



City of Portland



CityFleet

Business Plan 2011-12



CityFleet

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CityFleet Business Plan

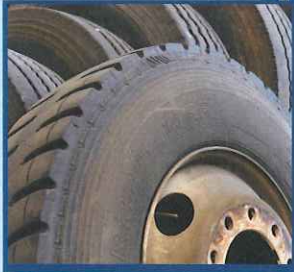
2011-2012



Sam Adams, Mayor
Jack D. Graham, Chief Administrative Officer
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Introduction to *CityFleet*

This CityFleet Business Plan is the product of collaboration among our customers, our employees and other CityFleet stakeholders. This is a working document that will be modified and updated to reflect the City of Portland's priorities and the changing needs of our internal customers. Working together, we will provide the best customer service for the best value anywhere.

CityFleet is a division of the Bureau of Internal Business Services in the Office of Management and Finance. The division is responsible for managing City vehicles and equipment owned, leased or rented by the City. The division operates an internal service fund supported by billing clients for services rendered.



Values

The plan reflects values that support superior customer service and quantifiable performance improvement.

Superior Customer Service

We take personal responsibility for our actions. We accept responsibility for the overall outcome of the service we deliver to our customers. We expect to be held accountable for the effectiveness, efficiency and competitiveness of our service, and for the level of our customers' satisfaction with the way we serve their needs.

We care about and respect people. We listen with full attention and seek to understand each other and our customers. We treat others with respect and courtesy. We express our appreciation to each other for work well done, and to our customers for their support. We know that without them we would not be here.

*“Quick
turnaround
- wish
I could
get this
response
with my
personal
vehicle.”*

**Transportation
Maintenance**

Quantifiable Performance Improvement

We want our organization to be dynamic. In this cause, we constantly evaluate our operations and the way we do business. We tinker, experiment and explore what we can do to improve the overall effectiveness of our service product.



We are creative, adaptive and not fearful of change. We seek large improvement opportunities, and we also value each employee's role in advancing smaller, specific changes. Both will contribute to our success, and we find that this teamwork approach produces significant, positive results.

We measure our performance. Our performance is gauged against national municipal fleet best practices, benchmarks and historical information.

Mission

To provide a comprehensive fleet management program, which responsibly fulfills the vehicle and equipment needs of City customers through cost-effective and dedicated personal service.

CityFleet Supports City Vision, Goals, Focus Areas & Initiatives

Vision: An international model for equity and sustainability. Forward-thinking leaders working together.

Goal: Deliver efficient, effective and accountable municipal services.

Focus Areas: Enhance public safety and emergency preparedness. Rebuild the City's infrastructure.

Initiatives: Community safety.
Sustainable industries/clean energy.

CityFleet Scope of Services

Maintaining a diverse fleet

CityFleet employees are responsible for keeping City vehicles and equipment on the road, where they are used to provide direct services to Portlanders. CityFleet employees purchase, maintain and repair a diverse fleet, ranging from patrol cars to dump trucks to hybrid vehicles to construction equipment. In total, about 2,950 vehicles and equipment make up the City's fleet.

Introducing alternative fuels

The City's fleet is not only diverse in its types of vehicles, but also in energy sources and emission reductions. CityFleet uses biodiesel and ethanol fuel, added diesel particulate filters to heavy equipment, acquired new ultra-low emission vehicles and hybrid electric equipment, and implemented partial zero emission vehicles, micro cars and all-electric vehicles.

Repairing vehicles throughout the City

CityFleet operates seven maintenance facilities throughout the City of Portland. Staff in CityFleet's largest program, Maintenance and Repair, is responsible for conducting the scheduled preventive maintenance and repairs of City vehicles and equipment. Employees also provide auto body work, welding, machining, project design and metal fabrication.

Acquiring vehicles

The New and Replacement Acquisitions program develops criteria for purchasing new and replacement vehicles and outfits new vehicles. Employees work with customers to complete the purchasing process, including the use of a streamlined approval process through the Fleet Service Request (FSR) form.

