



Session 1: Public Works Fleet Work Order Business Process

To Be Process Symbol Legend

- Customer symbol: indicates an internal or external customer coming to initiate or receive services.
- Existing process step box symbol: indicates a step in the business process.
- New process step box symbol: indicates a new step in a business process.
- Existing process step box symbol: indicates an existing step in a business process that will be eliminated in the future state.
- Decision tree symbol: indicates Y / N options or decision in a business process.
- Directional arrow: indicates the direction of a process on steps going forward, a dashed line indicates a feedback loop. A Blue arrow indicates an step using workflow automation..
- Hardcopy documents: A black doc indicates a system produced document or documents that start out as hardcopy. An "F" in the symbol indicates a fax. A red-lined doc indicates an existing document that will be eliminated in the future state.
- A multiple document symbol indicates a packet / package of documents.
- Electronic documents/content/files: indicates a system produced document or documents that start out as hardcopy that are scanned and stored electronically. (This could also include future digital photos, digital video, or digital recordings.)
- Electronic Form: "E" indicates an electronic form. An "X": in the document symbol indicates a requirement for an E-Signature.
- Envelope symbol: indicates mail, internal or external correspondence. An "E: in the envelope indicates email and if blue, indicates auto-notifications or emails.
- Existing database symbol: indicates existing software/database, using an commercial off-the-shelf/custom developed application. A red symbol denotes an existing software to be eliminated/replaced.
- New database symbol: indicates new software/database, commercial off-the-shelf/custom developed application. The type of system is noted inside or adjacent to the symbol
- Vertical file, box, binder and CD-ROM symbols: indicates existing hardcopy file storage, onsite/offsite document archives, or electronic file storage.
- Car symbol: indicates the movement of information by car.
- Anchor symbol: indicates instance(s) where an external department or organization adversely impedes the effective execution of a business process.

As-Is Narrative Legend

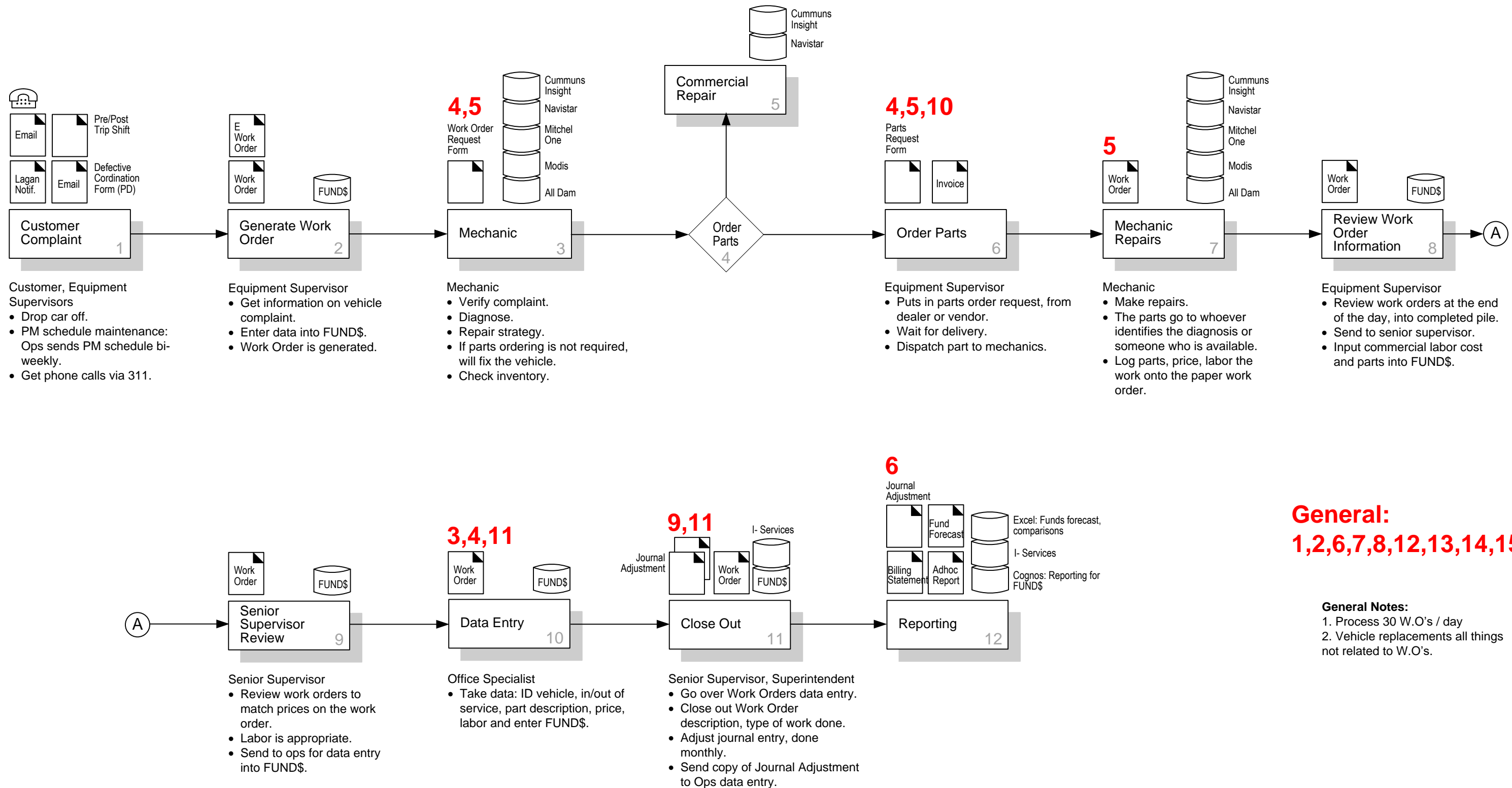
- 1,4,7** Red Problem Number Keys: visual cues placed next to process steps where problem occurs in the existing business process. The same number can be used more than once for the same problem in several steps in the process.
- Problems** Problem Statements: problems in the existing process, identifying any obstacle to the effective and efficient execution of a task or service delivery.
- Impacts** Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.
- Solutions** Solution Statement: possible policy, process, and/or technology solutions.
- Benefits** Benefits Statement: quantitative/qualitative benefits to the internal/external group, enterprise or customers.

