

NORTHWEST FIRE DISTRICT



Fleet Services Division

Program Appraisal

for the upcoming 2025-2026 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 6, Criterion C and D, and **9C.3**

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EXECUTIVE SUMMARY

The Fleet Services Division's purpose is to ensure essential infrastructure is properly suited and maintained for optimal safety and reliability, including providing the highest quality of fleet response and non-response vehicles necessary for District members to perform at maximal levels to save lives, protect property, and care for our community.

The Fleet Services Division is a division of the Essential Services Section and is focused on providing safe, reliable, and cost-effective vehicle, motorized tool, and motorized equipment resources to the District's core services programs.

DIVISION PURPOSE

The purpose of Fleet Services is to keep the District apparatus and motorized equipment safe, reliable, and efficient in support of District operations. The Fleet Services Division Manager evaluates vehicles and equipment in the creation of maintenance schedules. The Fleet Services Division Manager establishes preventative maintenance schedules conforming to manufacturer, industry, and government standards. Skilled Fleet Technicians conduct annual required pump and aerial ladder testing. Upfitting, retrofitting, and custom fabrication is designed and accomplished as necessary to meet specific operational needs. Fleet Services is central to ambulance inspections occurring annually in conjunction with the State Department of Health Services-Bureau of EMS and Trauma Systems. Fleet Services members work in conjunction with the Facilities Services Division to conduct annual testing of all emergency generators and required services. The Fleet Services Manager also oversees the District's vehicle leasing program. Additional vehicles are kept in reserve, ready for emergency use, or to be placed in service when primary apparatus is being maintained.

DIVISION ADMINISTRATION

The Fleet Services Division is currently comprised of the following positions and personnel:

Fleet Services Division Manager (1) - responsible for the oversight of preventative and corrective maintenance for all apparatus, staff vehicles, lease vehicles, support vehicles and rescue equipment.

Shop Supervisor (1) - responsible for direct supervision of the Emergency Vehicle Technicians (EVT) and the current EVT Trainee. The Supervisor is directly responsible for the day-to-day functions of the maintenance that is conducted in the Fleet Services shop and repairs made at the stations.

Mechanic (5) - responsible for repairs on District owned apparatus, staff vehicles, lease vehicles (where applicable), support vehicles and rescue equipment. This group includes three EVT Technicians that are EVT Master II (Master level in both Apparatus and Ambulance), one Technician who is an EVT Master I, which is a Master level certification for apparatus and one EVT Apparatus Level I.

Fleet Services Coordinator (1) - responsible for performing various analytical, technical, and administrative tasks to support the Fleet Services Division.

Fleet Services Support Specialist (1) - provides customer service, maintains records, collects data, to include providing information and assistance to internal and external customers. The Specialist works directly for the Fleet Division Manager but assists all members of the Division.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

- Local codes, ordinances, and laws are researched and applied to all decision making.
- Occupational Safety and Health Administration (OSHA), National Institute for Occupational Safety and Health (NIOSH), and the National Fire Protection Association (NFPA) provide guidance to tools, equipment, and supply decision making.

INTERNAL PROGRAMS

- Vehicle Lease Program
- Vehicle Specifications Development
- Preventive/Scheduled Maintenance
- Vehicle Acquisition
- Surplus Vehicle Sales
- Unscheduled Maintenance
- Accounts Management
- Individual Certifications
- Parts and Equipment Inventory
- Fuel Card Program
- Pump Testing
- Aerial Ladder Testing
- Vendor Relationships
- Intensive Field Review of Products
- Vehicle Upfits
- Database Management
- Shop/OSHA/DOT/NFPA/EVT/ASE Compliance

- Hazardous Material Waste
- Welding and Fabrication
- On-Call 24/7/365

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

The Fleet Services Division measures the conditions involving tools, equipment, parts availability, and members. Benchmark data for fire apparatus fleet operations is difficult to find and is still limited in scope.

As comparisons to the available information are made, some of the information is consistent with information collected by the District. What was recognized early on is the system used for data collection is not adequate, nor are automated collection methods currently in place (such as telematics in District vehicles). There is an extreme need to identify and implement a common platform to improve the efficiency of submitting and tracking work requests, automation of scheduling preventative maintenance, and the ability to send status updates to the members that are requesting work to be completed. Essential Services uses AssetWorks, which allows for a more in-depth analysis of Fleet operations. Fleet members work out of an adequate facility with three full work bays and additional areas for tool, equipment, and parts inventory.