*"Probably
the best
service I
have seen
in my 22
years with
Portland
Police."*

Police Bureau



“Exceeded expectations.”

Water
Bureau

Managing assets

Other programs include: Fuel Management, which provides vehicle fuel and researches alternative energy; Motor Vehicle Pool, which manages the vehicle pool for short-term needs; and Strategic Support, which provides overall management and budget oversight for the entire division. CityFleet manages an internal service fund supported by customer billings and uses a three-tier client-computer system called FleetFocus to generate monthly billings. To make best use of City resources and reduce the need to rent vehicles and equipment from outside vendors, CityFleet facilitates interagency vehicle and equipment loans. CityFleet is also responsible for maintaining emergency generators, renting construction equipment and disposing of vehicles at the end of their life cycle.

Managing fleet replacement funds with customers

CityFleet manages the fleet replacement program to provide timely replacement of City vehicles and equipment. When City vehicles have reached the end of their economic lifecycles, the replacement is paid out of a fund made up of the cumulative total of all fund payments, the accrued interest generated by the fund and the salvage value received at the time of disposition. This program provides timely vehicle and equipment turnover. The program also benefits the customer by creating a predictable fleet replacement schedule and budget.



Complying with regulators

CityFleet operates under regulatory requirements established by the Environmental Protection Agency, the Department of Energy, the Department of Environmental Quality, the Department of Transportation and the State of Oregon.

CityFleet Fast Facts

- 77 employees
- 2,950 vehicles and equipment in the City's fleet
- \$110 million fleet value
- \$17.3 million operating budget
- \$18.5 million acquisition budget
- \$3 million in parts purchased each year
- 1.8 million gallons of fuel purchased each year
- 600,000 gallons of biodiesel purchased each year



Summary of Goals

1. Maintain and improve the City's fleet to support the delivery of City services.
2. Implement Green Fleet initiatives.
3. Enhance customer service.
4. Coordinate inter-bureau communication and problem solving.
5. Support employee safety and job satisfaction.

GOAL 1

Maintain and improve the City's fleet to support the delivery of City services.

CityFleet's goal is to continuously improve our vehicle and equipment procurement process, maintenance program, repair time standards, comeback ratio, fueling services and parts availability. Fleet industry best practices are used to reduce operating costs and improve vehicle availability.

Summary of Recent Accomplishments



- Successfully implemented ASE Master Technician Pay, doubled personal tool allowance, expanded shop tools, and increased technician salaries for 2012.
- Assisted customer bureaus in reaching budget goals by right-sizing the City's fleet, reducing commercial repair costs, streamlining workflow, reducing overtime, optimizing replacement schedules, implementing vehicle rotation, and providing in-house financing.
- Enhanced the body shop repair facility by adding an enclosed paint booth and specialized repair equipment.
- Improved parts tracking through new reports with min-max levels, reorder point, cycle counts and aged parts.
- Replaced the City's largest fuel station and eliminated approximately 2,200 yards of contaminated soil. The City of Portland was the first to install a Diesel Exhaust Fluid dispenser in the state of Oregon.

Result: Increased vehicle availability and improved repair and procurement time.

Strategies

- Provide an annual scheduled replacement list to all customers based on the age, mileage and mechanical assessment of each vehicle and piece of equipment. This replacement plan will aid City bureau managers with budget development, decisions whether to repair or replace, and planning for future operating needs.

- Provide a vehicle preventive maintenance schedule to customers, and work with them to achieve compliance.
- Manage the fleet replacement fund and create a predictable fleet replacement schedule and budget for customers. The fund is composed of the total of fund payments, the accrued interest on the account and the salvage value received at disposition.
- Purchase fuel through competitive bids and volume purchases to obtain the lowest price.
- Outsource repairs when it is more cost-effective to do so; these include transmission, radiator, original equipment manufacturer dealer service, towing, vehicle glass work, exhaust system, upholstery, driveline, speedometer and fiberglass services.