Future State Solutions Legend

- Management / Policy** These solutions entail new management policies and practices that are required as a result of introducing new information technology solutions and / or business process changes. Common examples include policy statements, organizational change, Change Management, Service Level Agreements, etc.
- Process / Operational** These solutions entail the introduction of new business process steps – or the elimination of existing business process steps, for Business Process Improvement, or as a result of introducing new Information Technology solutions identified in the Rapid Workflow™ workshops. Business Process/Operational solutions also include business process improvement opportunities identified as part of the Rapid Workflow® business process analysis workshops that do not have any direct relationship to Information Technology.
- Information Technology** These solutions entail a variety of solutions, including the:
 - Introduction of new Information Technologies
 - Replacement of existing systems with new technologies
 - Enhancement of existing Information Technologies/Systems to compliment new management policies.
 - Enhancement of existing Information Technologies as identified in the Rapid Workflow™ workshops as Business Process Improvement opportunities.
 - Integration of proposed technologies with existing technologies



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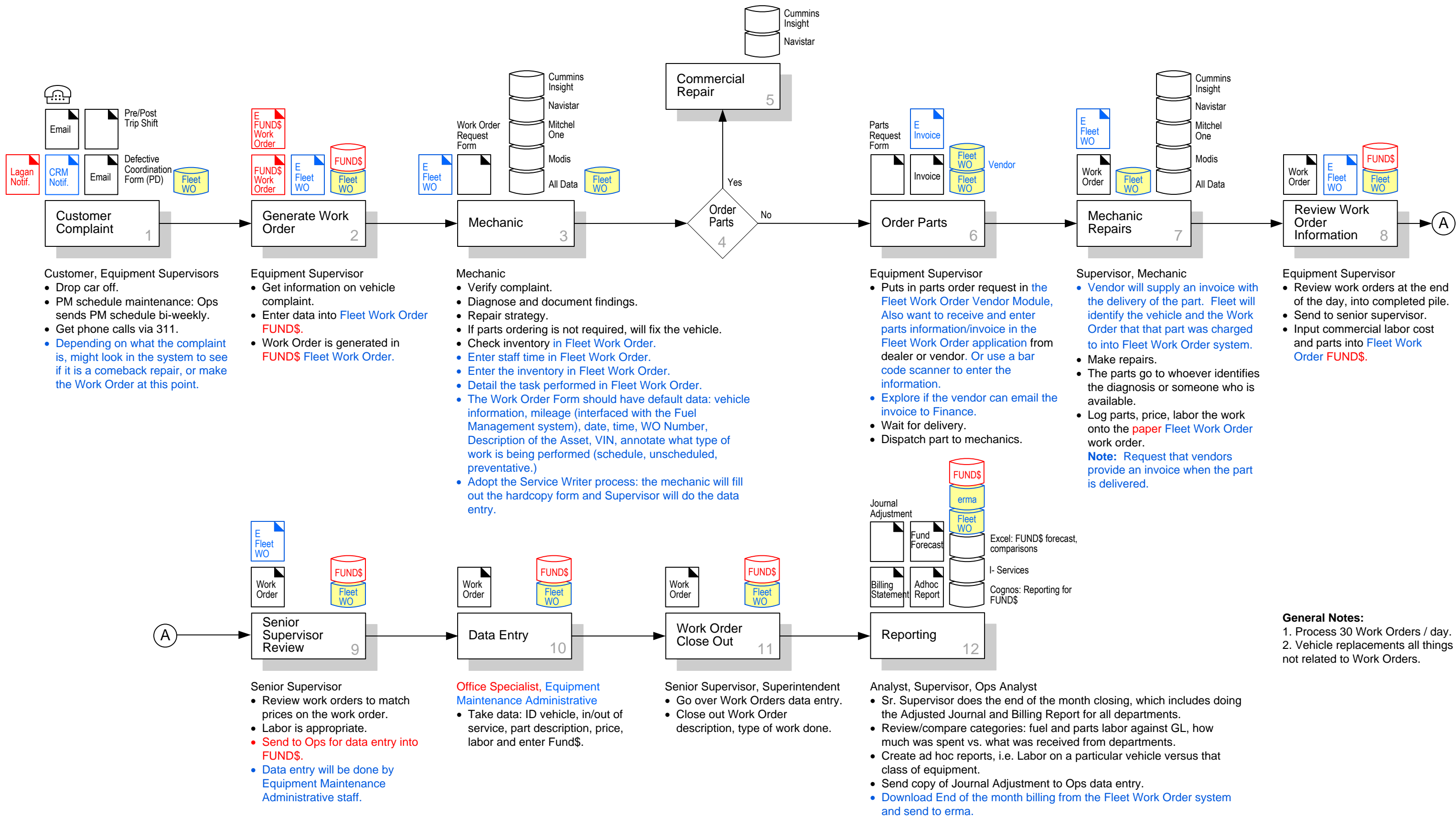


