

# **EXECUTIVE SUMMARY**

## **CITY OF CHATTANOOGA FLEET STUDY**

**by**  
**MTAS**

MTAS appreciates the opportunity to work with city staff to prepare this study. Without their ideas, input and suggestions this report would not have been possible. We thank everyone for their co-operation and assistance. MTAS acknowledges the improvements that have been made in fleet maintenance and applauds the current management for their efforts and successes.

After a brief introduction, this report focuses on the primary recommendation: **centralizing fleet management**. The report presents examples of what is not working well in current fleet maintenance operations; gives examples of centralized functions with the City of Chattanooga that are working well, and lists the benefits and implementation steps for centralizing fleet management.

### Benefits of Centralized Fleet Management

- Optimize usage and reduce the overall fleet size;
- Standardize specifications;
- Internalize all costs and recover costs through leasing vehicles and equipment to user departments;
- Simplify budgeting for user departments;
- Improve communications within the department;
- Maintain fleet standards for cleanliness, appearance and condition of all vehicles and equipment; and
- Establish a city-wide vehicle replacement fund.

Regardless of whether fleet management's functions are centralized, MTAS recommends improvements for the following activities:

- Reduce returns and make the process less burdensome for user departments;
- Standardize specifications while meeting the needs of user departments;
- Make the disposal process more systematic and accountable;
- Make preventative maintenance a higher priority;
- Improve communication within the department and with user departments through a structured process;
- Improve mechanics' productivity;
- Improve pay structure and recruitment;
- Require training and certifications for mechanics;
- Improve effectiveness through improved monitoring of costs and improvements in productivity;
- Improve the department's electronic management system;
- Account for operational costs through establishing cost centers;
- Centralize fleet inventory and gain control of fleet records.

Several of the recommendations discussed in this report will require further research and analysis before implementation. MTAS stands ready to assist you.