- The Division is responsible for all motorized vehicle and equipment related activities including annual service testing of pumps and aerial ladders.
- The District operates approximately 100 vehicles.
- The majority of support staff vehicles are operated through a leasing arrangement with Enterprise Leasing which results in an overall reduction of vehicle operations cost. This also frees up EVTs to focus on the emergency response fleet.
- The average age of the front-line engine and ambulances are 10 and 7 respectively.
- The average age of the entire fleet is 13 years, and the highest cost vehicles are the two aerial ladders, Shop 992, and Shop 057. There is an aerial on order with Rosenbauer which will be placed in frontline service.
- The Fleet Division adheres to specifications, recommendations, and mandates provided by the various manufacturers and regulatory agencies such as the Department of Transportation (DOT), Arizona Department of Transportation (ADOT), Underwriters Laboratories (UL), OSHA, NIOSH, and NFPA in all vehicle purchases, repairs, and operations.

PERFORMANCE MEASURES IN DEVELOPMENT:

Validation of data is under development for all the performance dimensions below:

- Tracking of preventative maintenance - On time versus late work orders
- Vehicle downtime to track out of service time with a focus on apparatus
- Vehicle availability with focus on apparatus
- Specific preventative maintenance time and ensuring corrective maintenance is not included
- In-house versus outside vendor maintenance with focus on percentage of rework/comebacks
- In accordance with NFPA, weigh 100% of apparatus
- Ensure specific acquisition costs and maintenance costs are separate
- Automated reporting with AssetWorks for emergency responses impacted by maintenance
- All “canned” reports within AssetWorks

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

- Provide safe and reliable apparatus resources through preventive maintenance and safety inspections twice per year for each response apparatus
- Apparatus up time of greater than 95%
- 90% compliance with all manufacturer warranties and a goal of maintaining compliance with service intervals. The previous goal was 100% compliance, but with our technician, space, time and reporting limitations, this number is not realistic.
- Assure that all mechanics attend adequate continuing education to attain and achieve Master EVT status for both apparatus and ambulance.
- Expand use of technology to track inventory including all vehicles and equipment.
- Reportable key performance indicators and metrics.

STRATEGIC PLAN CRITICAL TASKS DISCUSSION

Goal 3: Demonstrate responsible and transparent stewardship of organizational resources.

Objective 3C: Identify, evaluate, and implement systems and processes to ensure that inventories and assets are proactively maintained, managed, and replaced in accordance with industry best practices.

Critical Task: Continue to modify and fund the vehicle replacement program to ensure the age of the fleet continues to improve.

Status: The Vehicle Replacement Program has been modified to account for the replacement of every front-line apparatus in the organization. Additionally, other vehicles that were once supplied through vehicle leases have been added into the plan for purchase given the changing business model of the lease company. Staff will

continue to add vehicles to the replacement plan to ensure that the organization is saving for vehicle replacement from the time a vehicle enters the fleet. This will allow for consistent replacement funding each year throughout the life of the vehicle.

CURRENT ISSUES

The current biggest issue is supply chain delays with vehicles and parts. There have been long delays for vehicle orders for apparatus and even leased vehicles. The Division has looked for alternative means to obtain vehicles, such as purchasing from dealer stock instead of ordering directly from the manufacturer. Orders from dealers cost more, but this means of acquisition has been the only way to purchase vehicles. The delay for some vehicle parts has at times been an issue, but luckily it has not kept apparatus out of service for an extended amount of time.

UPCOMING FISCAL YEAR GOALS/OBJECTIVES – INCLUDE RELATIONSHIP TO STRATEGIC PLAN GOALS/OBJECTIVES AS APPROPRIATE

A primary objective for the upcoming fiscal year is the continued implementation of the Vehicle Replacement Plan as part of the District's Strategic Plan and validation of the vehicle lease program. As previously mentioned, both the replacement plan and surplus were part of Goal 5, Objectives D and I from the previous Strategic Plan. Much of the work was completed and approved during FY22/23. Work is still to be done for the specific funding sources and dollar amounts which need to be set aside each year for full implementation.

Another large part of Fleet's current environment is the continued implementation of the Maintenance Management System that Fleet implemented in June 2022. The system, AssetWorks, has the capability to be a very detailed system and the Division plans on using some of its automated features for reports that should greatly assist in data collection for our annual report and possible future capital projections. It is noted that much work needs to be done in the validation of data that is being put into AssetWorks, where it is being stored within the system, and how that data is being retrieved via the built-in reporting system. Many of the reports that come standard with the program are not running correctly.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

Several years ago, the District implemented an Emergency Vehicle Technician (EVT) Program to improve the knowledge, skills, and abilities of Fleet Services members. These credentials are not easy to come by and Fleet Services staff have been steadfast in pursuit of them. Today, all members conducting maintenance and repair work on

the response fleet have achieved the minimum required training and testing to be considered an EVT. Four EVTs are considered Master EVTs, with three attaining Master level for both apparatus and ambulance. One Technician is a Level I EVT for apparatus only and working toward Level II certification. One technician has completed every EVT certification, 22 in all, including EVT tests that are not part of a certification level.

