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Mr. Doug Bengson  
Manager – Operations Consulting  
Schenck SC  
200 East Washington Street  
P. O. Box 1739  
Appleton, WI 54912-1739

Dear Mr. Bengson:

Thank you for performing the fleet audit of the West Allis Fleet Services Division. We welcome the opportunity to improve our fleet operations through your recommendations and insight to the Fleet Services Division.

We have reviewed the audit and offer the following responses to the recommendations as provided below.

**Recommendation 1: Correct our pre-employment drug testing.**

The City of West Allis reviewed this concern and verified with our Safety and Training Coordinator and Aurora Health Clinics we are in compliance.

**Recommendation 2: Establish strict accident performance standards and conduct mandatory defensive driver training annually.**

## Re: Response to the Audit of the Fleet Services Division

The first review of accidents are performed at the departmental level. This is when drivers are counseled and where discipline would be determined through an accident investigation process. All disciplinary actions are reviewed by the Human Resources Department and the City Attorney's office. Drivers have been given refresher training, in the past, when necessary and either required by the Assistant Director of Public Works per disciplinary action or recommended by the City's Safety and Training Coordinator.

### **Recommendation 3: Implement effective OSHA compliance program including pertinent programs and mandatory training.**

The Department of Safety and Professional Services (DSPS) regulates all municipal agencies. DSPS has adopted many of the OSHA standards which we comply with and verified by Cities and Villages Mutual Insurance Company through various safety audits. It should be noted the City has a robust safety program and on the most recent Risk Assessment audit performed by our insurance company, we were awarded a 92+ rating and given an award for our programs from our insurance company, Cities and Villages Mutual Insurance Company.

### **Recommendation 4: Draft new policies and procedures which specifically list performance expectations as well as rewards and consequences. Train everyone on the condition for employment.**

Conditions of employment are covered in each new hire orientation.

### **Recommendation 5: Develop and implement a plan to make better use of information to improve fleet management.**

#### **- Identification of information gaps**

By today's standards our current fleet management software is extremely poor. There is not a true fleet management function within or available for the current

## Re: Response to the Audit of the Fleet Services Division

SunGard system that would encompass all of the needs of a fleet operation. Basic equipment data is available but is extremely cumbersome and difficult to retrieve. That being said, we have researched various fleet data packages on the market, inquired what other municipalities are using and identified some very good systems. Before we would go in that direction, we will check with our IT Department and the IT Steering Committee. IT is currently developing BP Logix software to be used as a work order system at this time but may not be considered to provide service for the maintenance demands of a fleet maintenance operation. We have been informed this system, BP Logix, can assist the Fleet Division but IT is still developing the software. Our IT Department should have some information in the near future regarding the capabilities of BP Logix and relating to fleet operations.

- **Develop robust processes of the collection and entry of data**

This could be provided with a new fleet management software package. It would need to integrate our inventory needs, our current fuel system, and our repair system through electronic data entry. This would increase the accuracy of the necessary data for efficient fleet management.

- **Developing a deeper understanding of the capabilities of the current system**

I would welcome the opportunity for in-depth training with our current system. IT may be a solid resource for more input. We are fortunate to have IT and Finance Department staff that is talented in the operation of the HTE SunGard system to aid with information gathering.

- **Identify methods to improve data utilization using existing tools, i.e. Excel**

## Re: Response to the Audit of the Fleet Services Division

Excel spread sheets are currently being used to monitor equipment purchases and equipment rotation schedules. IT is assisting in developing BP Logix for our division to use and to meet our needs at a future date.

- **Investigate fleet management software as a potential replacement for existing systems**

We are in total agreement with you; however, this is a decision that needs to be made with all departments involved and brought to the IT Steering Committee for review and approval. This would have to be incorporated with our Finance Department and Inventory Division and be able to communicate with our current fuel system software. As mentioned before, our IT Department may have an option for us within BP Logix.

- **In the assessor's opinion, to merely implement new software without a complete information plan would not result in improvements for the division.**

We are in agreement. As mentioned, we would involve all departments such as IT, Finance, Inventory, Fleet, and Public Works Administration to make the right decisions not just for the present but to carry us into the future.