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Problems	Impacts	Solutions	Benefits
<ol style="list-style-type: none"> 1. All Work Orders are paper. 2. Work Orders do not retain the Work Order history. 3. Not being able to go back and review parts of information. 4. Work Order has to be manually entered-handwritten. 5. Parts have to be manually entered-handwritten. 6. Reports are not user friendly in FUND\$. 7. Too many hands touch the Work Order. 8. If Work Order is lost, so is the revenue. 9. Cannot check the status of a Work Order until it is done. 10. They do not have parts inventory. 11. Cannot post parts individually. 12. Software (FUND\$) is not compatible with other systems. 13. Lack Fleet Management software. 14. Can not reuse vehicle numbers. 15. FUND\$ does not delete accrued amount for the replacement of the vehicle. 	<ol style="list-style-type: none"> 1. - Paper waste (500 WOs / mo.), cost of paper, no disaster recovery, cost of copying, storage space. - Potential for human error. - Stress. - Not working in a modern work environment. 2. - Cannot look at past work. - Wasted time and money. 3. - Staff time to identify errors, fix and reenter. 4. - Same as #1. - Redundancies. 5. - Same as #1. - Human errors. - Financial impacts. 6. - Inadequate reporting. - Cannot give departments the information they need. - Costs cannot be explained. - Wasted staff time. 7. - Lost Work Orders - Human errors. - Same as #5. 8. - Same as #5. - There is no way to find out where errors happen; i.e., revenue not matching the expense. 9. - Lack of transparency with departments. 10. - Cannot keep track of parts. - Parts can go missing; there is a loss of control. - Duplicate ordering of parts, lost. - Physical space. 11. - Have to list the whole list of parts. - Potential errors and negative charges. - Wasted staff time. 12. - Newer fuel systems are incompatible. - Waste of staff time. 13. - Waste of staff time. - Loss of FUND\$ from departments. - Public Works may purchase something that is not needed. - Impacts record keeping. 14. - Have to constantly keep rearranging key box. - Staff time. 15. - Double purchasing of vehicles. - Buy (2) vehicles with the same money. 	<ol style="list-style-type: none"> 1. Fleet Management System <p>Features and Functions</p> <ul style="list-style-type: none"> • E-Work Orders, generated in the system. • Workflow Automation <ul style="list-style-type: none"> ▪ Electronic routing, ▪ Workflow approvals ▪ Escalation ▪ Auto-notifications ▪ Status checking ▪ E-signatures • Provide ability to view/historical parts data. • Ability to scan bar codes from different vendors. • Functionally easy to use and customize reports, translate reports data to Excel. • Log real time effort to work on a Work Order. • Provide parts inventory, trigger re-orders. • Post parts individually. • Supports an Open Architecture. • Ability to archive old numbers/history, and reuse numbers. • Stop atomization after total value has been reached. • Zero out once the vehicle is purchased. • Auto-notification to departments its time for service; PM schedule. <p>Report</p> <ul style="list-style-type: none"> • Category Open • Category Closed • All WOs • By Preventive Maintenance • Accidents • List of All Work done by Dept, Divisions, • Predictive Maintenance Abuse • Recurring WOs • Life to Date Woos • By Vehicle or Equipment • By Classification • By Service Code, Mechanical Breakdown • By Part Type • Labor • Sublet / Commercial 	<ol style="list-style-type: none"> 1. - Improved legibility. - Staff time saving. - Financial savings. - More transparencies. - Frees up staff for high value work. 2. - Improved diagnostics. - Improved turn around time for repairs. 3. - Have corrections before they post. 4. - Same as #1. 5. - Same as #1. 6. - Better information for end users, superintendent, and the public. 7. - Less room for error. - Improved employee health. - Streamlined business process. 8. - More accurate revenue. 9. - Real time information to department, they can have self-service. 10. - Track inventory shrinkage. - Stop dual parts ordering. - Cost savings. 11. - Have corrections on the fly. - Track work better. 12. - Could have vendors interface. - Cross reference. - They could provide current pricing information. 13. - Financial benefits. - Better efficiencies and reporting. - Better record keeping. - Improved staff morale. - Better system upgrades. 14. - Cut down time to redo the key box. - Keep number management. - Better matching to departments. 15. - Could tell what vehicle is replaced. - Better budgeting.



Session 1: Public Works Fleet Work Order To-Be Business Process

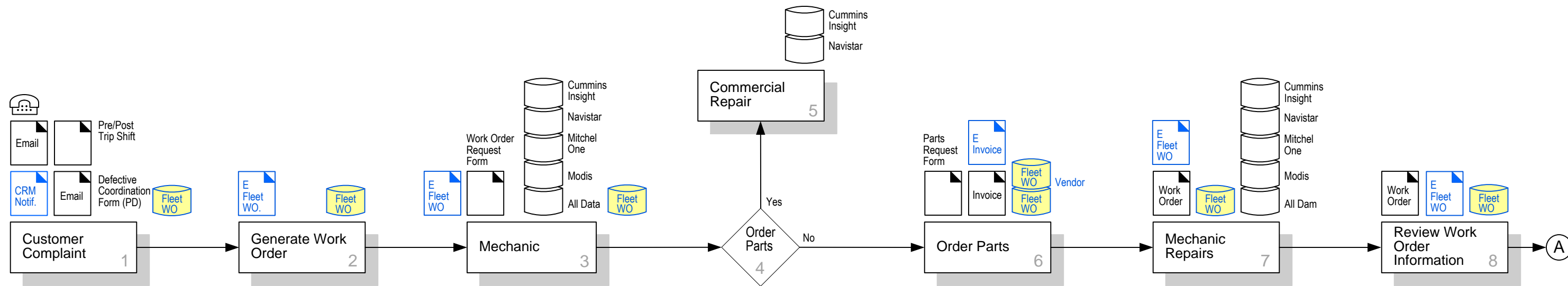


General Notes:

- Process 30 Work Orders / day.
- Vehicle replacements all things not related to Work Orders.



Session 1: Public Works Fleet Work Order To-Be Business Process



- Customer, Equipment Supervisors**
- Drop car off.
 - PM schedule maintenance: Ops sends PM schedule bi-weekly.
 - Get phone calls via 311.
 - Depending on what the complaint is, might look in the system to see if it is a comeback repair, or make the Work Order at this point.

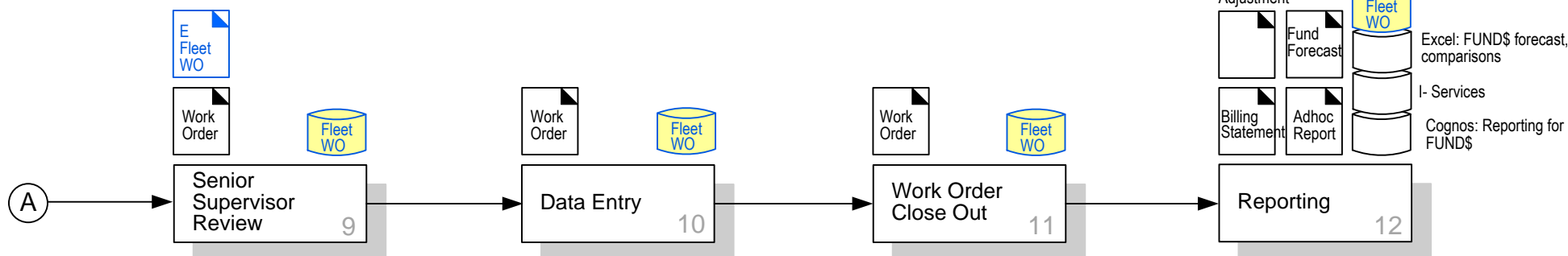
- Equipment Supervisor**
- Get information on vehicle complaint.
 - Enter data into Fleet Work Order.
 - Work Order is generated in Fleet Work Order.