Performance Measures

- Maintain a labor rate below the Portland market. The 2011-12 burdened labor rate is \$91.80 per hour – 14 percent below the Portland market of \$105.06 per hour. The burdened labor rate is the rate of employee salary and benefits, plus associated costs for facilities, equipment and support.
- Maintain fuel charges below the Portland market. The 2011-12 fuel charges are 15 percent below Portland's market.
- Ensure that the average availability of the fleet is at or above the industry benchmark of 95 percent.
- Ensure that vehicles scheduled for preventive maintenance complete their maintenance at the industry benchmark of 95 percent of the time.
- Ensure that scheduled vs. unscheduled repairs meet the industry benchmark of at least 70 percent.
- By the end of fiscal year 2011-12, achieve a billable hours to total work hours ratio of at least 75 percent.

“Great service.”

Parks and Recreation

GOAL 2

Implement Green Fleet initiatives

To support the City's sustainability goals, CityFleet seeks to improve air quality, reduce dependence on foreign oil, reduce environmental impact, control costs and reduce vehicle emissions through a comprehensive Green Fleet vehicle implementation program. The program includes performing an analysis of every vehicle or piece of equipment to determine the optimal balance between functionality, fuel type, fuel consumption, emissions and economics.

Summary of Recent Accomplishments

- Dispensing B-30 biodiesel. Portland uses the highest biodiesel blend in the state.



- Worked with other bureaus to acquire ultra-low emission vehicles, hybrid-electric vehicles and all-electric vehicles.
- First public agency to purchase medium-duty hybrid step vans and mobile fueling trucks.

Result: The City of Portland's fleet is the largest Green Fleet in the region.

Strategies

- Implement a biodiesel program for the entire diesel fleet, which includes fuel tank and station upgrades.
- Add a biodiesel fueling tank at the 1st and Jefferson fleet facility.
- Add an ethanol fueling tank at the Stanton Yard fleet facility.
- Add a Diesel Exhaust Fluid dispenser to meet fueling requirements for 2010 EPA emission standards.
- Install diesel particulate filters in heavy equipment, such as off-road tractors, heavy trucks and paving equipment.
- Implement technologies that meet the new EPA emission standards.
- Acquire new ultra-low emission (ULEV) vehicles, ethanol-powered vehicles, hybrid electric equipment and electric vehicles.

- Investigate partial zero emission vehicles (PZEV) that have advanced evaporative emission controls that result in nearly zero overall emission levels.
- Pursue gasoline-powered sedans that achieve 90 percent reduction in tailpipe emissions.
- Continue to support micro cars, hybrids, electric vehicles and other clean technology vehicles for the light fleet.



Performance Measures

- By the end of fiscal year 2011-12, the City will have more than 650 biodiesel-powered pieces of equipment in service.
- The installation of combination nitrogen oxide reduction/particulate matter filter devices will result in a 25 percent reduction in ozone-forming emissions and an 85 percent reduction in particulate matter.
- By the end of fiscal year 2011-12, the City will have more than 26 diesel vehicles that meet the new EPA emission standards (a 50 percent reduction in nitrogen oxide and a 90 percent reduction in particulate matter from the 2004 standards).
- By the end of fiscal year 2011-12, the City will have seven diesel vehicles that meet 2010 EPA emission standards. The new standard for NOx levels is 0.2 g/bhp-hr and for PM levels is 0.01g/bhp-hr at the tailpipe.
- By the end of fiscal year 2011-12, CityFleet will have more than 1,600 ethanol (E-10) vehicles, 400 (E-85) ethanol-powered vehicles, 100 light-duty hybrid vehicles, eight medium-duty hybrid vehicles, and three micro cars.

*“ Always
greeted
with a
friendly
smile and
a positive
attitude. ”*

Fire and Rescue

GOAL 3

Enhance customer service

CityFleet works to continuously improve service to our customers. For bureaus ranging from transportation, to parks, to police, to water –

our customers are responsible for using vehicles and equipment on a daily basis to provide essential services to the community. CityFleet strives to exceed customers' expectations.



