



# CENTRAL FIRE PROTECTION DISTRICT

## Fleet Services Business Plan

### 2019–2021



*Proudly Serving the Communities of Capitola, Live Oak, and Soquel*



*WE PROUDLY SERVE THE COMMUNITIES OF...*



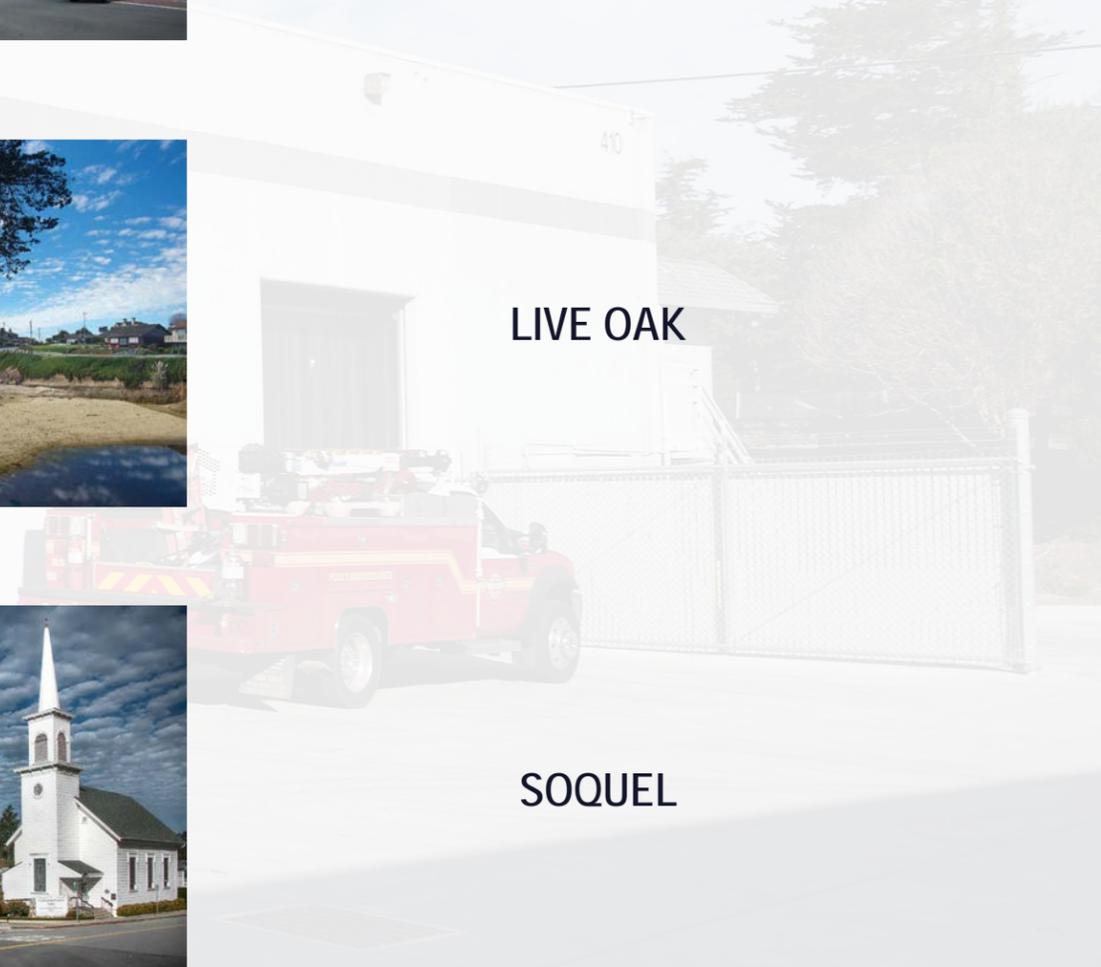
CAPITOLA



LIVE OAK



SOQUEL





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# INTRODUCTION LETTER



Members of the Board,

I am pleased to present the first edition of Central Fire Protection District's Fleet Services 2019-2021 Business Plan. This document reflects the vision of the District's Management Team to create a comprehensive three-year strategic plan which will serve as a guide in providing direction to the Division and to our customers as we forecast future needs.