Additional training through Cummins Diesel, Allison Transmission, Spartan Trucks, and TNT Rescue Tools has been attended in previous years according to recertification schedules of the individual EVT.

With the recent purchases of the Rosenbauer engines and two aerials, we are also setting up training for one or two of our Technicians to attend formalized Rosenbauer specific training for both this year and next. Due to training restrictions beyond our control the Rosenbauer training was not conducted in FY23/24 but is still a goal for FY24/25.

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

Emergency Vehicle Technician (EVT) training with the Arizona Fire Mechanics Association is very helpful and greatly assists the Division in staying in compliance with the EVT Commission's requirements for certification which directly relates to NFPA standards.

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

Ongoing training specific to position description, District requirements, and certification will continue and will be monitored through the Fire Rescue 1 platform for compliance.

The primary training focus in the coming period will be the operation of a new computer platform as well as the process changes which will need to be adopted in conjunction with this implementation. The Fleet Services Coordinator will once again take part in the annual AssetWorks training that is conducted off site and conducted by AssetWorks.

New members, or those in newly realigned positions, will receive training appropriate to the role and task as assigned with emphasis on leadership and supervisory skills. Fleet continues to look for opportunities for training such as the internal Captain Certification Program which has been successful in developing new supervisors for many years. Programs may, depending upon size and timing, be conducted in conjunction with mutual aid partner agencies such as Golder Ranch Fire District. This opportunity is designed to drive greater understanding of the roles and importance each position brings to the overall effectiveness of the complete operation.

PROGRAM SELF-ASSESSMENT

THE PROGRAM SELF-ASSESSMENT CONSISTS OF THE CURRENT ACCREDITATION CORE COMPETENCIES AND PERFORMANCE INDICATORS THAT DESCRIBE, APPRAISE, AND LIST A PLAN FOR YOUR DIVISION. THESE CORE COMPETENCIES AND PERFORMANCE INDICATORS ALONG WITH THE CURRENT ISSUES IDENTIFIED, ARE THE FOUNDATION FOR DEVELOPING UPCOMING GOALS AND OBJECTIVES.

CFAI STRATEGIC RECOMMENDATIONS: N/A

Category 6: Physical Resources

Physical resources are defined as fire stations, training facilities, fire apparatus and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted, clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping and procedures are consistent with the performance indicators in this category.

Criterion 6C: Apparatus and Vehicles Maintenance

Apparatus resources are designed, purchased and maintained to adequately meet the agency's goals and objectives.

Summary

Northwest Fire District follows NFPA 1900, when writing apparatus specifications. This standard is nationally accepted and meets community needs. An Apparatus Work Group reviews and evaluates new technology and needs as described above. The District has developed a replacement schedule for emergency response and support vehicles. This schedule is mainly driven by years in service to simplify and streamline funding for these purchases, but also reflects the service performed by the vehicle, accumulated mileage, the year of manufacture, vehicle hours, reliability, work orders, downtime, maintenance costs and overall condition. NWFD operates a well-equipped facility that is capable of minor and many major repairs and is staffed by EVT Certified Technicians. Fleet Services management practices generally follow NFPA 1900 Standard for the inspection, maintenance, testing, and retirement of in-service automotive fire apparatus.

The District has appropriate types of apparatus including engines, ambulances, heavy rescue, hazmat, water tenders, mobile command post and support vehicles for emergency response, prevention, investigations, and other administrative staff needs. The reliability rates for keeping the front-line apparatus in service are over 95%.

Performance Indicators:

CC 6C.1 Apparatus and vehicle types are appropriate for the functions served (e.g., operations, staff support services, specialized services and administration).