- Mechanic**
- Verify complaint.
 - Diagnose and document findings.
 - Repair strategy.
 - If parts ordering is not required, will fix the vehicle.
 - Check inventory in Fleet Work Order.
 - Enter staff time in Fleet Work Order.
 - Enter the inventory in Fleet Work Order.
 - Detail the task performed in Fleet Work Order.
 - The Work Order Form should have default data: vehicle information, mileage (interfaced with the Fuel Management system), date, time, Work Order Number, Description of the Asset, VIN, annotate what type of work is being performed (schedule, unscheduled, preventative)
 - Adopt the Service Writer process: the mechanic will fill out the hardcopy form and Supervisor. will do the data entry.

- Equipment Supervisor**
- Puts in parts order request in the Fleet Work Order Vendor Module, Also want to receive and enter parts information/invoice in the Fleet Work Order application from dealer or vendor. Or use a bar code scanner to enter the information.
 - Explore if the vendor can email the invoice to Finance.
 - Wait for delivery.
 - Dispatch part to mechanics.

- Supervisor, Mechanic**
- Vendor will supply an invoice with the delivery of the part. Fleet will identify the vehicle and the Work Order that that part was charged to into Fleet Work Order system.
 - Make repairs.
 - The parts go to whoever identifies the diagnosis or someone who is available.
 - Log parts, price, labor the work onto the Fleet Work Order work order.
- Note:** Request that vendors provide an invoice when the part is delivered.

- Equipment Supervisor**
- Review work orders at the end of the day, into completed pile.
 - Send to senior supervisor.
 - Input commercial labor cost and parts into Fleet Work Order.



- Senior Supervisor**
- Review work orders to match prices on the work order.
 - Labor is appropriate.
 - Data entry will be done by Equipment Maintenance Administrative staff.

- Equipment Maintenance Administrative**
- Take data: ID vehicle, in/out of service, part description, price, labor and enter FUNDS\$.

- Senior Supervisor, Superintendent**
- Go over Work Orders data entry.
 - Close out Work Order. description, type of work done.

- Analyst, Supervisor, Ops Analyst**
- Sr. Supervisor does the end of the month closing, which includes doing the Adjusted Journal and Billing Report for all departments.
 - Review/compare categories: fuel and parts labor against GL, how much was spent vs. what was received from departments.
 - Create ad hoc reports, i.e. Labor on a particular vehicle versus that class of equipment.
 - Send copy of Journal Adjustment to Ops data entry.
 - Download End of the month billing from the Fleet Work Order system and send to erma.

General Notes:

1. Process 30 Work Orders / day.
2. Vehicle replacements all things not related to Work Orders.



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Information Technology Solutions

Features and Functions

- Cost Tracking.
- Accident Tracking.
- Dispatch Management.
- Driver Management.
- Fuel Management.
- Maintenance Schedule.
- Maintenance History.
- Mileage Tracking.
- Parts Inventory:
 - Provide parts inventory and trigger re-orders
 - Post parts individually
- Routing.
- Tool Track.
- Tire Mileage.
- Vehicle Track.
- Warranty Track.
- Work Order Management: creating a Work Order:
 - Want default categories of repairs to facilitate creating work orders
 - Enter staff time in Fleet Work Order
 - Enter the inventory in Fleet Work Order
 - Detail the task performed in Fleet Work Order
 - The Work Order Form should have default data: vehicle information, mileage (interfaced with the Fuel Management system), date, time, Work Order Number, Description of the Asset, VIN, annotate what type of work is being performed (schedule, unscheduled, preventative)
 - Want a complete record of all information related to the repair
 - Provide a space for notes / comments
 - Want to see the history of work on a vehicle
- E-Work Orders, generated in the system.
- Workflow Automation:
 - Electronic routing
 - Workflow approvals

- Escalation
- Auto-notifications
- Status checking
- E-signatures
- Provide ability to view/historical parts data.
- Ability to scan bar codes from different vendors.
- Functionally easy to use and customize reports, translate reports data to Excel.
- Log real time effort to work on a Work Order.
- Supports an Open Architecture.
- Ability to archive old numbers/history, and reuse numbers.
- Stop atomization after total value has been reached.
- Zero out once the vehicle is purchased.
- Auto-notification to departments it's time for service; PM schedule.
- Provide ability to do key word searches, i.e., sort on BIT (Biannual Inspection Terminal) inspections.

Reports

- Category Open
- Category Closed
- All Work Orders
- By Preventive Maintenance
- Accidents
- List of All Work done by Department, Divisions
- Predictive Maintenance Abuse
- Recurring Work Orders
- Life to Date Work Orders
- By Vehicle or Equipment
- By Classification
- By Service Code, Mechanical Breakdown
- By Part Type
- Labor
- Sublet / Commercial

Interfaces

- erma
- GIS
- GPS

Business Process / Operational Solutions

The following notes reflect changes to the existing business process, as illustrated in the As-Is Process Model.

- 1. **Step 1 Customer Complaint:** Implement new Fleet Work Order software. Eliminate hardcopy Lagan notification. Produce CRM notification. Depending on what the complaint is, might look in the system to see if it is a comeback repair, or make the WO at this point.
- 2. **Step 2 Generate Work Order:** Replace Fund\$ software with new Fleet Work Order software. Eliminate electronic Fund\$ Work Order and Fund\$ Work Order. Implement electronic Fleet Work Order. Enter data into Fleet Work Order. Work Order is generated in Fleet Work Order.
- 3. **Step 3 Mechanic:** Implement new Fleet Work Order software. Produce electronic Fleet Work Order. Check inventory in Fleet Work Order. Enter staff time in Fleet Work Order. Enter the inventory in Fleet Work Order. Detail the task performed in Fleet Work Order. The Work Order Form should have default data: vehicle information, mileage (interfaced with the Fuel Management system), date, time, Work Order number, description of the asset, VIN, annotate what type of work is being performed (schedule, unscheduled, preventative). Adopt the Service Writer process: the mechanic will fill out the hardcopy form and Supervisor will do the data entry.
- 4. **Step 6 Order Parts:** Implement new Fleet Work Order Vendor software and new Fleet Work Order software. Produce electronic invoices. Puts in parts order request in the Fleet Work Order Vendor Module. Receive and enter parts information/invoice in the Fleet Work Order application from dealer or vendor. Or use a bar code scanner to enter the information. Explore if the vendor can email the invoice to Finance.