This plan will provide ongoing strategic direction for Fleet Services and help educate our customers about the goals we plan to reach over the next three years. The plan will be evaluated and updated as necessary to reflect changes in the organizational climate, our customer base, and the automotive and equipment industry.

Since its inception in 2010, Fleet Services has grown approximately 40% based on completed repair orders. While the Division has grown, the processes and efficiencies have not adapted to this rapid growth. This business plan will address current challenges faced within the Division as the number of apparatus we service increases.

To ensure the best overall value for our customers, we plan to focus on continual ways to enhance efficiencies, modernize processes, embrace technology and ensure financial stewardship, ultimately contributing to the success of serving the citizens of Santa Cruz County.

I would like to thank the Fleet Services Staff who are committed to operational excellence, safety and delivering value to our customers, partners, and stakeholders. I look forward to executing this business plan to meet our future goals.

Steven Hall  
Fire Chief



# HISTORY

The Central Fire Protection District Vehicle Maintenance Facility is located at 410 Kennedy Drive in Capitola, CA and is responsible for maintaining the operational readiness of the Department's apparatus fleet and support vehicles. The Fleet Services Division also provides contract services for fleet maintenance to other fire agencies located within Santa Cruz County.

In 2010, the District purchased the commercial property at 410 Kennedy Drive with the purpose of expanding opportunities for mobile repair by utilizing a business approach. The new facility addressed the need for increased work area, a centralized location, and enhanced partnerships with allied agencies.

Our technicians perform routine and emergency repairs, safety inspections, preventative maintenance, pump testing, opacity testing, and communications equipment installation among other duties.

The Fleet Services Division completes approximately 400 repair orders a year and services 110 vehicles for 5 different fire agencies.



# MISSION

Fleet Services is committed to the following principles:

- To comply with all County, State and Federal laws, rules, regulations, and best practices for fire apparatus fleet maintenance.
- To provide high quality, responsive, and efficient services to our customers.
- To ensure safe, reliable, and environmentally-sound vehicles, which are crucial to the fire service.
- To maximize economies of scale, efficiency of operations, and the long-term value of the fleet investment.
- To adapt to emerging challenges and maintain the viability of the Fleet Services Division.