Description

All apparatus utilized by the District are designed to support the response criteria as identified and described in the Community Risk Assessment-Standards of Cover (CRA-SOC). Response services described in the CRA-SOC include fire suppression, advanced life support, hazardous materials, technical rescue, fire prevention and investigation, and a variety of special service responses. Mobile assets (apparatus, as dictated in the CRA-SOC) are diverse and defined as engines, ladders, ambulances, tenders, brush, incident command, squad, rehab and air-power. The District's planning zones are supported with apparatus and other support vehicles which operate from the Core, Central, Northwest, Northeast and South Planning Zones and with the zones further defined as the North and South Battalions. The Core Zone is supported with four (4) Type I Engines, three (3) Type I Ambulances, one (1) Ladder (quint), a Safety Officer vehicle, a Battalion Chief vehicle, and a Brush Truck (Type 6). The Central Zone is supported with two (2) Type I Engines, two (2) Type I Ambulances, one (1) Aerial (platform), a Battalion Chief vehicle, and a Heavy Rescue. The Northwest Planning Zone is equipped with two (2) Type I Engines, one (1) Type I Ambulance, one (1) Command Truck, one (1) Air-Power, and one (1) Tender. The Northeast Planning Zone is equipped with two (2) Type I Engines, one (1) Rapid Extraction Module Support (REMS) Unit, one (1) Rehab Unit, and one (1) Type 3 Brush Truck. Lastly, the South Planning Zone is equipped with two (2) Type I Engines, one (1) Tender, and one (1) Type 6. Other functions such as fire investigation, prevention, and other administrative staff are supported by approximately 50 different vehicles, 32 of which are leased. The Fleet Services Division also conducted the preconstruction meeting with Rosenbauer in February 2023 for two new Engines.

Appraisal

All current apparatus types and quantities are adequate for the functions served. The replacement criteria for the replacement of apparatus were recently changed and is mainly based on years of service but also has the latitude to take other maintenance concerns into consideration. The District is growing and there is an understanding

that additional vehicles will likely be needed within the next few years. The addition of another Aerial has been a discussion point as there are larger construction projects coming online soon. The Division is working to replace some of the older Engines with the four Rosenbauer trucks that are being built. Since some of the trucks, such as the Air-Power, Command, and Rehab are only manned when there is capacity or in the start of an emergency, an effort has been made to consolidate these trucks into one vehicle platform with the KME Air/Light/Rehab that was placed in service in 2024. As additional stations are planning to come online, such as Station 340, assessments are made on the assignment of apparatus. In the past, some new vehicles were purchased new for the new station and other times vehicles had to be moved from reserve to frontline status. In 2016, the District entered into a lease agreement with Enterprise Leasing to supply non-response and response vehicles to the District. This program, currently with 38 vehicles, has allowed the District to replace vehicles with newer, safer and more reliable forms of transportation. Currently, the Fleet Services Division is in the process of replacing most of the leased vehicles that are in the 2017–2020-year range. The order to delivery timeframes have recovered from the extended covid timeframes. Through the years, the Division has been able to downsize many of the staff vehicles and is doing the same with this lease cycle by ordering several Ford Mavericks and Ford Rangers. All new vehicles are specified with back-up cameras and hands-free phone capabilities. This leasing program should also assist in the Capital Improvement Program (CIP), creating a more stable budgeting process.

Plan

The District is projected to grow mostly in the North Battalion and as additional stations are coming aboard there will be the need for additional apparatus. With continued growth, some decisions will not include full stations but will instead involve the ability to surge. These decisions on apparatus will allow the District to sustain and even improve the quality of service to the community. For administrative vehicles, we will continue to assess the leasing program, building upon it as needed and the overall lease program is evaluated yearly with internal stakeholders and Enterprise Leasing.

References

Strategic Planning meeting 01-17-23 Agenda Packet, Vehicle Replacement Strategy, p.173

Enterprise Lease agreement

SOG#1605 Apparatus committee

NWFD CRA-SOC figure 4.21, pages 68, 152-154

6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial standards, vehicle condition, department needs and requirements.

Description

The Northwest Fire District has a current and evolving Vehicle Replacement Plan with the plan in place and the funding being detailed by the Finance Division. This plan is utilized for all vehicle replacement standards. Additionally, the District will continue to order staff vehicles through the Enterprise Leasing program. The replacement of some of the Code 3 response vehicles is currently in progress with the Ram 1500 trucks being placed on order and arriving at the dealerships. These vehicles are also part of the lease agreement.

Appraisal

The District Vehicle Replacement Plan is adequate and has proven to meet the needs of the District, though some of the timeframes have been extended over the past few years due to budget constraints. The allocation of funds specific to the Vehicle Replacement Plan is still a work in progress, especially since there are so many other competing factors. The leasing program, though new, appears to be working very well.

Plan

The District will continue to utilize the Vehicle Replacement Plan. Currently, our criteria are mainly based on years in service, but the Division also maintains over 20 data points to assist in the decision-making process for replacements. Additionally, ambulances will be closely monitored to ensure that their use and replacement rates are appropriate regarding the additional transportation assumed by the District. The leased vehicles will be cooperatively managed by the District's Fleet Manager and the vendor. The approximate replacement life span on leased vehicles is four to five years and/or 40,000 - 100,000 miles.