### **Recommendation 6: Establish a life cycle plan and begin to catch up.**

There has always been a life cycle plan for the DPW Fleet Services Division. We do a yearly, 5 year, and 10 year replacement schedule every year. The majority is performed manually, nonetheless there is and has been a system in place. One has to look back and realize there have been financial challenges for the City of West Allis for many years. That being said, we have had to push back equipment replacement through the years to accommodate the finances that were available. To say, catch up, sounds easy if the funds are available. Equipment costs go up an average 3% to 5% per year. We have been close to a zero increase for many years

## **Re: Response to the Audit of the Fleet Services Division**

and recently were requested to reduce funding to assist the City's overall budget. The equipment purchased 10 to 15 years ago has gone up 50% to 75%.

### **Retire the 19 vehicles listed above and do not replace them. Replace the other 5 listed.**

Unfortunately, I wish we could accommodate, but some of the units are front line equipment used for critical city services such as snow plowing and refuse collection, catch basin and sewer cleaning. If certain units were removed at this time, we would need to communicate those specific services that would not be provided and/or supported. Other units that were identified were already removed from our fleet or scheduled to go during the fleet audit. Four pieces of equipment listed to be replaced have not met our replacement criteria and are not scheduled to be removed for some time. Unfortunately, the vehicle list was generated without any conversation about the type, purpose, or position within the fleet. I did supply equipment status information within the previous report.

### **Purchase new vehicles specifically targeted with the universal components and longevity.**

We agree with the auditor. We have and will always try to maintain uniformity, simplicity and quality in the fleet. It keeps the inventory down and decreases the repair times and expenses of the equipment.

### **Install idle limiters on all vehicles as soon as possible to improve MPG.**

That's a good point and I have looked at idle limiters. Our newer class 8 heavy trucks have the ability to have their ECM's reconfigured to shut down. Our light vehicles we can't accommodate since they only have one battery so they can't be installed. Our equipment, whether it's a class 8 or small SUV, run their warning lights almost all of time at the job sites and that would cause the batteries to die. Again, given the type of work we do within the Department some items are not

## Re: Response to the Audit of the Fleet Services Division

applicable. The other item to think about is weather. During inclement weather the vehicles will have to run longer for heat. We have a fair amount of dead battery service calls now because the vehicles are being shut down. Our service call count would definitely go up. The real efficiency shows up for over the road fleets where their units idle for numerous hours, i.e. truck stops. Please reference your appendices as provided in your initial fleet audit report dated August 23, 2016. The average fuel economy of major vehicle categories was identified for various vehicles as listed within in your attached graph; the City is well within the average mpg as recommended for municipal vehicles.

### **Recommendation 7: Reduce unscheduled repairs to only “safety defects” or major break down situations.**

The technicians in Fleet Services strive every day to fix everything right the first time. While doing a repair, the equipment is looked over for any additional needed repairs to prevent excess down time and major break down situations. Due to the complexity of our equipment, repairs will be needed; however, we strive to keep them to a minimum. Given the variety of equipment we service and the longevity of our fleet, it is hard to minimize all repairs to routine or safety defects.

### **Create a “quick fix” bay during times when drivers are coming and going to catch necessary repairs as needed.**

A quick fix bay would be a great addition to the fleet facility. However, our shop is not designed properly for a quick fix bay addition due to the limited amount of space we have at the Department of Public Works. We have one bay per technician with just two extra stalls available. The technicians work outside in the summer and in the main garage parking areas in the winter due to the lack of space. The auditor observed and was made aware of our space limitations.

### **Redesign the PM program into a time period rather than fuel consumption.**

## Re: Response to the Audit of the Fleet Services Division

That would work well if we didn't have such a diverse fleet. Due to the different types of equipment we have, we need more than one system. For example, our sewer cleaning equipment operates using high RPM's and uses a fair amount of fuel yet they are stationary when working at each sanitary sewer location. This equipment demands an oil service sooner than a piece of equipment that idles for the same amount of time. The auditor was confused with what an oil service is and what our major PM (preventive maintenance) was.

The Fleet Services Division performs a PM once a year as the auditor wants and suggests; however, we do our oil services in between which is based off of either engine hours, fuel consumption or vehicle time since the last oil service. During our oil service we write up any other maintenance concerns that would need to be addressed during our inspection.

### **View an unscheduled repair as a PM failure.**

As stated earlier, our PM's are done once a year. Unfortunately, the auditor has us confused with a transportation company that performs a PM once a month with the same type of equipment with no variation. We don't have the proper facility or enough staff to perform a vehicle PM more than once a year.