# FLEET SERVICES STAFF



**Ken Cooper**  
Senior Fire Apparatus Technician  
Full-Time



**Matthew Darton**  
Fire Apparatus Technician  
Full-Time



**Lisa Grigg**  
Administrative Assistant  
Part-Time



# CUSTOMER BASE



Central Fire Protection District



Aptos/La Selva Fire Protection District



Pajaro Dunes Fire



Pajaro Valley Fire Protection District



Paradise Park Volunteer Fire



Santa Cruz City Fire

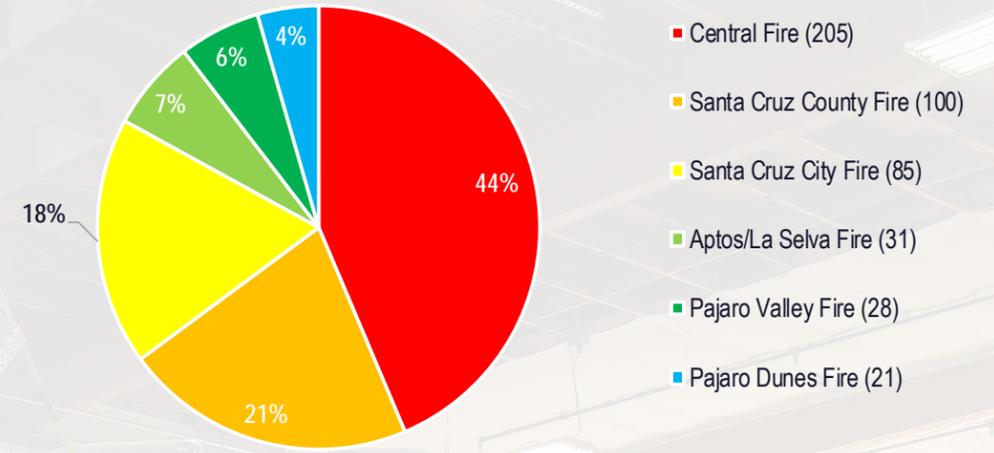


Santa Cruz County Fire

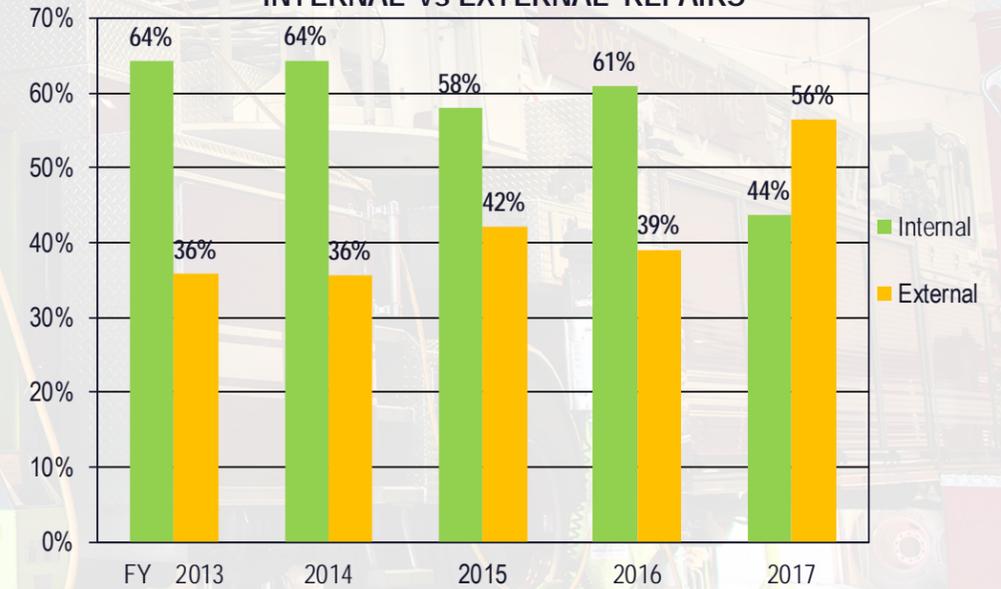


# CUSTOMER BASE (CONT.)

### FISCAL YEAR 2017 REPAIR ORDERS BY AGENCY

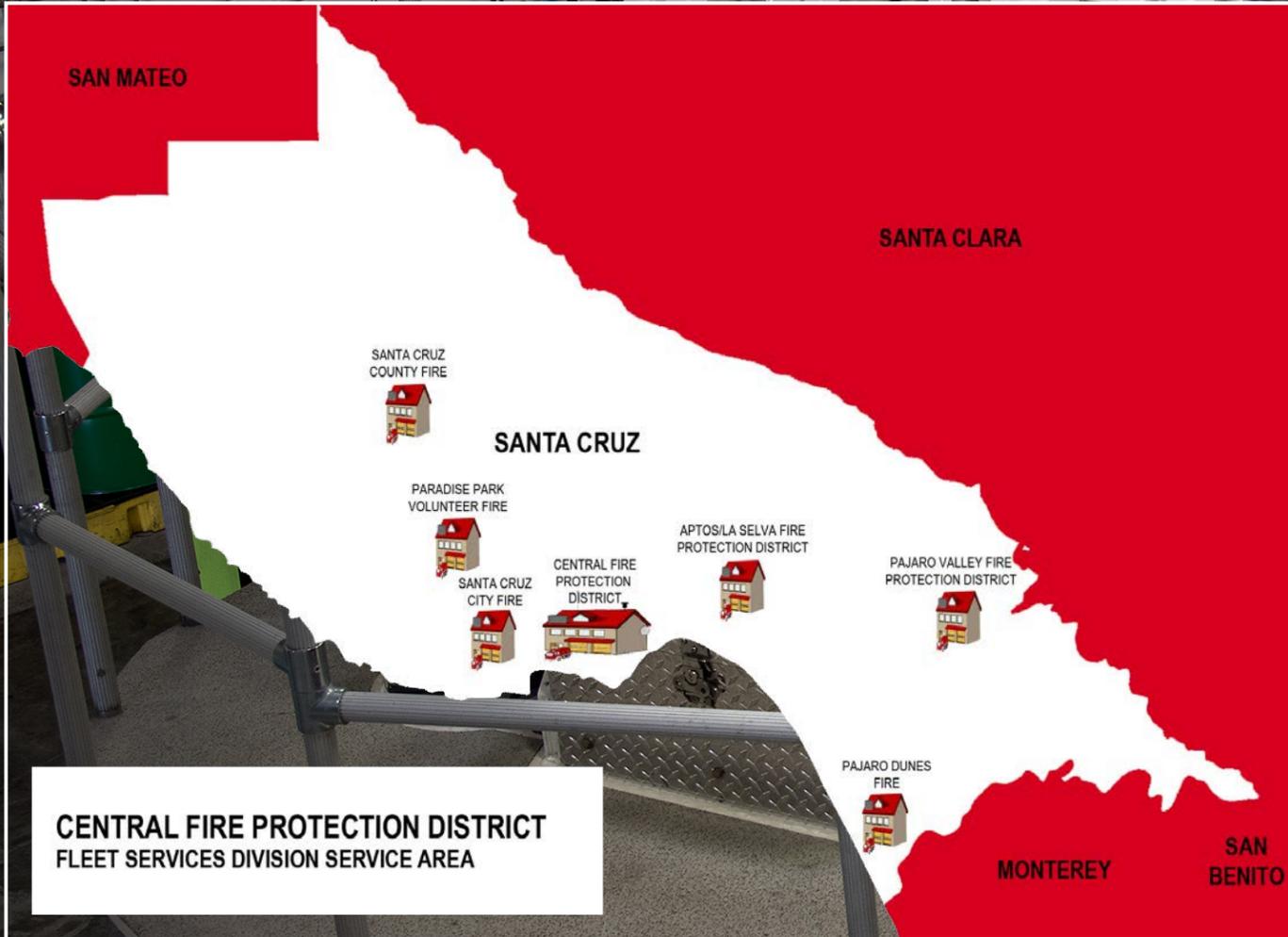


### INTERNAL vs EXTERNAL REPAIRS



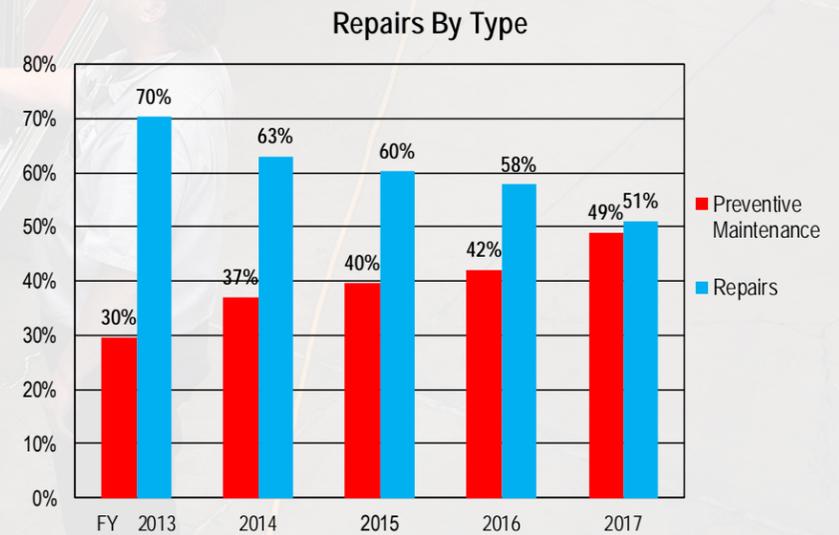
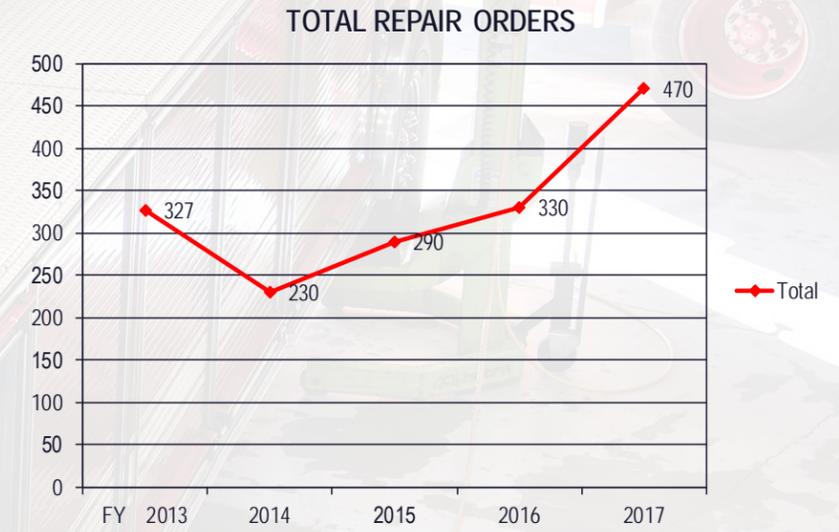