Summary of Recent Accomplishments

- Revised vehicle and equipment amortized replacement payments in the fleet software program, FleetFocus.
- Streamlined purchasing procedures to expedite replacement of aged equipment.
- Prepared daily maintenance schedules for the largest bureau and created a "Red Zone" in the parking lot for vehicle drop off.
- Installed a state-of-the-art fully-automated fueling system that does not require the use of keys, cards or codes.
- Captured pertinent fuel data through the fuel management system for additional emission systems analysis.
- Installed a motor pool key manager at the main downtown motor pool facility for online vehicle reservations, self-serve vehicle access and fully-automated short-term motor pool billing.
- Uploaded activity information daily to the host server to provide better data for tracking vehicle usage patterns.
- Instituted time standards for repair and maintenance tasks.
- Moved to a direct-bill private sector model.
- Conducted an annual customer service survey.

Result: Improved preventive maintenance compliance, fleet availability and customer satisfaction.

Strategies

- Adopt industry-standard performance measures for the availability of fleet, scheduled preventive maintenance and overall customer satisfaction.
- Provide after-repair operator questionnaires, analyze data and follow up on any applicable issues.
- Conduct an annual customer service evaluation survey, analyze data and develop improvement strategies.
- Implement repair time standards for all vehicle classes.
- Upgrade the fleet management software and enhance reporting capabilities to better monitor costs.
- Improve the parts fill rate by expanding the new bar code software and readers for the parts operation to enhance data collection, reporting and the removal of obsolete parts.
- Finalize the implementation of the E.J. Ward automated-fueling system to improve data integrity, provide access to information to multiple users, provide for more efficient data backup, allow greater data security and improve timeliness of data availability.
- Market the new features of the motor pool key manager at the 1st and Jefferson fleet facility, communicate customer convenience, efficiency and sustainability through the systems-enhanced ride-share functionality.
- Continue to streamline the acquisitions process in collaboration with Procurement Services.

Performance Measures

- Achieve a 90 percent rate of customer satisfaction as measured in the annual customer satisfaction survey.
- By the end of fiscal year 2011-12, complete all 300 vehicle acquisition projects planned for the fiscal year.
- Acquire 90 percent of vehicles at less than the budgeted dollar amount.
- By the end of fiscal year 2011-12, supply parts for 25 percent less cost than the Portland retail market.

“Glad to have the new fueling system.”

Environmental Services



GOAL 4

Coordinate inter-bureau communication and problem solving

CityFleet strives to anticipate customer needs, provide effective solutions, keep customers informed and provide superior value for the cost of the service. We partner with our customers to help achieve their goals.



Summary of Recent Accomplishments

- Created biannual fleet liaison meetings with bureau managers.
- Conducted fleet coordinator meetings every other month to share information and address challenges.
- Created and distributed a customer service brochure with information on services, contact information and locations of fueling stations and garages.

Result: Overall customer approval rating is 96 percent.

Strategies

- Provide full service vehicle and equipment acquisition services including clear customer communication, needs assessments, application design, bid specifications, project management and final verification.
- Conduct biannual liaison meetings with bureau directors and fleet coordinators.

