



MEMORANDUM

TO: Bruce K. Walden, CAO
FROM: William R. Gray, Public Works Director
N. Patrick Pioletti, Facilities Manager
Larry Fredrick, Fleet Manager
DATE: August 10, 2006
RE: Consolidated Fleet Maintenance Facility Feasibility Study

Introduction

Public Works Staff has identified a new fleet maintenance facility as the highest facility-related priority in the department. Given the timing of the situation with the City of Champaign considering a new fleet maintenance facility, the opportunity arose to analyze the details of constructing one jointly. The proposal is to solicit and employ a consultant to complete the analysis, recommend an operating model, identify possible sites, size the facility, determine if a consolidated site versus separate sites works best, etc. Attached you will find excerpts from a draft request for proposal.

Background

Champaign County originally raised the issue of a possible consolidated fleet maintenance facility in 2004. The County was poised to hire in-house mechanics and construct a maintenance facility for County-owned equipment. The timing for continuing discussions on the topic was good since both Urbana and Champaign had identified their current respective fleet maintenance facilities to be lacking. The appeal of a combined facility is the obvious gain to the taxpayers of constructing only one structure, and also to be able to take advantage of several operational efficiencies.

When first embarking on this process, an attempt was made to include other nearby taxing districts with a fleet of vehicles and equipment (Urbana Park District, Village of Savoy, and Champaign County) to assess their potential need and interest in participating in a shared facility. Due to a variety of reasons, all agencies except the cities of Urbana and Champaign have declined to pursue the matter.

Discussions to date have centered on around a management model similar to that of M.E.T.C.A.D. where the participating agencies share the operating costs. An expert in this field was consulted to help identify other communities which have pursued a similar concept and also to identify the pros, cons, and pitfalls of going forward.

Urbana's Facility

Urbana's fleet maintenance bays were constructed in the mid-1960's and served the City well for many years. However, over time, not only has the fleet grown in terms of the number of vehicles and equipment that are serviced, the actual size of the equipment and fire apparatus has grown as well. This causes difficulty in both general access to the interior of the building and into the maintenance bays as well, resulting in very large pieces of equipment being serviced and repaired on a daily basis in other areas such as drive aisles and parking spaces. Other specific problems include an insufficient number of bays and insufficient secure parts storage, no ability to lift large vehicles, poor emission control system, and an overall adverse impact on Public Works daily operations due to a lack of space.

A copy of the summary of the initial space needs analysis is attached. (Earthtech, 2001)

Fiscal Impact

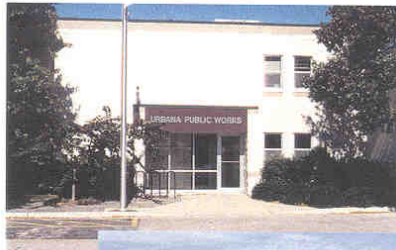
The estimated total cost for a feasibility study is \$40,000.00. This cost would be split with the City of Champaign on a proportional basis.

Recommendation

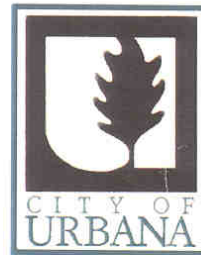
Direct Staff by motion to proceed with soliciting proposals to perform a Feasibility Study and select a consultant and provide an intergovernmental agreement identifying agency costs for City Council consideration and approval.

Report

Programming and Facility Analysis Public Works Department



Prepared for



The City of Urbana, Illinois

January 26, 2001

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FACILITY NEEDS ASSESSMENT

OPERATIONAL DEFICENCIES

Listed below are the major operational deficiencies associated with the Public Works and LRC Facilities.

