Quality and Productivity Commission

28th Annual Productivity and Quality Awards Program

"Los Angeles County: Ahead of the Curve"

2014 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: FLEET ASSET STATUS TRACKING (FAST) PROGRAM

DATE OF IMPLEMENTATION/ADOPTION: JANUARY 1, 2012
(Must have been implemented at least one year - on or before June 30, 2013)

PROJECT STATUS: x Ongoing _____ One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? _____ Yes x No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner.

LASD manages nearly 6,500 deployed vehicles. By 2012, a new relational database with enhanced capabilities was needed to significantly overhaul and modernize fleet management practices. Due to the fiscal crisis that loomed Countywide, it was not possible to afford the estimated $1.7M cost to hire a contractor and acquire a new program. So, a small team of self-motivated staff developed a solution: Fleet Asset Status Tracking (FAST) Program was developed and implemented Countywide in mid-2012. The total investment was part time effort for two months, since County-owned software was utilized; no further costs were incurred. Accountability increased tenfold using new procedures and FAST. LASD management now has real-time data and precise knowledge about all aspects of the fleet like never before. The improvements resulted in faster turnaround times for repairs and less use of loaned vehicles. Managers can focus on cost savings measures and increased efficiency. Management monitors vehicle usage patterns, which ultimately resulted in the recall and reissuance of 28 vehicles during 2012-13, a net cost savings to the County of 700k.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
$ 516,190	$140,000	$	$656,190	☐

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Communications and Fleet Management Bureau 1277 N. Eastern Avenue Los Angeles CA 90063	TELEPHONE NUMBER (323) 881-8001
PROGRAM MANAGER'S NAME Captain David M. Silversparre Communications and Fleet Management Bureau	TELEPHONE NUMBER (323) 881-8001 EMAIL DMSilver@lasd.org
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Director Glen Joe — DATE 7/15/2014	TELEPHONE NUMBER (323) 526-5205 EMAIL GCJoe@lasd.org
DEPARTMENT HEAD'S NAME AND SIGNATURE Sheriff John L. Scott — DATE 7/15/2014	TELEPHONE NUMBER (323) 526-5000

We Support Plain Language

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Challenge

LASD manages nearly 6,500 deployed vehicles. With the retrofitting of over 2,500 patrol vehicles from MDT's to MDC's, and the overall modernization of the field technology associated with the upgrades of 2,500 units from MDT's to MDC's in patrol cars, new methods were needed to outfit, process and keep track of all LASD vehicle assets. With the evolving technologies in patrol changing more rapidly than ever before and a new generation of vehicles being added to the fleet, a new relational database with automation and enhanced capabilities was needed to significantly overhaul the way LASD kept track of vehicles, equipment, assignments, services due, maintenance, DMV registrations, loans, and other significant aspects of fleet management. Later, with the implementation of FasTrak lanes by Metro, a revised business model and customized fleet management software was needed to also track compliance with duty-related, legal lane usage by only approved members of the Sheriff's Department.

Due to the fiscal crisis that loomed Countywide from budget shortfalls and greater needs elsewhere, it was not possible to afford the estimated $1.7M cost to hire a contractor to study LASD fleet management needs, write the request for bid proposal and acquire a brand new tracking system.

In late 2011, a small team at CFMB studied options and ways to improve the fleet management business model. There were inefficiencies in past processes, which became evident as the problems were studied in depth. Inefficiencies caused delays in deploying vehicles or obtainment of replacement assets when needed. Extended downtime for vehicles equated to lost productivity and the need for increased purchasing to meet fleet needs.

Solution

A grass roots effort ensued among a small group of individuals at CFMB to make changes at virtually no cost. Rather than continue with business as usual, knowing the likely benefits to LASD to revamp procedures and tracking from the ground up should result in great savings and less downtime for asset development, the team set out to build and implement a brand new asset tracking program for the Department. The fleet business model was thoroughly studied and revamped with help from support staff. Management, sworn and professional staff all worked side by side and a new comprehensive program was created and initially deployed for trial use within a month: Fleet Asset Status Tracking (FAST). The total cost for the program was just hourly wages for those involved part time on this project, since County-owned software was utilized and no further costs were ever incurred.

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Many features were incorporated into the redevelopment project, addressing specific and unique needs of the largest Sheriff's Department fleet in the world. Accountability increased tenfold using new data entry procedures into an inter-linked system at all stages of vehicle outfitting. Journals were added so historical reference entries could be captured indefinitely about each asset during the outfitting process and throughout deployment.