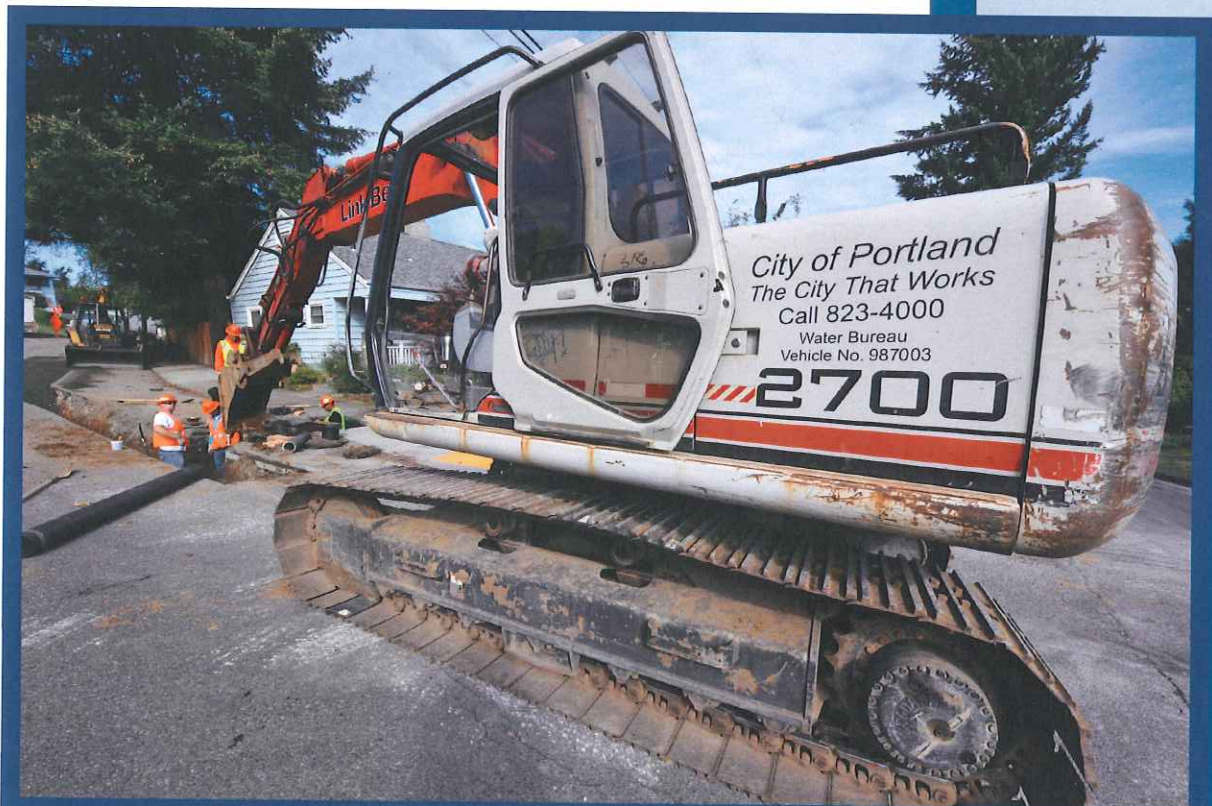
- Convene regular meetings with bureau liaisons.
- Conduct annual budget meetings to explain rates, fees and services for the upcoming fiscal year.
- With bureau liaisons, complete customer needs assessments to identify issues and projects for the upcoming fiscal year.
- Continue to streamline the process for lease/rentals, upgrades, new additions and special projects through a Fleet Service Request form that is pre-approved by the bureau's commissioner in charge or designee.
- Purchase approximately 300 vehicles and pieces of equipment each fiscal year to meet customer needs.
- Determine all rental costs, upgrades, new additions and special projects during the annual budget process, enabling work to begin on July 1 to complete these services within the fiscal year.
- Participate in the City's Bureau Directors meetings and the OMF Advisory Committee as requested to address issues and concerns.

Performance Measures

- By the end of the fiscal year 2011-12, achieve a performance standard of less than 10 days average time to bill services.
- Complete 70 percent of vehicle and equipment repairs within 24 hours, and complete 90 percent within 48 hours.
- Complete repair work to achieve a comeback rate of two percent or less.

"They are always polite, easy to talk to, even when you do damage, and usually will drop what they are doing to try to keep us up and running. Great people."