References

Strategic Planning meeting 01-17-23 Agenda Packet, Vehicle Replacement Strategy, p.173

Enterprise Lease Agreement

6C.3 A process exists for writing apparatus replacement specifications with employee input.

Description

The District has an Apparatus Work Group that is utilized for all apparatus specifications and purchasing. The Apparatus Work Group meets on a quarterly basis, or as needed. It is comprised of two Firefighters, two Engineers, two Captains, Battalion Chief/Division Chief (1 Operations, 1 Logistics), three Fleet personnel, one Training personnel, one Union representative, one Wildland Team Member, the Fleet Services Manager, and subject matter experts (SMEs) as needed. This group completes all needed study and research and then makes recommendations to the District Leadership Committee. If the Leadership Committee approves, the recommendations are then provided to the District's Governing Board for final purchase approval. All work done through the Apparatus Work Group and vendors meets or exceeds all applicable NFPA standards, such as NFPA 1901 and NFPA 1911.

Appraisal

The Apparatus Work Group provides the opportunity for input from the end users. The Work Group has been utilized for over 20 years in the District and has proven to be successful and of value. Although it is sometimes difficult to evaluate the success of the program because it is impossible to please every end user, especially when limited by budget, the Work Group has always been able to deliver safe vehicles that meet both NFPA standards and are placed in service with the ability to perform their demanding duties.

Plan

The plan is to continue with the current approach to apparatus specification and purchase. The Apparatus Work Group will continue to be utilized to gain employee input. The District will continue to review the structure and composition of the group and make changes if needed.

References

SOG #1605 Apparatus Committee

Criterion 6D: Apparatus Maintenance

The inspection, testing, preventive maintenance, replacement schedule and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs.

Summary

A comprehensive maintenance program is being used that identifies maintenance schedules for the different types of vehicles in which Fleet Services maintains. A two-tiered maintenance program has been established in accordance with the National Fire Protection Association (NFPA) 1911. All maintenance is done in accordance with manufacturer recommendations and NFPA standards (1911). All maintenance is performed by a staff of three qualified Mechanics and one Shop Supervisor who are guided by numerous Standard Operating Guidelines (SOGs). Pump tests are conducted annually or as dictated by a major repair using NFPA 1911 guidance. The pump tests are performed by our District EVT's. Each year our Ladders (Aerials) undergo 3rd party testing to include Non-Destructive Testing (NDT) which is performed by Underwriters Laboratories (UL).

When apparatus need to be taken out of service due to preventative or corrective maintenance needs, there are four (4) Type I engines that are available and typically two to three Type I Ambulances. Additionally, there is one Battalion Chief vehicle (Code 3) available. Emergency repairs are conducted by our Emergency Vehicle Technicians during normal hours and after-hours repairs are completed by our on-call Technician, who is on-call 24 hours and rotated weekly.

Fleet Maintenance is managed through a comprehensive computer software program, AssetWorks, which was implemented in June 2022. The Division is also able to track mileage via a fuel card system, currently Fuelman, which can be imported into Asset Works and automatically updated with Enterprise's web-based software system, EFleets. Currently the District EVT's maintain certifications from apprentice up to EVT master levels.

CC 6D.1 An apparatus maintenance program is established.

Description

Northwest Fire District follows a maintenance program for all its apparatus and associated equipment based on recommendations and guidance from the apparatus and equipment manufacturers, Department of Transportation, and NFPA 1911. Procedures have been established for major, minor, and emergency repairs, and service records are kept for all apparatus and reserve apparatus. All repairs are conducted by certified members. The District maintains an "on call" schedule to assure that a Mechanic is always available for emergency repairs. Heavy apparatus scheduling is appropriate to meet DOT and NFPA guidelines. Staff and support vehicle maintenance are guided by the onboard monitoring systems and the Fleet staff to ensure schedules are met. With the new leasing program, leased vehicle

maintenance is monitored by the lease vendor and tracked within the leasing software, EFleets. An annual inspection was recently established, which was conducted by Fleet Technicians. Most preventative maintenance for lease vehicles is conducted by one of their authorized vendors. Many drivers and Fleet personnel are notified when a vehicle is due for service. Much of the time, the individual drivers take their vehicles in for maintenance and Fleet is notified once the action is complete.