- 5. **Step 7 Mechanic Repairs:** Implement new Fleet Work Order software. Produce electronic Fleet Work Orders. Vendor will supply an invoice with the delivery of the part. Fleet will identify the vehicle and the Work Order that that part was charged to into Fleet Work Order system. Log parts, price, labor the work onto the Fleet Work Order.
- 6. **Step 8 Review Work Order Information:** Replace Fund\$ software with new Fleet Work Order software. Produce electronic Fleet Work Orders. Input commercial labor cost and parts into Fleet Work Order.
- 7. **Step 9 Senior Supervisor Review:** Replace Fund\$ with new Fleet Work Order software. Produce electronic Fleet Work Order. Data entry will be done by Equipment Maintenance Administrative staff
- 8. **Step 10 Data Entry:** Replace Fund\$ software with new Fleet Work Order software.
- 9. **Step 11 Work Order Close Out:** Replace Fund\$ software with new Fleet Work Order software.
- 10. **Step 12 Reporting:** Implement new erma software and new Fleet Work Order software. Remove existing Fund\$ software. Download end of the month billing from the Fleet WO system and send to erma.

Management / Policy Solutions

- M 1. Want to adopt a Service Writer process.
- M 2. Need to discuss the proposed process that all vendor invoices go to directly to Finance, which is not ideal for Fleet. Fleet's preference is to have the vendor supply an invoice with the delivery of the part. Fleet will identify the vehicle and the WO that that part was charged to.
- M 3. The new process will require administrative staff.



Session 9: Vehicle Replacement & Internal Billing Business Process

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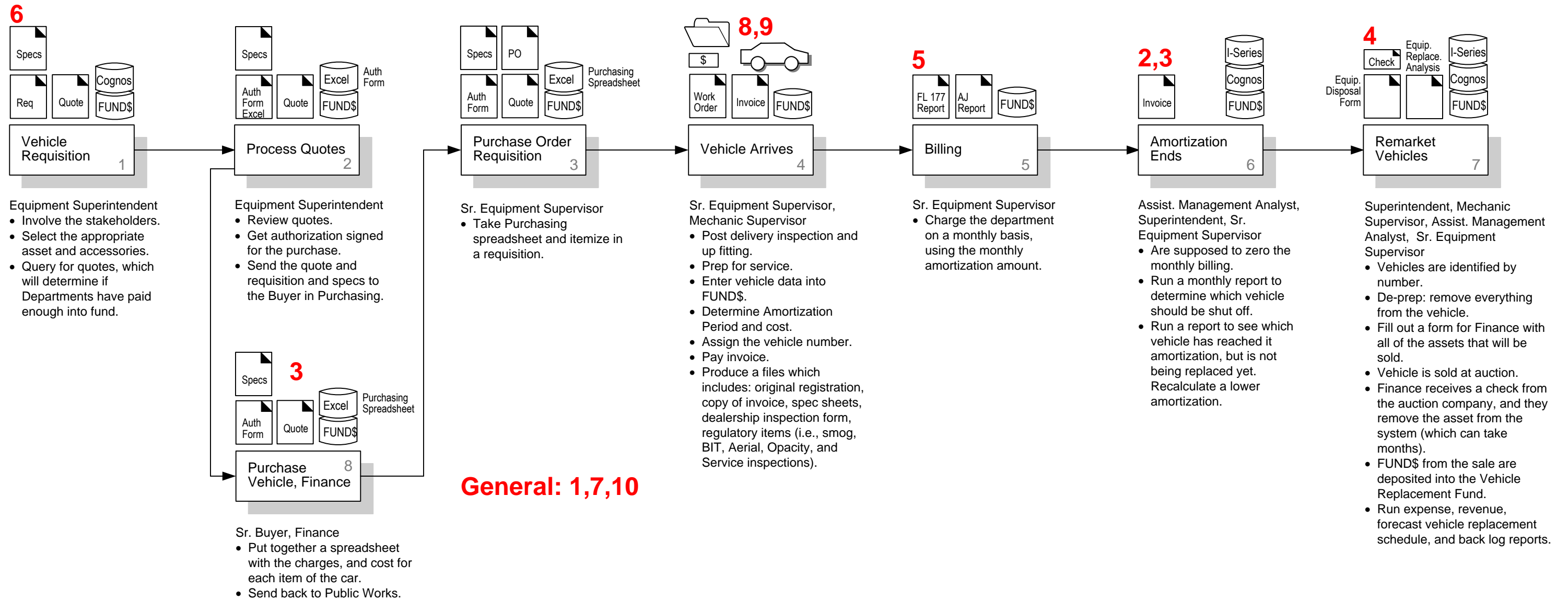
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Session 9: Vehicle Replacement & Internal Billing As-Is Business Process