Transportation



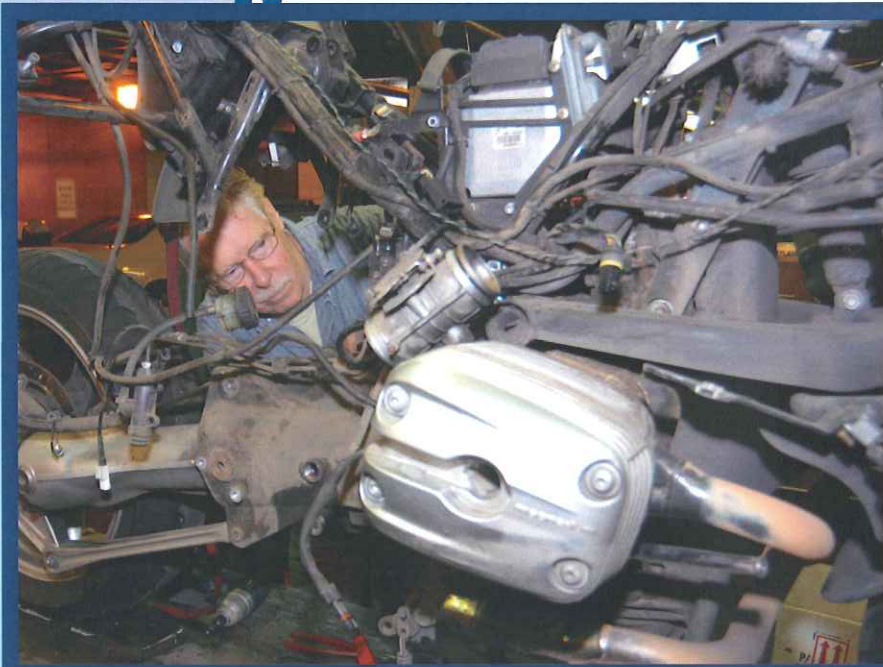
GOAL 5

Support employee safety and job satisfaction

CityFleet recognizes our employees are our most valuable resource, and that employee satisfaction is the foundation for providing excellent customer service.

Summary of Recent Accomplishments

- Completed the CityFleet section of the OMF Succession Plan.
- Created recruitment marketing materials to communicate to potential job applicants.
- Conducted an open house/facility tour for City elected officials and employees to learn about the functions and capabilities of CityFleet.
- Created a comprehensive disaster plan for resuming essential functions.
- Installed a back-up power generator in the main shop facility.



Result: Improved internal communication and emergency preparedness.

*“ Great
job from
CityFleet.
They were
innovative
& creative,
got answers
& results.”*

Government
Relations

Strategies

- Provide learning materials to assist employees in earning their Automotive Service Excellence (ASE) certification.
- Work toward the ASE certification of technical staff to qualify for the Blue Seal of Excellence designation by the Institute of Automotive Service Excellence.
- Conduct an annual employee job satisfaction survey.
- Provide ongoing training in electrical, hydraulic, software and customer service skills.
- Conduct regularly scheduled safety training to maximize shop safety.
- Conduct training in the use of hybrid technology and alternative fuels.

- Require all employees to participate in emergency preparedness training.
- Institute a Staff Development Day program.
- Involve employees in the development of the CityFleet Business Plan.
- Develop employee recognition opportunities.
- Provide mentoring opportunities.
- As a long-term recruitment strategy, partner with the International Refugee Community Organization (IRCO) to host high school summer interns.
- As a long-term recruitment strategy, partner with the Clark County Skills Center for technical career programs.

Performance Measures

- By the end of fiscal year 2011-12, at least 75 percent of technical staff will achieve their ASE certification.
- By the end of fiscal year 2011-12, achieve a 75 percent employee job satisfaction rating as measured by the annual employee job satisfaction survey.
- By the end of the fiscal year 2011-12, achieve 100 percent attendance for all internal training.



Appendix 1 *CityFleet* Employees



Administration

John Hunt, CityFleet Manager
Don DePiero, Vehicle Maintenance Superintendent
Paula Peterson, Administrative Assistant
Hanh Ta, Business Systems Analyst
Vacant, Office Support Specialist II

Vehicle Replacement & Acquisition

Donny Leader, Vehicle Services Administration Supervisor
Larry Hughson, Vehicle Acquisition Analyst
Carter Oster, Vehicle Program Specialist