# SERVICE AREA



# PERFORMANCE MEASURES

| TYPE OF APPARATUS           | TOTAL VEHICLE INVENTORY |
|-----------------------------|-------------------------|
| Engine .....                | 45                      |
| Truck .....                 | 5                       |
| Rescue .....                | 11                      |
| Tender .....                | 8                       |
| Utility .....               | 31                      |
| Ambulance .....             | 1                       |
| Trailer .....               | 5                       |
| Watercraft .....            | 1                       |
| Parade .....                | 1                       |
| Service Truck .....         | 2                       |
| <b>Total Vehicles .....</b> | <b>110</b>              |





# SWOT ANALYSIS

## Strengths

- Provides convenient, high quality, and cost effective fleet services to District vehicles crucial to its operations.
- Contracts fleet maintenance agreements with other local fire agencies.
- Committed, skilled and specialized work force.
- Overall fleet safety record and Certified California Green Business.

## Weaknesses

- Comprehensive fleet management policies and standard operating procedures not in place.
- Inefficient processes and practices negatively impacting workload.
- Appropriately allocating labor and overhead cost to shop labor rates.
- Manually processing and tracking of inventory and shop supplies.
- Staffing levels not sufficient to keep up with continual demand for services.

## Opportunities

- Maximize economies of scale and efficiency of operations.
- Strengthen resources to improve efficiencies and support business growth.
- Amend contract fees to closely align with standard shop rates.
- Increase staff to keep up with workload.
- Improve organization of shop facility and procedures.

## Threats

- Funding reductions.
- Reduced customer satisfaction due to inability to complete all work in timely manner.
- Lack of skilled technicians available for recruitment.



# GOALS & OBJECTIVES

Given these conditions, this next section focuses on goals and objectives to be accomplished over the next several years in an effort to improve the economy, efficiency and effectiveness of operations.

## Goal 1: Develop comprehensive fleet management policies and standard operating procedures.

**Purpose:** Improve the District's oversight and management of its Fleet Operations. Currently there are standard operating procedures ("SOP's") maintained at Fleet Services but without visibility to District leadership. Policies should address how vehicles are assigned, utilized and cared for which is common practice in local government agencies. It should also outline the responsibilities of Fleet staff, and internal procedures for routine maintenance, emergency repairs and performance measures.

- Objective 1A – Develop policies specific to Fleet Services that align with the District's existing policies.
- Objective 1B – Document and update existing SOPs which provide a comprehensive overview of the functions of Fleet Services; i.e. entry of repair orders, scheduling, road service, invoicing, inventory, etc.
- Objective 1C – Centralize policies and procedures with the development of the Lexipol system.