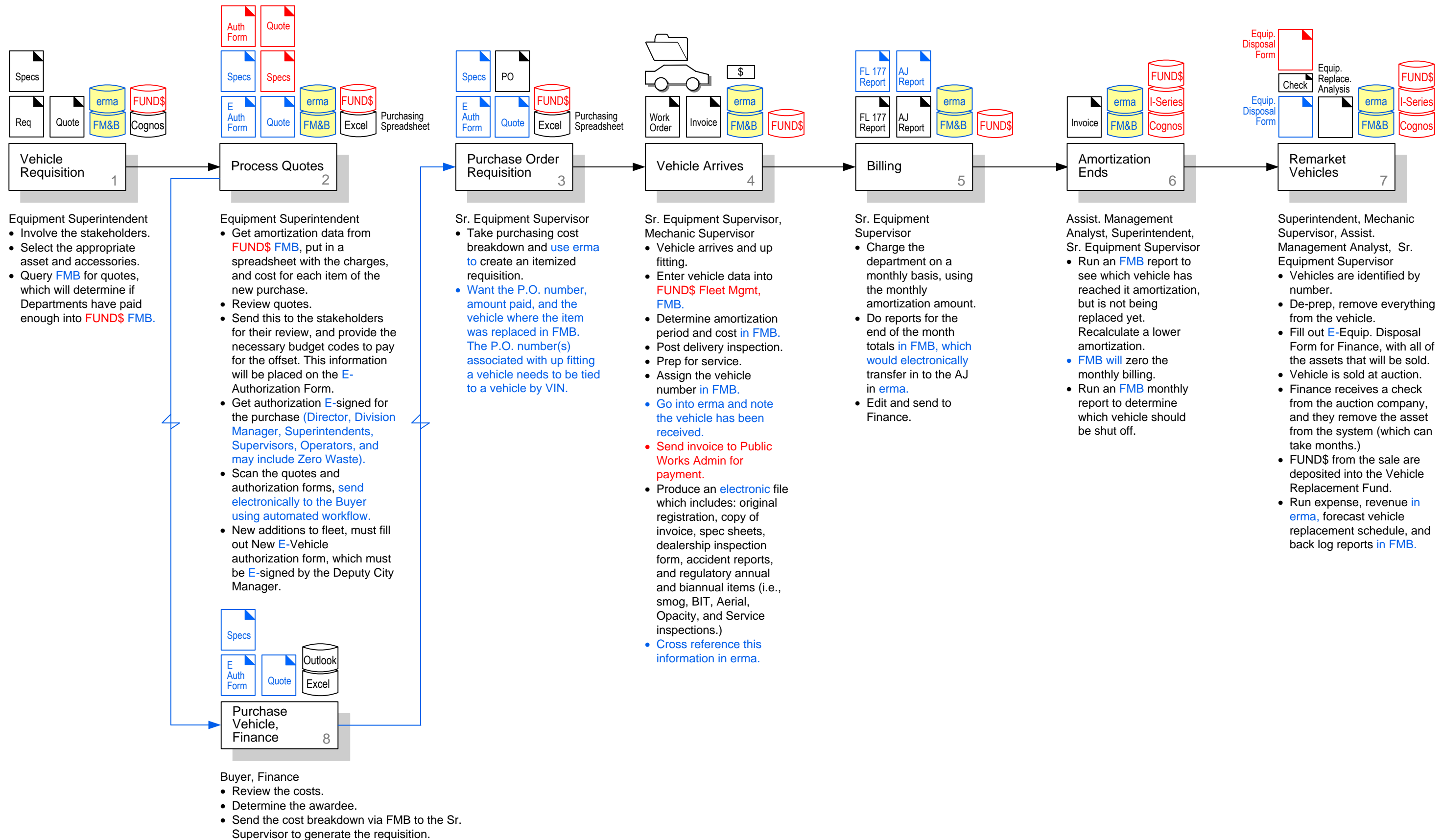


Session 9: Vehicle Replacement & Internal Billing As-Is Business Process

Problems	Impacts	Solutions	Benefits	
<ol style="list-style-type: none"> 1. FUND\$ (Fleet Module) does not tell you which vehicle replaced a vehicle. 2. FUND\$ does not trigger to shut-off of the monthly charges after the vehicle has reached amortization. 3. FUND\$ does not zero out the amortization balance after the new vehicle has been purchased with the FUND\$. 4. It is hard to track a vehicle back to the requisition. The system does not prevent you from going to the next step of data entry. 5. Monthly inventory reports are not user friendly: have to run the report in FUND\$ and Cognos, and then combine the data. 6. Have to extract data from multiple reports for the Fleet Replacement Analysis report. (It ascertains if a vehicle has reached its useful life.) 7. Fleet Module has a lot of reports but they are not user friendly. 8. FUND\$ does not allow repurposing the vehicle numbers. 9. The FUND\$ Fleet Module does not alert you when you use the same vehicle in the replacement field. 10. Can't put notes in FUND\$. For instance, three motorcycles replacing one vehicle. 	<ol style="list-style-type: none"> 1. - It results in the fund paying for vehicles that have already depleted the amortization. Departments think they can replace vehicles, but they can't because there is no money. 2. - Departments are over charged. - It can trigger audit findings. - Creates a backlog of paper work to go back and figure it out. - Staff time. 3. - Creates confusion for all. - Departments and Equipment maintenance don't know what has been replaced. There is no record of what has been replaced. - Can purchase more vehicles than should be. 4. - A lot of staff time. - It is hard to quickly figure out the total cost of vehicles. - It makes it hard to figure out what FUND\$ paid for the vehicle. 5. - Staff time. - Running them in two systems. - It is hard to be transparent for the department. - Bad impression on departments when Equipment Maintenance can't provide accurate data requested by departments. 6. - Same as #5. 7. - Same as #5. 8. - Growing file cabinets, constant reorganization of key cabinets. - Staff time. - Constantly having to repaint the parking pavement. There are a finite number of numbers associated to each division. 9. - Purchasing vehicles with depleted FUND\$. - Inaccurate record keeping. 10. - Causes confusion. - Duplicating work, specially on the maintenance side. - Inaccurate decision making. 	<p>Fleet Management Applications</p> <p>Features and Functions</p> <ul style="list-style-type: none"> • Ability to tell you which vehicle replaced a vehicle. • Tell how much was amortized vs. left for vehicle replacement, in real time. • System should provide an alert that the total amortization has been reached. • Provide an Equipment Module that covers all relative data related to the vehicle: <ul style="list-style-type: none"> ▪ Amortization Period ▪ Replacement cycles ▪ WO History ▪ Maintenance costs ▪ Preventive Maintenance Schedule ▪ Cost of vehicle ▪ Factor, to determine the future cost of that vehicle over time ▪ Requisitions ▪ Purchase Orders • Repurposing vehicle numbers. • Trigger emails to stakeholders based on hours, dates, schedules and time periods. • Provide an alert when you use the same vehicle in the replacement field. • Provide ability to add remarks on repair orders, and other key fields. • Ability to attach supporting documentation. • Provide a Fleet Maintenance Management system that includes: <ul style="list-style-type: none"> ▪ Inventory tracking ▪ PM scheduling ▪ Technician Monitoring ▪ WO management ▪ Vendor list and POs ▪ GPS integrated for fault codes ▪ Service codes ▪ Input City codes (not one problem, one solution) ▪ Track warranties and issues ▪ Track major components ▪ Pool Billing 	<p>Reports</p> <ul style="list-style-type: none"> ▪ Ability to report on any field in the application ▪ Ability to export to Excel ▪ Inventory ▪ PM WO ▪ WOs ▪ Lifecycle ▪ PO ▪ Billing ▪ Fuel Usage <ul style="list-style-type: none"> ▪ Cost per Mile ▪ Cost per hour ▪ Cost reports: ▪ Unit ▪ Year vehicle ▪ Make & Model ▪ LTD mileage ▪ Mileage History by time period ▪ Outside Repair Cost & labor ▪ City labor cost ▪ Parts ▪ Tires ▪ Fuel ▪ Total Cost ▪ Average Costs over Time ▪ Evaluation to create a ratio <p>Interfaces</p> <ul style="list-style-type: none"> ▪ Fuel Management System ▪ GPS ▪ GIS (?) ▪ erma ▪ Parts Vendors 	<ol style="list-style-type: none"> 1. - Cost savings. - Time savings. - Improved accuracy. Improved customer service. - Department transparency. 2. - Stay on time of charges, more accurate charges. - Departments would save money over time. - Accurate reporting. 3. - Same as #1 and #2. 4. - Same as #1 and #2. 5. - Same as #1. - Better decision making. - Reduced staff stress. 6. - Can provide information to stakeholders and make decisions quicker. - Significant cost savings. 7. - Less stress. - Same as #1 and #2. - Efficient data gathering. - Improved overall effectiveness. - Don't waste time, 8. - Would cut down on file cabinet size, restructuring the key box. - Cut down on repainting the parking lot numbers. - Easier to track what vehicles belong to each department. 9. - Prevent errors, spending money that is not there. - Satisfy the auditors. 10. - Would save time. - Provide better diagnostics and tracking.