Beyond just the database programming and innovations introduced in the process, the team revamped entire operational processes that were previously in place for many years and required streamlining. No longer would assets be lost in process or delayed due to unknown reasons. Vehicles could swiftly be moved through outfitting processes. Each time a vehicle is moved, the program is updated to account for real time tracking of each and every asset, totaling over 6,500 vehicles.

The new program directly links all outlying facilities to the main unit, establishing true centralized tracking of all assets in near real-time for the first time in LASD history. The team worked with affected end users who manage local fleets across the Department to help them understand the new methods and requirements for updating. This was no easy task considering human tendency to resist change. Training was required not only for the staff at CFMB but for multiple technicians at all sheriff stations and bureaus countywide. The IT technician at CFMB single-handedly distributed the program and periodic upgrades to 278 user workstations across the county (and counting). The team at CFMB has provided "help desk" and end user support with positive feedback received from most FAST users.

The $1.7M cost to study and implement a fleet management software solution has been averted for up to five years. More importantly, the home grown solution "FAST" has resulted in immediate implementation and benefits realized almost immediately.

For the first time ever, LASD management has true real-time data and precise knowledge about all aspects of the fleet like never before. The improvements resulted in shorter turnaround times for repairs and less use of loaned vehicles. Managers are better able to focus on cost savings measures, increased efficiency and full accountability rather than looking for assets within unknown or uncertain results. Many new management reports allow management to drill into vehicle usage patterns, which ultimately resulted in the recall and reissuance of 28 vehicles during 2012-13 alone, a net cost savings to the County of $700k.

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STRATEGIC PLAN GOALS SUPPORTED WITH FAST PROGRAM, AS EXPLAINED HEREIN:

1. OPERATIONAL EFFECTIVENESS: MAXIMIZE THE EFFECTIVENESS OF THE PROCESS, STRUCTURE, AND OPERATIONS TO SUPPORT TIMELY DELIVERY OF CUSTOMER-ORIENTED AND EFFICIENT PUBLIC SERVICE.
2. FISCAL SUSTAINABILITY: STRENGTHEN AND ENHANCE THE COUNTY'S CAPACITY TO SUSTAIN ESSENTIAL COUNTY SERVICES THROUGH PROACTIVE AND PRUDENT FISCAL POLICIES AND STEWARDSHIP

Programming to FAST allowed the import of records from disparate programs that helped clarify reported use of vehicles. FAST has helped with accountability, allowing easier identification of those approved to use and park vehicles off site to ensure full compliance with policy and procedural guidelines. All stations can run LASD license plates to identify and determine vehicle assignment, not otherwise available through DMV. This drastically reduced the temptation to park a vehicle offsite without approval, for verification of authorization are now only a few clicks away. Penske staff members were taught how to use the FAST program and the county contractor now helps import into the FAST program daily, so LASD staff effort was minimized.

New and unique features were eventually added to the database, equipping LASD with ability to properly manage authorized use of FasTrak toll lanes by LASD units in LA County. FAST helped differentiate the approved units from those in violation of Metro rules and mandating full compliance. This required considerable effort and the dedication of one CFMB staff member to oversee data entry in FAST. This was no routine task considering the huge amount of data entry and new business model that had to be established for handling FastTrak notices internally.

Other reports and features helped fleet managers ensure older vehicles were being more fully used up before newer vehicles would be deployed. This helped delay buying of certain vehicles, pushing the total savings from FAST to well over a quarter million dollars during the first full year of use (Fiscal 2012-13) in addition to delaying the cost of buying a new program.

Although the eventual goal of CFMB is to someday migrate to a commercial off-the-shelf or adaptable solution for long term fleet management needs, the design and immediate deployment of the FAST program has postponed that expense and allowed for new features, new procedures, improved efficiencies, and earlier cost savings that would have otherwise gone unrealized for years. Additionally, the features of FAST program have allowed LASD to better determine long term tracking needs to ensure the eventual commercial application will be more comprehensive and well-planned. This venture would not have been possible without the skill, expertise, dedication and innovation of the dedicated team of professionals at CFMB who built and implemented a solution from the ground up.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT): If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation.

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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Basis of Calculating Minimum Known Benefits

Deferred cost of RFP hiring contractor and RFB to evaluate commercial applications for fleet management software - $2M for (5) years ($400k annually)

+

Averted cost of new fleet management software for (5) years at estimated cost of $116,190, according to quote obtained for "AssetWorks" software by Penske Truck Leasing (County Contractor) on June 11, 2014.

+

Cost savings of $700,000 from redistribution of recalled vehicles managed using the FAST program – distributed over (5) years.