Appraisal

The District's maintenance plan is working efficiently, although it is extremely difficult to keep up with schedules that are due. The Fleet Services Division had some difficulty in the transition from the former maintenance management system (Manager Plus) to the new system, AssetWorks. The full data migration for schedules still has work that needs to be done for accuracy and reconciliation between the two systems. The last few years of data suggest that the system is working with uptime availability at or above 95%.

Plan

The plan is to continue high-quality and comprehensive fleet maintenance practices. In June 2022, Fleet transferred into the maintenance management system, AssetWorks, to aid in the tracking of maintenance. Recently the Division has transitioned to using a preferred vendor, mainly Firestone, at their numerous locations, that is directly tied to the Enterprise web-based system. This process allows the Division to verify the maintenance done by the maintenance facility with only about a 24-hour delay. The maintenance agreements are determined by each of the vehicle lease agreements but generally cover preventative maintenance at a set fee that is built into the lease agreements.

References

AssetWorks Pumper Inventory Report

Fleet Vehicle Asset List

Sample Pump Test Form

AssetWorks Repair Order

SOG #2302 Daily Apparatus Checks

SOG #2308 Apparatus and Vehicle Maintenance Schedule

SOG #2309 Apparatus Cleaning and Maintenance

SOG #6109 Staff Vehicles

6D.2 The maintenance and repair facility has adequate space and is equipped with appropriate tools.

Description

There are three vehicle bays that provide adequate space for vehicle maintenance and repairs. There is a separate area for welding, as well as separate, inventoried supply rooms. Tools are up to date and adequate to meet the needs of the Technicians. This includes specialty items such as various ranges of torque wrenches, vehicle lifts, a table lift, a tire machine and wheel balancer and online and windows-based software such as All Data, Cummins Insite, Allison Transmission and Detroit Diesel Diagnostics Link and others.

Appraisal

Northwest Fire District has sufficient tools to diagnose and repair current apparatus and machinery. Software programs ensure an up-to-date and diagnostic database for future apparatus and machinery. Currently, working space is adequate for the maintenance load, but will need to expand as the District vehicle inventory increases.

Plan

As the Northwest Fire District continues to grow, the District will examine the needs for space based upon industry standards and shop needs. Northwest Fire District will continue to appropriate funds for tools, equipment, data, and training to keep up with the changing technology of apparatus repair. Additionally, funding will continue to be pursued to build adequate shade structures to protect District vehicles from environmental exposure. Tools and equipment will be upgraded as needed.

References

FY24/25 CIP

6D.3 The program is adequately staffed, supervised, trained and certified to meet agency's needs.

Description

Staff for the Fleet Services Division includes one (1) Fleet Division Manager, one (1) Shop Supervisor, three EVT Technicians, one (1) EVT Trainee, one (1) Fleet Services Coordinator, and one (1) Fleet Services Support Specialist. All Technicians have previous experience in vehicle repair including fire apparatus and ambulance and hold various specific certificates. All Northwest Fire District Technicians have been members of the Arizona Fire Mechanic's Association and one of the District Master EVTs previously served as the Vice President for the State Fire Mechanic's Association. As a member of these organizations, Northwest Fire District is offered information and classes to keep up to date with changes and is given information that may relate to the specific repair operations.

Appraisal

Overall, the Fleet Division is performing well. An adequate number of trained and certified maintenance members work in the Fleet Division. With the addition of new Maintenance Management Software (AssetWorks), the addition of an EVT Level I, and the Fleet Services Support Specialist, the Division will continue its path of continuous improvement.

Plan

Northwest Fire District's Fleet Services Division will continue to follow the fleet certification programs, continue with factory training, and other classes related to the area of repair and maintenance.

References

Arizona Fire Mechanics Association

ASE Certification Program

EVT Certification Program

Copies of EVT Certificates – Available on site

6D.4 The reserve vehicle fleet is adequate, or a documented contingency plan is in place when an apparatus must be taken out of service.

Description

A reserve vehicle fleet is located at the Fleet Facility, the District's Training Center, and Station 336. Currently, there are four (4) reserve Type I Engines/Pumpers and one (1)

reserve ambulance located at Fleet. Training has two (2) Type I engines that can also be used as reserves and one (1) ambulance. We also have an ambulance at station 336 that can be placed into frontline service. The District currently has four (4) Engines/Pumpers on order with Rosenbauer. With the receipt of the two (2) new engines, it will allow for us to take the 2005 truck from frontline status and put it into reserve and likely allow us to put a 2008 truck into reserve also.

Appraisal

The current fleet of both reserve Engines/Pumpers and Ambulances are adequate for operational sustainment. The new Engine will be placed into service as a frontline apparatus, which will allow the Division to move a current frontline vehicle into reserve status.