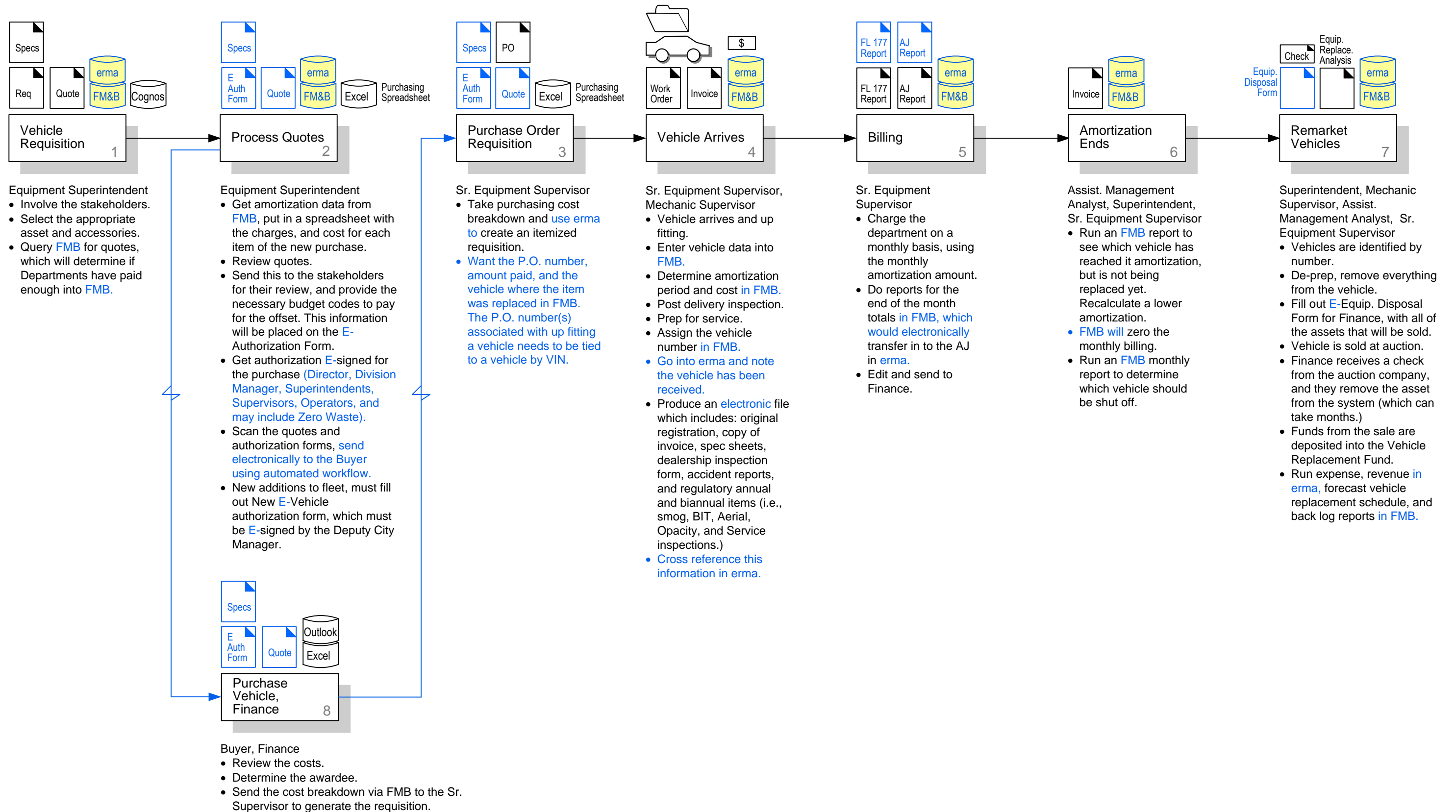


Session 9: Vehicle Replacement & Internal Billing To-Be Business Process





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Information Technology Solutions

