions of peers, reviewing all requests for repurposing, and collaborating to save the City money.



Result: Improved transparency with customers.

Strategies



- Assist departments with fleet acquisition including clear customer communication, needs assessments, application design, bid specifications, project management and final verification.
 - Conduct biannual liaison meetings with department directors and fleet coordinators.
 - Convene regular meetings with department liaisons.
 - Conduct annual budget meetings to explain rates, fees and services for the upcoming fiscal year.
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- With department liaisons, complete customer needs assessments to identify issues and projects for the upcoming fiscal year.

- Solicit constructive criticism and work collectively to develop solutions and meet customer expectations.
- Utilize the Interdepartmental Customer Protocol (ICP) to create a professional relationship with our customers and assist in identifying costs and performance levels.

Performance Measures

- By the end of 2018, achieve a performance standard of less than 10 days average time to bill services.
- Complete 70 percent of vehicle and equipment repairs within 24 hours, and complete 90 percent within 48 hours.
- Complete repair work to achieve a comeback rate of 1 percent or less.

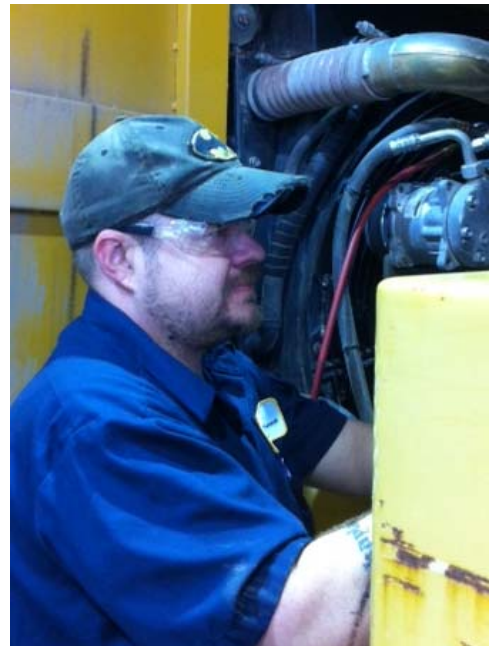
GOAL 5

Support Employee Safety and Job Satisfaction

The EMD recognizes our employees are our most valuable resource, and that employee satisfaction is the foundation for providing excellent customer service.

Summary of Recent Accomplishments

- Installed a back-up power generator in the main shop facility for inclement weather operations.
- Purchased the Ford Standardized Training and Resource System (STARS) which enables technicians to obtain a minimum of four hours training per month on company time.
- Fire Marshal and City Electrical Inspector inspected shops to identify hazards – all deficiencies were corrected.
- Paid for technicians to prepare and take certification exams.
- Presented monthly Gold Wrench Awards to the Technician of the Month.



- Conducted monthly safety meetings at all shops and trained employees to work safer and smarter. Minutes were transcribed at these meetings to be posted at each shop.
- Changed job descriptions and began rewarding technicians with permanent pay increases for attaining Ford, Automotive Service Excellence (ASE), and Emergency Vehicle Technician (EVT) certifications.
- When accidents and injuries occurred, we completed job hazard analysis forms and met with employees to learn what happened. We then identified steps to ensure injuries and accidents were not repeated.
- Performed monthly shop inspections and corrected discrepancies.

Result: Improved internal communication and emergency preparedness.

Strategies

- Provide learning materials to assist employees in earning their Ford, Automotive Service Excellence (ASE) or Emergency Vehicle Technician (EVT) certification.
- Work toward the ASE certification of technical staff to qualify for the Blue Seal of Excellence designation by the Institute of Automotive Service Excellence.
- Conduct an annual employee job satisfaction survey.
- Provide ongoing training in electrical, hydraulic, software and customer service skills.
- Conduct regularly scheduled safety training to maximize shop safety.
- Conduct training in the use of hybrid technology and alternative fuels.
- Require all employees to participate in emergency preparedness training.
- Involve employees in the development of the Business Plan.
- Develop employee recognition opportunities.
- Provide mentoring opportunities.
- As a long-term recruitment strategy, partner with the Tulsa Technology Center for technical career programs.