### **Place priority into the PM program and minimize having your mechanics interrupted.**

We totally agree. With an aging fleet and the effects of drive time and the type of work being performed, we have to pull the technician off the PM to handle other priorities from the Department of Public Works and Fire Department fleets on an impromptu basis.

## Re: Response to the Audit of the Fleet Services Division

### **Recommendation 8: Down time of vehicles in process of repair must be reduced. There needs to be an urgency to deliver requested parts within a specific time period (i.e. if not in stock it will be delivered within 2 hours).**

Reducing down time is our goal for every repair. We face the challenges of a diverse and unique fleet. We have catch basin equipment, a tar kettle, a line striper, wood chippers, refuse trucks, aerial trucks and front end loaders, just to name a few, and that's not counting the Fire Department's fleet that we also maintain. That being said, we can't afford to stock all the parts that we may need so we rely on vendors for some of the infrequent demands. That means parts have to be shipped in the most cost effective manner. When we can, we will send a laborer out to pick the part(s) up. We utilize all divisional personnel and shipping options. Upgrading our inventory system would be a plus. Bar coding has been identified internally and would assist with the inventory management. Our Inventory Division is currently one position down which creates challenges for us and all other divisions.

### **Conduct an inventory system assessment.**

That may be a step in the right direction to analyze the operation and flow. There may be new procedures and methods that could be implemented along with the added technology of bar coding to streamline the operation. With any fleet operation, inventory plays a major role in the efficiency of such. We have scheduled meetings with various divisions within the Department of Public Works initially and all other City Departments to review purchasing and requisitioning procedures and supplies being used and stored within the Inventory Division.

### **Recommendation 9: Increase your vehicle utilization. Schedule drivers on staggered shifts to utilize equipment more effectively. Utilize underutilized but necessary equipment intentionally on alternate duty; keep the wheels rolling.**



## Re: Response to the Audit of the Fleet Services Division

Third shift has been part of the DPW for many years. Our Street Division does leaf collection, street sweeping, line striping, plowing, salting and some road construction on high traffic areas at night. Work schedules are directed by the division superintendents not driven by the Fleet Division. For us to move people to a different shift just to use the equipment may not be the most efficient use of staffing. When numerous vehicles are scheduled on a different shift, fleet service personnel have been designated during this time frame to assist.

### **Recommendation 10: Reduce excess mechanic capacity by not replacing a fabrication slot and continue to let attrition eliminate one additional slot.**

We are currently behind on 93 PM's for DPW and 31 PM's for the Fire Department. Any reduction in staff would degrade our ability to keep the Fire Department and DPW equipment operational. Unfortunately, the auditor graded the fleet staffing to transportation fleet staffing standards. Municipal fleet staffing standards are much different due to the unusual, unique and aged equipment a fleet maintains. The Fleet Service Division services approximately 900 pieces of equipment ranging from heavy construction equipment, light trucks, ambulances, ladder trucks, and small engines.

### **Recommendation 11: Design an intentional recognition and reward program. Ensure that the manger notices and personally thanks employees on good work and especially performance above the norm.**

I like the idea of that. I have contacted other municipal fleet managers to see what they have implemented. I was very surprised to find out that the majority don't have anything in place. The others do what I have done which is to personally say thank you for a job well done, congratulate them on their anniversary, have a shop meeting to showcase their accomplishments in front of everyone or bring in doughnuts to say thank you. I am open for other ideas.

## Re: Response to the Audit of the Fleet Services Division

**Recommendation 12: Focus on process improvements designed to reduce out of service time for repairs, and reduce the number of jobs in process. Factors may include:**

- **Assessment of procurement and inventory management systems and processes.**
- **Analysis of critical spare parts.**
- **Scheduling methods.**
- **Implement metrics for the time out of service.**

As mentioned earlier, the Inventory Division has a direct impact on the efficiency of the Fleet Services Division as well as all other City Departments. Installing fleet and inventory management software would be helpful in managing the equipment parts as needed for the fleet and inventory on a city wide basis. Obviously, the longer it takes to get the parts the longer the equipment is down and causes inefficiencies in the repair shop due to the lack of space for optimal repair times. Anytime you can save on inventory it is a plus. We have a good relationship with the local vendors as well as the local Original Equipment Manufacturers (OEM) which helps keep our inventory lower.