Plan

When the new engine arrives, it will go into service as a frontline apparatus, allow for a newer vehicle to be placed into reserve, and allow for vehicles to be surplussed.

References

Strategic Planning meeting 01-17-23 Agenda Packet, Vehicle Replacement Strategy, p.173

Fleet Vehicle Asset List

Enterprise Lease agreement

CC 6D.5 The inspection, testing, preventive maintenance, replacement schedule and emergency repair of all apparatus are well established and meets the needs of the agency.

Description

NWFD has an adequate plan to meet the inspection, testing, preventive maintenance, replacement schedule, and emergency repair needs of the fleet. Various procedures based on manufacturer recommendations and applicable NFPA standards have been established for routine maintenance, minor repairs, major repairs, and emergency repairs. All apparatus follow a preventative maintenance (PM) service schedule and manufacturer recommended services and inspections according to their respective owner's manual. Fleet has implemented a more robust oil analysis program for all apparatus that now includes engine, transmission, coolant and pump transmission

samples, where oil is taken by our Technicians and sent to a third-party vendor for evaluation. All Engineers are instructed to follow SOG#6109 Staff Vehicles, SOG#2302 Daily Apparatus Checks, SOG#2308 Apparatus and Vehicle Maintenance Schedule, SOG#2309 Apparatus and Cleaning, and Sample of Daily Check Sheet documents when performing a daily inspection of all apparatus. Deficiencies are reported to the Fleet Services Division immediately upon recognition via a repair request form, daily truck check, or phone call to Fleet during normal working hours, or via phone to the on-call Technician after normal working hours for emergencies. When a new apparatus is acquired, Fleet is given manuals in which Technicians are updated on features of apparatus and notified of service requirements. Newly acquired vehicles are also inspected by District Fleet personnel prior to being placed in service to ensure they are in safe, functional working order. The leasing program covers all maintenance and replacement issues on leased vehicles with the exception of “wearable” items such as tires.

Appraisal

The transition to AssetWorks increased capabilities for scheduling testing, preventive maintenance, replacement schedules, and aided in the prioritization of repairs. The oil analysis program enabled the Division to have a better history of wear items and allowed it to be proactive. The lease program continued to show decreased cost without the large upfront capital.

Plan

The Division has transitioned to AssetWorks as the maintenance management software. Additionally, the Vehicle Replacement Plan will be followed to assure that District vehicles are in good condition. The Division has used NFPA 1911 as the basis for vehicle replacements. The lease program will continue to be used as it has resulted in cost savings and an annual inspection for lease vehicles has been introduced in addition to the outside vendor maintenance.

References

SOG#6109 Staff Vehicles

SOG#2302 Daily Apparatus Checks

SOG#2308 Apparatus and Vehicle Maintenance Schedule

SOG#2309 Apparatus and Cleaning

Sample of Daily Check Sheet

NFPA 1911

Strategic Planning meeting 01-17-23 Agenda Packet, Vehicle Replacement Strategy, p.173

Fleet Vehicle Asset List

Enterprise Lease agreement

Category 9

CC 9C.3 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updates as needed for all agency programs.

Description

NWFD's organizational documents, specifically District policies (reviewed annually through Lexipol) and Standard Operating Guidelines and manuals (reviewed at least every three years and updated as needed), are reviewed and in date. All known "critical" forms essential to the mission of the District are also reviewed at a minimum of a three-year interval. The District's recent contract with Lexipol was to ensure policy and procedure reviews are completed on the CPSE model's review schedule.

Appraisal

The District's new policy and procedure review methodology using Lexipol is working well to meet the agency's needs. Agency membership worked with Lexipol contractors in 2022 to migrate all NWFD policies and SOGs into the platform. To not inundate the Fire Board, Business Services is bringing batches of policies through the monthly Fire Board meetings for approval. The Knowledge Management System by Lexipol was deployed to membership in January 2023 following the lengthy 2022 policy review and revamping process. The current SOG manual is being incorporated into the Lexipol procedure section for rollout once the policy portion is approved and reviewed by members.

The Lexipol service provides data and tracking of policy and procedure employee reviews, legislative compliance, and organizational review/revision reminders to ensure that NWFD has notified the members of all policies and procedures, that NWFD has met federal and state compliance, and that the Center for Public Safety Excellence (CPSE) review requirements for policies (every year) and procedures/other critical documents (every three years) are met.

Plan

The District plans to finish the development of the new organizational documents within Lexipol and will evaluate once the project is complete.