Performance Measures



- By the end of 2018, at least 85 percent of technical staff will obtain at least one ASE, EVT or Ford certification.
- By the end of 2018, achieve a 75 percent employee job satisfaction rating as measured by the annual employee job satisfaction survey.
- By the end of 2018, achieve 100 percent attendance for all internal training.
- By the end of 2018, 100 percent of technicians will meet the requirement of four hours training per month on the Ford Standardized Training and Resource System (STARS).

Appendix 1

Contact Information

#	Position Title	Duties	Position Name	Location	Phone Number	Cell Number	Email Address
1	Director	Department Director, FMSC Chair	Mark Hogan	490 W. 23rd	591-4070	527-0170	mhogan@cityoftulsa.org
2	Maintenance Manager	Manager of Body Shop & Maintenance Garages	Mike Wallace	490 W. 23rd	596-1235	906-6563	mwallace@cityoftulsa.org
3	Administrative Manager	Manager of Fuel, Parts, Wash Facilities, M5, & Admin	Brian Franklin	490 W. 23rd	596-9810	697-6188	bfranklin@cityoftulsa.org
4	Mechanical Shop Supervisor	Supervisor of Body Shop & Police Garage	Kevin Jones	1720 Newblock Park Dr.	596-9840	695-6324	kjones@cityoftulsa.org
5	Mechanical Shop Supervisor	Supervisor of Fire Garage	Danny Taylor	1790 Newblock Park Dr.	596-9817	636-9256	dannytaylor@cityoftulsa.org
6	Mechanical Shop Supervisor	Supervisor of Westyard Garages	Kevin Montgomery	480 W. 23rd	596-9842	521-5149	kmontgomery@cityoftulsa.org
7	Mechanical Shop Supervisor	Supervisor of Eastyard Garages	Gary Burr	5675 S. Garnett Rd.	596-8131	697-6176	gburr@cityoftulsa.org
8	Accountant	Accounting	Kevin Rice	490 W. 23rd	596-9839		krice@cityoftulsa.org
9	Maintenance Operations Analyst	Safety and PMs	Diane Whalen	490 W. 23rd	596-1244	322-2116	dwhalen@cityoftulsa.org
10	Administrative Supervisor	M5 Support, Vehicle In-Service, Fuel Keys, FMSC Administrator	John Reel	490 W. 23rd	596-9815	850-8470	jreel@cityoftulsa.org
11	Maintenance Operations Analyst	Accident Collections	Sherron Wilson	490 W. 23rd	596-2853	630-5278	srwilson@cityoftulsa.org
12	Support Operations Supervisor	Supervisor of Fuel & Car Wash Operations	Robert Fazendine	480 W. 23rd	596-1236	527-0002	rfazendine@cityoftulsa.org
13	Inventory Control Supervisor	Supervisor of Parts Operations	Jesse Robbins	490 W. 23rd	596-9825	697-6177	jrobbins@cityoftulsa.org

Appendix 2 Recognition

Awards

The 100 Best Fleets in North America. The EMD received national recognition as one of the top 100 fleet departments in The 100 Best Fleets in North America program. The EMD rankings are:

2017 – Ranked #12 of Top 100

The 50 Best Green Fleets in North America. Honored five consecutive years as a top-50 green fleet by the 100 Best Fleets organization.

Leading Fleets for 2016. The awards program, sponsored by Ford Motor Company and Property Room, recognizes operations that are performing at a high level, particularly in fleet leadership, competitiveness and efficiency, planning for the future, and overcoming challenges. The EMD was recognized as the #5 Leading Fleet in North America for 2017.

Certifications

Certified Fleet Professional. The EMD Administrative Manager has been designated as a Certified Public Fleet Professional by the American Public Works Association. This certification is given for “demonstrating a high level of competence for fleet management by successfully completing an examination, documenting education and work experience, and fulfilling prescribed standards of conduct and performance.”

Fleet Management Certification. During FY15, EMD completed the process to become a Certified Fleet Management Operation (CFMO) with the Government Fleet Management Alliance (GFMA). The CFMO process helped EMD improve its effectiveness, competitiveness and efficiency. During 2016, the EMD attained Clean Fleet Certification (CFC) through the Coalition for Green Fleet Management (CGFM). The certification verifies that EMD’s fleet operation is energy efficient and environmentally responsible.

During FY16, the GFMA awarded EMD the Fleet Masters Operation Award. To earn this award, the EMD achieved CFMO status and attained CFC certification.