Kerby Garage Day Shift

Dan Smith, Vehicle Maintenance Supervisor I
Alex Martinez, Lead Vehicle Equipment Mechanic Service Writer
Dan Baker, Lead Vehicle Equipment Mechanic
Steve Arthur, Vehicle Equipment Mechanic
Ken Boozier, Vehicle Equipment Mechanic
Tim Carter, Vehicle Equipment Mechanic
Michael Dawson, Motorcycle Mechanic
Mike Elger, Vehicle Equipment Mechanic
Vince Epperly, Vehicle Equipment Mechanic
Greg Gallagher, Vehicle Equipment Mechanic
Jason Gould, Vehicle Equipment Mechanic
Ngoc Le, Vehicle Equipment Mechanic
Thuan Luther, Vehicle Equipment Mechanic
Scott Marshall, Vehicle Equipment Mechanic
Chris Thomas, Vehicle Equipment Mechanic
Frank Wilson, Vehicle Equipment Mechanic
Vacant (4), Vehicle Equipment Mechanic

Kerby Garage Swing Shift

Terry Smith, Vehicle Maintenance Supervisor I
Scott Roberson, Lead Vehicle Equipment Mechanic
Jason Bishop, Vehicle Equipment Mechanic
Reed Cain, Vehicle Equipment Mechanic
James Conley, Vehicle Equipment Mechanic
Cory Ducette, Vehicle Equipment Mechanic
Travis Jacopi, Vehicle Equipment Mechanic
Vincent Johnson, Vehicle Equipment Mechanic
Hung Ly, Vehicle Equipment Mechanic
Sharon McConnell, Vehicle Equipment Mechanic
Wil Porter, Vehicle Equipment Mechanic
Robert Williams, Vehicle Equipment Mechanic
Brian Zupunski, Vehicle Equipment Mechanic

Kerby Garage Graveyard Shift

Ken Ticen, Lead Vehicle Equipment Mechanic
Brian Baronian, Vehicle Equipment Mechanic
Tony Bush, Vehicle Equipment Mechanic
Rick Mota, Vehicle Equipment Mechanic
Rusty Roberts, Vehicle Equipment Mechanic
Greg Rowlett, Vehicle Equipment Mechanic
Shawn Somerville, Vehicle Equipment Mechanic

Parts Room

Keith Drew, Stores System Supervisor I
Johanna Kees, Stores Acquisitions Specialist II
Robert Jorgensen, Stores Acquisitions Specialist II
Sean Mathis, Stores Acquisitions Specialist II
Pat Murphy, Stores Acquisitions Specialist II

Fabrication Shop

Frank Hoffert, Welder
Rob Spears, Welder
Thomas Bailey, Welder

First and Jefferson Facility

Marv Navarro, Vehicle Maintenance Supervisor I
Dan Adamson, Vehicle Equipment Mechanic
Marc Blake, Vehicle Equipment Mechanic
Minkyu Yi, Vehicle Equipment Mechanic
Vacant, Vehicle Equipment Mechanic

Body Shop

Kyle Nickels, Vehicle Maintenance Supervisor II
James Crafton, Lead Vehicle Equipment Mechanic
Dung Truong, Vehicle Equipment Mechanic
Cal Pascual, Auto Body Restorer
Pat Rowley, Auto Body Restorer
Steve Wisnowski, Auto Body Restorer
Vacant, Auto Body Restorer

Satellite Shops

Dan Uhl, Vehicle Maintenance Supervisor I, Training & Safety
Siu Yin Tang, Office Support Specialist I
Larry Duhrkoop, Vehicle Equipment Mechanic
Terry Jigger, Vehicle Equipment Mechanic
Chuck Lampert, Vehicle Equipment Mechanic
Joe Lemire, Vehicle Equipment Mechanic
Tut Non, Vehicle Equipment Mechanic
Rob Scherette, Vehicle Equipment Mechanic
Larry Thompson, Vehicle Equipment Mechanic



Appendix 2

CityFleet Recognition

Awards

The 100 Best Fleets in North America. CityFleet has received national recognition as one of the top 100 fleet departments in The 100 Best Fleets in North America program. CityFleet rankings are:

2011 – Ranked #1 of Top 100	2007 – Ranked #9 of Top 100
2010 – Ranked #2 of Top 100	2006 – Ranked #78 of Top 100
2009 – Ranked #4 of Top 100	2005 – unranked
2008 – Ranked #4 of Top 100	

Fleet Manager of the Year. The CityFleet manager was named the Professional Manager of the Year in Public Fleets by the American Public Works Association for 2008.