## Goal 2: Improve efficiencies and support business growth through technological advances and better infrastructure.

**Purpose:** Fleet Services has been faced with challenges due to its rapid growth. The Division, up until recently, had been operating with inefficiencies relating to its infrastructure, outdated systems and processes. Several improvements have been made over the past few years which include improved internet capabilities, relocation of the server, and utilization of software to streamline processes. Further improvements will be needed in the future to provide better workflow and efficiencies.

- Objective 2A – Provide technicians with repurposed Microsoft Surface tablets to access the repair order system remotely for on-the-road repairs and maintenance.
- Objective 2B – Implement a new bar coding inventory system to eliminate the manual process of parts tracking. The use of bar coding will automate and enhance the ability of technicians to access and track cost more efficiently. (See additional discussion in Financial Plan section).
- Objective 2C – Construct a mezzanine level to optimize use of apparatus bay floor space, workflow, and organization of shop facility to support more efficient operations.



# GOALS & OBJECTIVES (CONT.)

## Goal 3: Assess and optimize staffing levels for existing and future business opportunities.

Purpose: Staffing levels, productivity, and workload should also be assessed to meet current demand as well as interest from other local fire agencies for contract of services.

To quantify labor demand, the number of productive hours was determined. The technician's productivity ratio (wrenching hours) were calculated based on the number of hours available for wrenching versus hours billed to customers. Technicians are typically paid 2,080 hours per year exclusive of overtime. Holidays, vacation, sick time, training, meetings, etc. must be deducted to account for time not wrenching. A commonly used benchmark is 70% of payroll hours (i.e., 1,456 hours per year)\*. Below is an illustration of the productivity rate over the past 5 years.

### PRODUCTIVITY CALCULATION

|                                | Actual 2013 | Actual 2014 | Actual 2015 | Actual 2016 | Actual 2017 |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|
| Total Mechanic Hours Billed    | 1,275.43    | 1,068.75    | 1,589.88    | 1,608.29    | 1,867.62    |
| Total Straight Hours Telestaff | 1,849.00    | 1,806.50    | 2,381.00    | 3,746.50    | 3,716.75    |
| <b>Productivity %</b>          | <b>69%</b>  | <b>59%</b>  | <b>67%</b>  | <b>43%</b>  | <b>50%</b>  |

As depicted, the productivity ratio has decreased on average from 68% for FY 2013 -2015 to 47% for FY 2016-2017 (excludes 2014, Fleet Services was shut down for 4 weeks due to parking lot reconstruction). The loss in productivity is attributed to increased workload (Santa Cruz County as a new customer in 2016) as well as the lag in the benefit of hiring an additional technician to address this increase. Typically, a new employee can take up to two full years to reach the same level of productivity as an existing staff member. On average total wrenching hours are 900 hours per technician.

To calculate staffing requirements based on labor demand, a vehicle equivalent unit (VEU) calculation was used to equate the level of effort to maintain dissimilar vehicles. A VEU is equal to 8 hours per year. Passenger cars are typically given a baseline of 1.0 VEU while fire trucks require more labor and require 10 VEU's. Based on the average number of vehicles the Division services per year, the number of technicians recommended is 3 to 4 based on the national average wrenching time of 1,456 hours.

- Objective 3A – Track and monitor non-wrenching hours and establish a 70% performance productivity goal for technicians. Reduce time spent on non-wrenching activities, such as obtaining parts, cleaning the shop, and transporting vehicles to and from locations. Well run fleet operations utilize lower level part time employees to perform these tasks.
- Objective 3B – Reassess staffing levels to bring in line with recommended levels\*. This will be crucial if the District takes on additional external customers. Increasing productivity, in addition to hiring another technician and



# GOALS & OBJECTIVES (CONT.)

part-time service workers, will potentially increase the number of wrenching hours.

- Objective 3C – Consider reconfiguration of Fleet Division staff and functional responsibilities. If expansion occurs, the addition of another technician as well as an increase in administrative support will need to be determined. However, there is also a lack of management within the Division to consider, which includes planning, directing, supervising as well as oversight of administrative duties associated with Fleet Services.