References

2024 Essential Records Listing

Sample of Lexipol policy review and revision

FINANCE BUDGET DEPARMENT ID:

Department Finance ID #	Department(s)
4200	Fleet Services

ANNUAL OPERATING BUDGET REQUEST

\$1,958,671

PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET

Economic efficiencies have been difficult to note during this process due to the current inflationary climate. Vehicle parts, services, fuel, and vehicle lease budget lines year by year have the most allocated toward them, but all costs in these and other parts of the budget have seen increases from 10 to 35 percent. The Division is seeing the costs in most of these areas falling, but it is doubtful that the District will see prices similar to where they were a year or two ago.

Although Fleet Services does not have specifically defined staffing levels, it is considered fully staffed with the appropriate members. Supervision ratios, task functions, and communications have improved and continue to evolve.

CAPITAL ITEM REQUEST DISCUSSION

N/A

LINE-ITEM DISCUSSION

N/A

PROPOSED FISCAL YEAR 2025-2026 BUDGET

Account	Account Name	2023-24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	Variance	Comment
4200 - Fleet Services						
51110	Salaries	\$ 101,922	\$ 107,564	\$ 110,251	\$ 2,687	Step Increase
51120	Hourly	\$ 428,422	\$ 469,851	\$ 479,808	\$ 9,957	Step Increase
51150	Overtime	\$ 6,129	\$ 7,605	\$ 8,000	\$ 395	
51190	PTO Paid Out	\$ 3,812	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 67,133	\$ 99,439	\$ 106,320	\$ 6,881	Premium Increase
51212	Dental Insurance	\$ 2,702	\$ 3,863	\$ 3,800	\$ (63)	
51213	Vision Insurance	\$ 726	\$ 912	\$ 896	\$ (16)	
51216	Life Insurance	\$ 332	\$ 336	\$ 336	\$ -	
51218	STD Insurance	\$ 1,316	\$ 1,440	\$ 1,508	\$ 68	
51230	Social Security	\$ 31,866	\$ 34,347	\$ 35,299	\$ 952	Step Increase
51231	Medicare	\$ 7,453	\$ 8,483	\$ 8,672	\$ 189	
51251	ASRS	\$ 60,930	\$ 66,330	\$ 66,300	\$ (30)	
51290	PEHP	\$ 5,100	\$ 5,850	\$ 5,981	\$ 131	
Total Personnel		\$ 717,843	\$ 806,020	\$ 827,171	\$ 21,151	
52148	Small Tools & Instruments	\$ 6,005	\$ 6,500	\$ 27,400	\$ 20,900	Truck Scales (6)
52160	Dues, Memberships & Subscriptions	\$ 497	\$ 800	\$ 800	\$ -	
52170	Travel & Per Diem	\$ 5,554	\$ 7,500	\$ 7,500	\$ -	
52180	Training	\$ 4,434	\$ 5,000	\$ 5,000	\$ -	
52198	Books & Periodicals	\$ 278	\$ 595	\$ 595	\$ -	
52511	Fuel	\$ 205,758	\$ 260,700	\$ 193,567	\$ (67,133)	Estimated Fuel Prices
52512	Oil, Lubricants, Etc.	\$ 11,555	\$ 21,866	\$ 21,866	\$ -	
52513	Vehicle Parts	\$ 207,492	\$ 287,520	\$ 273,175	\$ (14,345)	Per Detailed Request
52514	Tires & Repairs	\$ 54,375	\$ 51,290	\$ 56,290	\$ 5,000	Inflationary Increases
52515	Batteries	\$ 7,706	\$ 24,160	\$ 29,160	\$ 5,000	Inflationary Increases
52519	Shop Supplies	\$ 26,794	\$ 27,764	\$ 30,764	\$ 3,000	Inflationary Increases
52520	Vehicle Services	\$ 117,954	\$ 164,712	\$ 164,708	\$ (4)	
52522	Aerial Ladder Testing	\$ 6,380	\$ 9,800	\$ 9,800	\$ -	
52560	Equipment Services	\$ 7,530	\$ 10,875	\$ 10,875	\$ -	
52622	Vehicle Lease	\$ (129,445)	\$ 207,840	\$ 300,000	\$ 92,160	New Vehicle Price Increases
53000	Lease Interest	\$ 25,233	\$ -	\$ -	\$ -	
53001	Lease Principal	\$ 148,724	\$ -	\$ -	\$ -	
Total Non-Personnel		\$ 706,824	\$ 1,086,922	\$ 1,131,500	\$ 44,578	
Total Fleet Services 4200		\$ 1,424,667	\$ 1,892,942	\$ 1,958,671	\$ 65,729	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A