We would definitely welcome a new software package to enhance our ability to schedule our daily, monthly and yearly work load. A new software package could give us the information needed to implement metrics for equipment out of service.

**Recommendation 13: Assess the lay out of the entire facility to identify opportunities to improve flow.**

Our facility is grossly outdated. We are working in a building that was built in the early 1940's. The work bays are misaligned with the doorways being too narrow and at times too small to accommodate various equipment. Only one bay can be designated per technician with only two spare bays available as spares for the whole shop. Equipment has to be pulled in and out of a work bay if we are waiting

## Re: Response to the Audit of the Fleet Services Division

on parts so the technician has a bay to work in. In the winter, we have to work in the main garage area to accommodate servicing of the vehicles. In the summer, we do a lot of our work outside in the Public Works' alley due to the repair garage being full and it offers an area to perform quick service functions. Our lubrication rack is too small and requires various amounts of time to move other vehicles in order to drive a larger vehicle into this maintenance area. Our tire shop is small and misaligned and doesn't allow vehicles to be repaired within this area. Trucks have to be moved out of the way to be worked on. There is a tremendous amount of time lost due to the inefficient layout of the shop. Challenges like this need to be considered during the evaluation process of the fleet audit. Improper shop layout is a definitely a major factor with some of the negative feedback.

### **Recommendation 14: Implement performance metrics for the fleet division.**

We would welcome the ability to measure the performance of the Fleet Services Division. This would give us a chance to analyze the operating performance of the shop and with accurate data you can make the right decisions to improve operating performance. This would be greatly enhanced with a different fleet software package.

### **Recommendation 15: Consider flexing some of the mechanics work schedules to enable some PM's to be done in non-core hours.**

We have to look at staffing with the Fleet Division, down two employees, and the availability of the Inventory Division.

### **Recommendations 16: If the fleet department is to maintain in-house fabrication capabilities, it is strongly recommended that the layout and organization of the fab area be improved to commercial standards. In the assessor's opinion this can be done within the existing facility.**

## Re: Response to the Audit of the Fleet Services Division

We have reorganized the fabrication area already. We had a retirement which changed the configuration. Things are in good shape and very well organized. We will not meet nor have we ever met commercial standards because we are not a commercial job shop.

**Recommendation 17: While the lack of work place organization is a significant hindrance to productivity, the amount of time and effort necessary to make a significant improvement would be substantial.**

The bottom line is we need a new facility. We have done what we can do with what we have.

**Recommendation 18: Develop a more comprehensive preventive maintenance system including evaluation of critical spare parts needed.**

We are in agreement. If there is a better way to perform our PM program we would welcome the opportunity to inspect and implement. We do what the facility and staffing allow us to do at this time. As mentioned earlier, we would welcome a new updated software program to enhance our ability to manage and increase our service.

**Recommendation 19: Implement a standardized return-on-investment (ROI) calculation and metrics to assist in providing detail on necessary capital expenditures and why or why not they fall into the current budget cycle.**

The majority of the equipment purchased is for the replacement of existing equipment that has proven itself through need and use. An ROI for any new type of equipment to the fleet would be a very good tool to justify the purchase. This is a process that the user divisions would need to be involved with to justify their need. Current budget restraints may be a factor in implementing.

**Re: Response to the Audit of the Fleet Services Division**

**Recommendation 20: Work with all other divisions and departments necessary to determine how the rental charge back is being calculated and if the other divisions are being charged accordingly. Determine if the fleet division can take ownership of this annual calculation.**

We are interested in refining this process. We have used a baseline from the previous years and made adjustments. I made an inquiry to our Finance Department to verify all of the components used for the calculation. We will take that information and the equipment data and make the necessary adjustments as provided by the Finance Department.

**Recommendation 21: Use recommendations above to help make the above annual budget a future / predictive looking process with efficiencies instead of historical data.**

We welcome the opportunity to improve our budgeting methods. The use of actual fleet software designed for municipal use would give us the accurate data to make the right decisions. As stated several times in the audit, bad data makes for the wrong information and wrong decisions. We shall see what the future brings.

Thank you for your time and consideration during this fleet audit.

Sincerely,

A handwritten signature in cursive script that reads "Jim Leu".

Jim Leu  
Fleet Superintendent  
City of West Allis