Fleet Management Applications

Features and Functions

- Ability to tell you which vehicle replaced a vehicle.
- Tell how much was amortized vs. left for vehicle replacement, in real time.
- System should provide an alert that the total amortization has been reached.
- Provide an Equipment Module that covers all relative data related to the vehicle:
 - Amortization Period
 - Replacement cycles
 - Work Order History
 - Maintenance costs
 - Preventive Maintenance Schedule
 - Cost of vehicle
 - Factor, to determine the future cost of that vehicle over time
 - Requisitions
 - Purchase Orders
- Repurposing vehicle numbers.
- Trigger emails to stakeholders based on hours, dates, schedules, and time periods.
- Provide an alert when you use the same vehicle in the replacement field.
- Provide ability to add remarks on repair orders, and other key fields.
- Ability to attach supporting documentation.
- Provide a Fleet Maintenance Management system that includes:
 - Inventory tracking
 - PM scheduling
 - Technician Monitoring
 - Work Order management
 - Vendor list and POs
 - GPS integrated for fault codes
 - Service codes
 - Input City codes (not one problem, one solution)
 - Track warranties and issues
 - Track major components
 - Pool Billing
 - Cost Tracking
 - Accident Tracking
 - Dispatch Management

- Driver Management
- Maintenance Schedule
- Maintenance Management
- Maintenance History
- Mileage Tracking
- Parts Inventory
- Tool Tracking
- Tire Management
- Vehicle Location Tracking
- Warranty Tracking
- Work Order Management
- Ability to bill departments internally for services and goods.
- Collect amortization data in the fleet system, a percent a vehicle cost, and send to the 860 in FUND\$.
- Be able to see all Work Orders generated to a vehicle based on the VIN, for all departments writing Work Orders.
- Ability to create a record for a vehicle during the purchasing process; enter vehicle information before the City has acquired the vehicle.
- Ability to perform system/data queries by, Rec. No, PO No, VIN, etc., and have all documents. data related to the query.

Reports

- Ability to report on any field in the application
- Ability to export to Excel
- Inventory
- PM Work Order
- Work Orders
- Lifecycle
- PO
- Billing
- Fuel Usage
 - Cost per Mile
 - Cost per hour
 - Cost reports
- Unit
- Year vehicle
- Make & Model
- Vehicle Tracking:
 - LTD mileage
 - Stops
 - Route Audit Reports
 - Speed

- Odometer
- Start/End of Day
- Mileage History by time period
- Outside Repair Cost & labor
- City labor cost
- Parts
- Tires
- Fuel
- Total Cost
- Average Costs over Time
- Evaluation to create a ratio
- Report to bill departments internally for services and goods.

Interfaces

- Fuel Management System (Syntech Systems)
- GPS
- GIS (?)
- Erma: transfer billing reports to erma
- Parts Vendors

Data Migration

All life to date fleet and equipment data from FUND\$ needs to be migrated into the new system.



Session 9: Vehicle Replacement & Internal Billing To-Be Business Process

Business Process Improvement / Operational Solutions

- O1. **Step 1 Vehicle Requisition:** Replace existing FUND\$ software with new FM&B software. Implement new erma software. Query FM&B for quotes, which will determine if departments have paid enough into FM&B.
- O2. **Step 2 Process Quotes:** Replace existing FUND\$ software with new FM&B software. Implement new erma software. Replace Authorization forms, Quotes, and Specifications, with electronic Authorization forms, electronic Quotes, and electronic Specifications. Get amortization data from FMB, put in a spreadsheet with the charges, and cost for each item of the new purchase. Send this to the stakeholders for their review, and provide the necessary budget codes to pay for the offset. This information will be placed on the E-Authorization Form. Get authorization E-signed for the purchase (inducing the Director, Division Manager, Superintendents, Supervisors, Operators, and may include Zero Waste). Scan the quotes and authorization forms, send electronically to the Buyer using automated workflow. New additions to fleet, must fill out New E-Vehicle authorization form, which must be E-signed by the Deputy City Manager.
- O3. **Step 8 Purchase Vehicle, Finance:** Receive electronic Authorization Forms, Quotes, and Specifications from Step 2.
- O4. **Step 3 Purchase Order Requisition:** Remove existing FUND\$ software. Produce electronic Authorization Forms, Specifications, and Quotes. Take purchasing cost breakdown and use erma to create an itemized requisition. Want the P.O. number, amount paid, and the vehicle where the item was replaced in FMB. The P.O. number(s) associated with up fitting a vehicle needs to be tied to a vehicle by VIN.
- O5. **Step 4 Vehicle Arrives:** Replace existing FUND\$ software with new FM&B software. Enter vehicle data into FM&B. Assign the vehicle number in FM&B. Go into erma and note the vehicle has been received. Produce an electronic file which includes: original registration, copy of invoice, spec sheets, dealership inspection form, accident reports, and regulatory annual and biannual items (i.e., smog, BIT, Aerial, Opacity, and Service inspections.) Cross reference this information in erma.

- O6. **Step 5 Billing:** Replace existing FUND\$ software with new FM&B software. Implement new erma software. Produce FL 177 Reports and AJ Reports. Do reports for the end of the month totals in FMB, which would electronically transfer in to the AJ in erma.
- O7. **Step 6 Amortization Ends:** Replace existing FUND\$ software with new FM&B software. Implement new erma software. Remove existing I-Series and Cognos software. Run an FMB report to see which vehicle has reached it amortization, but is not being replaced yet. Recalculate a lower amortization. FMB will zero the monthly billing. Run an FMB monthly report to determine which vehicle should be shut off.
- O8. **Step 7 Remarket Vehicles:** Replace existing FUND\$ software with new FM&B software. Implement new erma software. Remove existing I-Series and Cognos software. Produce electronic Equipment Disposal Form. Fill out E-Equipment Disposal Form for Finance, with all of the assets that will be sold. Run expense, revenue in erma, forecast vehicle replacement schedule, and back log reports in FMB.

Management / Policy Solutions

- M 1. This solution will require that the City articulate and implement an E-Signature policy.
- M 2. Ease City restrictions on purchasing practices to streamline the process.
- M 3. The Fleet System will interface with other applications in the future, if mechanics chose to do their own data entry.