

Memorandum



CITY OF DALLAS

DATE April 12, 2019

TO Honorable Mayor and Members of the City Council

SUBJECT **Quarterly Fleet Management Study Progress Update**

On December 5, 2018, we briefed City Council on the Fleet Management Study conducted by Alvarez and Marsal. The attached progress report provides a status update through the first quarter of 2019.

If you have any questions or concerns, please contact Donzell Gipson, Director of Equipment and Fleet Management, at 214-671-5131 or via email.

M. Elizabeth Reich

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Chief Financial Officer

[Attachment]

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney (Interim)
Billierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizzor Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager
Jon Fortune, Assistant City Manager

Joey Zapata, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
Michael Mendoza, Chief of Economic Development and Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
Laila Alequresh, Chief Innovation Officer
Directors and Assistant Directors

Organizational Assessment

Date	Consultant Observations	Completed	In-Progress	Next Steps
Hiring				
December 2018	1. Develop “Temp” to “Hire” Program	✓		
December 2018	2. Hired and assigned to work at various City service centers	✓		
4 th Quarter 2018	<ul style="list-style-type: none"> • 15 temporaries hired and assigned 	✓		
1st Quarter 2019	<ul style="list-style-type: none"> • 25 temporaries hired and assigned 	✓		
Training				
December 2018	3. Modernize Training Program by increasing hands on instruction and utilizing free training opportunities from existing vendors		✓	
1st Quarter 2019	<ul style="list-style-type: none"> • Chose 8+ Adjunct Trainers to begin curriculum development 	✓		
1st Quarter 2019	<ul style="list-style-type: none"> • City-wide Forklift training and shop orientation training for temporaries underway 	✓		
Employee Compensation				
December 2018	4. Address tool/boot allowance and certification pay		✓	
1st Quarter 2019	<ul style="list-style-type: none"> • Tool & Boot allowance increased 	✓		
December 2018	5. Engage Human Resources in the City-wide Compensation Study			✓

Follow TCO Procurement Approach

Date	Consultant Recommendations	Completed	In-Progress	Next Steps
Fleet Governance				
December 2018	1. Establish a Fleet Advisory Board to establish standards		✓	
1st Quarter 2019	<ul style="list-style-type: none"> • Inaugural meeting held April 8th 	✓		
December 2018	2. Ensure (PM) periodic maintenance compliance		✓	
1st Quarter 2019	<ul style="list-style-type: none"> • Saturday PM program initiated in February 2019 	✓		
December 2018	3. Centralize decision making on fleet purchases		✓	
1st Quarter 2019	<ul style="list-style-type: none"> • Administrative Directive 6-02 being revised to reflect the new process 		✓	
Vehicle Procurement				
December 2018	4. Evaluate the total cost of ownership versus short term initial purchase or operational reliance on rental equipment	✓		
December 2018	5. Determine the most cost-effective funding mechanism for fleet purchases	✓		
Enhance Outsource Contracting Options				
December 2018	6. Work with Office of Procurement Services for better specifications and timely execution of contracts		✓	
1st Quarter 2019	<ul style="list-style-type: none"> • OEM master agreement out for bid for refuse parts/service to address gaps in Sanitation maintenance 		✓	

Make Workshop Flow Improvements

Date	Consultant Recommendations	Completed	In-Progress	Next Steps
Scheduling Improvements				
December 2018	1. Staff realignment by shift and service center	√		
1st Quarter 2019	<ul style="list-style-type: none"> • Adding additional Saturday shifts at service centers to support customer demands 		√	
December 2018	2. Add 3rd shift at the NW Service Center for Sanitation Services Vehicle maintenance	√		
Shop Infrastructure/Equipment				
December 2018	3. Purchase new shop equipment to increase safety, productivity and diagnostic capabilities		√	
1st Quarter 2019	<ul style="list-style-type: none"> • Developed prioritized list and identified funding and currently making purchases from master agreements 		√	
1st Quarter 2019	<ul style="list-style-type: none"> • Working with CIS to enhance network and wi-fi capability, as well as purchase tablets and computers for shop operations 		√	
Revamp Intake/Outtake Process				
December 2018	4. Hire (6) Service Advisors to engage customers and perform better quality control		√	
1st Quarter 2019	<ul style="list-style-type: none"> • Positions are posted. Candidates under review. Shop roles and responsibilities being updated. 		√	
Change Workorder Management				
December 2018	5. Maintenance Triage to better address customer needs and improve turnaround time		√	
1st Quarter 2019	<ul style="list-style-type: none"> • Prioritization of maintenance requests at service centers aimed at reducing the need for outside rental of equipment 		√	

Underutilization, Right Sizing & Motor Pool

Date	Consultant Recommendations	Completed	In-Progress	Next Steps
Underutilization				
December 2018	1. Identify potential surplus vehicles			✓
1st Quarter 2019	<ul style="list-style-type: none"> • Developing cost avoidance/savings tracker to report metrics 		✓	
December 2018	2. Validate mileage, use, and hours in operation of vehicles with low annual mileage as criteria for low utilization			✓
1st Quarter 2019	<ul style="list-style-type: none"> • Review of DWU, PKR, AVI and EFM underway 		✓	
Right Sizing				
December 2018	3. Identify options to share vehicles			✓
1st Quarter 2019	<ul style="list-style-type: none"> • Developing vehicle purchase strategy for motor pool to address fleet shortages and seasonality of operational needs and reduce expensive outside rentals 		✓	
December 2018	4. Determine requirements based on operational needs		✓	
December 2018	5. Develop business rules to earn authorizations to validate requirements for fleet purchases or retention of their fleet			✓
1st Quarter 2019	<ul style="list-style-type: none"> • Draft requirements under review 		✓	
Increase Motor Pool				
December 2018	6. Identify city facilities for expansion of motor pool		✓	
1st Quarter 2019	<ul style="list-style-type: none"> • Evaluating Jack Evans as potential new location 		✓	

Technology & Data Quality

Date	Consultant Recommendations	Completed	In-Progress	Next Steps
Maximize Use of the Fleet Management System (M5)				
December 2018	1. Enforce requirement to track all vehicles and equipment in M5		✓	
December 2018	2. Evaluate implementation of M5 system modules currently not in use		✓	
December 2018	3. Integrate with Risk Management System (Origami) on accident data			✓
1st Quarter 2019	<ul style="list-style-type: none"> Data sharing via system reports and access to M5 being granted to Risk Management 		✓	
December 2018	4. Offer refresher and on-going M5 training tailored to individual roles		✓	
1st Quarter 2019	<ul style="list-style-type: none"> DFR had basic M5 navigation training 	✓		
1st Quarter 2019	<ul style="list-style-type: none"> Developing Train-the-Trainer strategy for roll-out city-wide 		✓	
Assign staff support to monitor data quality				
December 2018	5. Hire/Train incumbent to fill role of Data Quality Senior Analyst		✓	
1st Quarter 2019	<ul style="list-style-type: none"> Working with current technology team and CIS to determine if additional support is needed 		✓	
Simplify and automate billing				
December 2018	6. Identify top disparities in lease rates and actual work order totals for transparency and customer service		✓	
1st Quarter 2019	<ul style="list-style-type: none"> Scheduling follow-up with consultant A&M in second quarter of 2019 on moving to more system-based streamline billing 		✓	