Safe Driver of the Year. The Safe Driver of the Year jacket was awarded to two CityFleet employees for their many years of safe driving while employed by the City.

Ergonomic Improvement. Two CityFleet employees received the Creative solutions award for ergonomic improvement in 2008 from the Portland City Council for their design and construction of a special tool that enables officers and mechanics to safely remove or install the spare tire in the trunk of a police car.

Safety Leadership. The CityFleet Safety and Training Coordinator received a Safety Leadership award at the City of Portland Safety Recognition event in 2008, highlighting CityFleet's continuing commitment to employee safety.

Certifications

Ecological Business. All CityFleet garages have current Ecological Business certifications in the Automotive Services category. This certification is awarded by the Pollution Prevention Team of the Portland Metropolitan Area Ecological Business Program. Certification is an assurance that CityFleet has met the requirements of the program at all garages and operates as a green and ecologically-friendly business.

Certified Fleet Professional. The CityFleet manager has been designated as a Certified Public Fleet Professional by the American Public Works Association. This certification is given for "demonstrating a high level of competence for fleet management by successfully completing an examination, documenting education and work experience, and fulfilling prescribed standards of conduct and performance."

Fleet Management Certification. Certification by the nation's most rigorous industry-competitive fleet management certification program, administered by Fleet Counselor Services, is an important goal for CityFleet. Approximately 90 percent of the requirements have been met.

Photo Captions

- Cover:** Proud City of Portland CityFleet employees gather for a team photo following a staff appreciation event.
- Page 1:** Greg Gallagher performs repairs on heavy equipment.
- Page 3:** CityFleet employees gather in City Council chambers to be recognized by Mayor Sam Adams and the Portland City Council for being ranked the #1 Fleet in North America by Government Fleet Magazine, INVERS Mobility Solutions, and the Top 100 Best Fleets in North America Program in 2011.
- Page 4:** Chris Thomas uses a computer in the garage to access service manuals and work orders using FleetFocus software.
- Page 5:** CityFleet provides repair and maintenance services for Portland police motorcycles.
- Page 6:** Tim Carter carefully inspects a specialty part on an essential piece of heavy equipment for the Water Bureau.
- Page 7:** CityFleet employees keep construction equipment for the Portland Bureau of Transportation ready for action.
- Page 8:** Pat Murphy checks to see if a part is in stock, a task made more efficient by a recent effort to renumber all parts.
- Page 9:** Portland police rely on CityFleet to purchase, outfit, maintain and repair their vehicles.
- Page 10:** The fuel station at Stanton Yard shows the alternative fuel dispensing ratio of ethanol and gasoline. Alternative fuels that are only 15 percent gasoline help to reduce overall dependence on oil consumption.
- Page 11:** In support of the City's sustainability goals, this micro car reduces dependence on foreign oil, environmental impact and vehicle emissions.
- Page 12:** Senior Financial Analyst Christy Owen uses the motor pool key manager to check out a CityFleet motor pool vehicle at the 1st and Jefferson garage.
- Page 13:** CityFleet's new automated fueling system improves service to the customer by dispensing the correct fuel for each vehicle, tracking data on fuel usage and speeding up the time spent at the pump. CityFleet is also working hard to maintain and upgrade the city's fueling infrastructure. The main fueling station was completely renovated in 2010.
- Page 14:** Transportation Maintenance, on behalf of the Bureau of Environmental Services, uses a vactor to clear a sewer line.
- Page 15:** The Portland Water Bureau excavation work is served by CityFleet's management and maintenance of heavy equipment.
- Page 16:** Michael Dawson works his way through the web of wiring, cables and hoses to repair a Portland police motorcycle.
- Page 17:** Tony Bush works the graveyard shift to ensure a City truck is ready for the road the next morning.
- Page 18:** (Top to bottom) John Hunt, Robert Jorgensen, Terry Smith, Dung Truong.
- Page 19:** (Top to bottom) Thomas Bailey, Sharon McConnell, Marv Navarro, Alex Martinez.