PUBLIC WORKS CENTER

- Inadequate heated area is provided for the parking of support vehicles. Although not all agency support vehicles should be parked inside, vehicles required in front-line use, vehicles with water and/or hydraulic systems, and vehicles with sensitive components and operating systems that are adversely affected by inclement weather should reside indoors. In the design team's experience, this parking philosophy is becoming prevalent throughout the public works industry due to expected public service performance levels and the high cost of maintaining high dollar equipment.
- Overhead vehicle entry doors should be enlarged to prevent vehicle and building damage.
- Auto repair bays:
 - Vehicle repair bays are not of adequate length to provide for mechanic circulation and working space.
 - Vehicle repair positions are crowded with portable and stationary equipment.
 - Access into auto repair bays is often blocked due to poor building circulation design.
 - Parts storeroom is not adjacent to vehicle repair bays.
- Truck repair bays:
 - More vehicle repair bays should be provided to meet service requirements.
 - Vehicle repair bays are not of adequate length to provide for mechanic circulation and working space. Repairs bays cannot accommodate some large vehicles.
 - Vehicle repair bays are not of adequate width to provide for mechanic circulation and working space.
 - Vehicle lift is of inadequate capacity to raise some large vehicles.
 - Vehicle repair positions are crowded with portable and stationary equipment.
 - Vehicle exhaust system is difficult to manipulate. Exhaust reels should be provided.
 - Access into truck repair bays is often blocked due to poor building circulation design.
 - Inadequate clearance is provided for lifting taller vehicles.
 - Parts storeroom is not adjacent to vehicle repair bays.
- Other Equipment Services areas:
 - Inadequate space is provided for stationary fabrication equipment.
 - Inadequate space is provided for portable shop equipment.
 - Tires and tire changing equipment are not near vehicle repair bays.
 - An isolated vehicle bay with exhausting equipment should be provided for welding operations.
 - An isolated and exhausted room should be provided for battery charging.
- Truck washes are being performed in the enclosed vehicle parking area. A dedicated bay with proper drainage and solids collection should be provided.

FACILITY NEEDS ASSESSMENT

- Operations:
 - Operations fabrication area is small and interferes with vehicle circulation.
 - The signal shop is extremely undersized and disjointed. More work area should be provided.
 - The sign shop will be undersized with the addition of new equipment needed for new application technologies.
 - The crew lunchroom is undersized for employee breaks and training sessions.
 - Crew restrooms areas are undersized for current and projected staffing levels.
 - More office and crew areas are required for seasonal workers and interns.
 - No canopy cover is provided for sensitive bulk materials.

LRC

- Inadequate heated area is provided for the parking of support vehicles. Although not all agency support vehicles should be parked inside, vehicles required in front-line use, vehicles with water and/or hydraulic systems, and vehicles with sensitive components and operating systems that are adversely affected by inclement weather should reside indoors. In the design team's experience, this parking philosophy is becoming prevalent throughout the public works industry due to expected public service performance levels and the high cost of maintaining high dollar equipment.
- Inadequate enclosed heated space is provided for the storage of tools, materials, and equipment.
- Truck washes are being performed in the enclosed vehicle parking area. A dedicated area with proper drainage and solids collection should be provided.
- The crew lunchroom is undersized for employee breaks and training sessions.
- Men's restroom is undersized for current and projected staffing levels and restroom facilities are not provided for female employees.
- No material storage bunkers are provided. Crews must retrieve required materials off-site.
- Poor site lighting.
- No containment area is provided for the mixing and filling of pesticides into large vessels per state law.
- Improper garage drainage. Water runoff from vehicle parking area floods office area.

Section 2. Specifications / Scope of Work.

Feasibility Study for Consolidation and/or Outsourcing Fleet Operations

Dated July 14 (??), 2006

1. Purpose. The Cities of Champaign and Urbana, Illinois are jointly seeking proposals to study the potential benefits of consolidation of their fleet operations. Options to be studied will include, at a minimum –

- a. maintaining separate organizations operating in a shared facility, possibly consolidating some purchases
- b. consolidating operations under one organization with one of the cities serving as the “lead agency”
- c. outsourcing fleet operations to a third party operating from a central location that would bill each city for services received
- d. other reasonable alternatives that may reduce costs, increase efficiency, reduce equipment downtime, or provide other benefits to the cities
- e. maintaining the current, separate operations, with each fleet operation in a new facility adequate to meet its projected needs

2. Current Fleet Operations. The Cities currently operate separate fleet operations at their respective Public Works facilities. Both cities have identified a need for future expansion of the fleet facilities, and have independently completed identification of space needs. Detailed space needs information on projected space needs over the next twenty years is attached.

City of Champaign. The City of Champaign maintains a Fleet of approximately 260 vehicles and motorized pieces of equipment. The City’s fleet manager reports to a division manager in the Public Works Department and supervises five mechanics, including one lead mechanic position, and one account clerk, who is responsible for record keeping and billing users for services. The fleet manager is also responsible for planning for vehicle replacement, developing specifications for new vehicles, purchasing new vehicles, and disposing of surplus vehicles. The City maintains three fueling stations – gasoline and diesel at the Public Works facility, gasoline at the Police Station, and diesel at the Main Fire Station. Some repairs, mainly body work and transmission repairs, are outsourced. The Fleet Services budget is an internal service fund – various programs are billed for fuel and maintenance. Vehicle and equipment replacement is funded by annual fees that are set aside to fund future replacement.

City of Urbana. The City of Urbana maintains a fleet of 137 vehicles, stationary and motorized pieces of equipment. The city's fleet manager reports to the director of public works and supervises three mechanics and one part time (20 hr/wk) parts clerk. This division is responsible for developing and administering the city wide fleet budget including

vehicle/equipment maintenance, replacement, shop operations, contracted services, computerized information system, fueling services and public works radio communications. Division funding is provided by charges to each program and department based on actual maintenance costs. Vehicle/equipment replacement funding is provided by an annual charge to each department based on projected vehicle life cycles.

3. Issues to be Addressed in Evaluation of Alternatives. The consultant will be required to consider, at a minimum, the following issues in evaluating alternatives. The study will be completed in two phases, and pricing information will be provided separately for each phase. Work on Phase II tasks will be undertaken only upon direction from the Cities and only after satisfactory completion of Phase I work.

Phase I tasks –

- a. facility needs, including shop space, fueling, wash facilities, etc...
- b. equipment needs for the fleet facility
- c. facility location and impact of any alternative on staff time and cost to travel to and from the facility or fueling station
- d. estimated capital budget
- e. conceptual diagrams of facility plans, including size, layout, and traffic flow

Phase II tasks –

- a. recommended organizational structure, staffing, and reporting; and analysis of strengths and weaknesses of various organizational structures
- b. alternative methods of accounting for and sharing costs
- c. identification of specific services that should and should not be consolidated
- d. estimated operating budget
- e. operating and administrative procedures that should be established
- f. potential savings from combining vehicle, parts, and equipment purchases

4. Deliverables. The consultant will document study findings, conclusions, and recommendations in formal written reports at the conclusion of each phase of work. Consultant will provide ten (10) copies of the final report, including two unbound copies. In addition, the consultant will provide two copies of each report in Adobe Acrobat .PDF format on CD-ROM media. The report will include an executive summary and detailed recommendations, where appropriate, and will provide quantitative support and comparisons to other municipalities or to consultant's knowledge of best practices of other fleet management programs.

5. Time for Completion. A draft of Phase I of the study will be complete within sixty (60) days of execution of the contract. Thirty (30) days will be allowed for the agencies to review and comment on the draft. The final report will be completed within thirty (30) days of the consultant's receipt of comments on the draft.

A draft of Phase II of the study will be complete within sixty (60) days of consultant's receipt of a written authorization to proceed with work. Thirty (30) days will be allowed for the agencies to review and comment on the draft. The final report will be completed within thirty (30) days of the consultant's receipt of comments on the draft.

6. Qualifications and Selection Process. Proposers should have substantial experience in evaluation of municipal fleet operations. Preference will be given to proposers who have experience with projects with similar scope and requirements, particularly with respect to consolidation of fleet operations. Proposers should provide credentials including education and relevant experience of staff who would be assigned to this project. Cost will be a consideration, but will not be the determining factor in the selection process.

7. Cost Information. Proposal must include hourly fees for all staff who will be assigned to the project, as well as the overhead multiplier applied to hourly rates of pay to determine charges.

8. References. Proposers must provide a minimum of three (3) references, preferably from clients for whom the consultant has performed work of a similar scope.

9. Questions Regarding the Request for Proposals / Issuance of Addenda. Questions must be directed in writing by mail or email to:

Elizabeth Hannan (??)
Administrative Services Manager
City of Champaign Public Works Department
702 Edgebrook Drive
Champaign, IL 61820
email – elizabeth.hannan@ci.champaign.il.us

Telephone calls and faxes will not be accepted. Questions must be received no later than 4:00 p.m. CST on July 28, 2006. A written addendum providing a response to all questions will be provided to all potential proposers by email no later than August 9, 2006. Proposers are responsible for acknowledging receipt of any addenda in their proposal. Failure to acknowledge receipt of any addenda will result in disqualification.

10. Receipt of Proposals. Proposals must be received at the address provided in Section 9 no later than August 18, 2006 at 12:00 noon, Central Standard Time.

11. Performance Bond. A performance bond will not be required.