### VEHICLE EQUIVALENT UNIT CALCULATION

| Vehicle Type   | Equipment Class | Number of Fleet Units | VEU value = (EC) X (Number of Units) | Labor Hours = (VEUValue) X (8 Labor Hours) |
|--|-----------------|-----------------------|--------------------------------------|--|
| Engine   | 10              | 45                    | 450                                  | 3600                                       |
| Truck  | 10              | 5                     | 50                                   | 400  |
| Rescue   | 8               | 11                    | 88                                   | 704  |
| Tender   | 5               | 8                     | 40                                   | 320  |
| Utility  | 1.5             | 31                    | 46.5                                 | 372  |
| Ambulance  | 5               | 1                     | 5                                    | 40   |
| Trailer  | 1               | 5                     | 5                                    | 40   |
| Watercraft   | 1               | 1                     | 1                                    | 8  |
| Parade   | 1               | 1                     | 1                                    | 8  |
| Service Truck  | 1.5             | 2                     | 3                                    | 24   |
|  |                 | <b>Total</b>          | <b>110</b>                           | <b>689.5</b>                               |
|  |                 |                       |                                      | <b>5516</b>                                |
| <i>Number of total Mechanics based on National Average (1,456 hrs)</i> |                 |                       |                                      | <b>3.79</b>                                |

\* National hours is 70% of actual worked hours (2080 x .7 = 1,456) according to Mercury Associates study

## Goal 4: Evaluate shop labor rates and markups by appropriately allocating labor and overhead costs charged to customers.

Purpose: Identify true costs to subsidize the Fleet Services Division by recalculating the internal rate charged to Central Fire vehicles, and amend contract rates to capture inflationary cost increases since the last rate increase on July 1, 2014.

- Objective 4A – Calculate the internal rate charged to Central Fire vehicles to include total burdened labor rate and overhead cost. Fleet Services uses a \$45.00/hour labor rate for its internal costs which is grossly understated as it is based on the technicians' hourly pay rate not including benefits. The internal rate was recalculated to \$113.80 based on direct labor costs and full overhead cost recovery.



# GOALS & OBJECTIVES (CONT.)

- Objective 4B – Increase external contract rates to recoup overhead costs and inflationary increases over the past several years. The last fee increase was enacted in 2014. Since then, operating costs have increased and have been absorbed by the District. Recommendation is for a fee increase in FY 2019 of 5% to recoup operating expense, then 3.5% in subsequent years 2020 and 2021 based on the average Bay Area CPI index for all labor charges and markups.

### OPERATING EXPENSE RECOVERY

|                          | 2013       | 2014        | 2015        | 2016        | 2017        |
|--------------------------|------------|-------------|-------------|-------------|-------------|
| Overhead Cost            | \$ 56,000  | \$ 62,000   | \$ 70,000   | \$ 85,000   | \$ 105,000  |
| Internal rate (restated) | \$ 40,000  | \$ 36,000   | \$ 50,000   | \$ 50,000   | \$ 50,000   |
| External rate            | \$ 8,000   | \$ 6,000    | \$ 10,000   | \$ 12,000   | \$ 17,000   |
| Total                    | \$ 48,000  | \$ 42,000   | \$ 60,000   | \$ 62,000   | \$ 67,000   |
| Shortfall                | \$ (8,000) | \$ (20,000) | \$ (10,000) | \$ (23,000) | \$ (38,000) |

### SAN FRANCISCO-OAKLAND-SAN JOSE CPI-U BI-MONTHLY & ANNUAL % CHANGES (NOT SEASONALLY ADJUSTED)

| Month    | 2012       |        | 2013       |        | 2014       |        | 2015       |        | 2016       |        | 2017       |        |
|----------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|
|          | Bi-monthly | Annual |
| February | 1.1        | 3.0    | 1.3        | 2.4    | 1.2        | 2.4    | 1.0        | 2.5    | 0.9        | 3.0    | 0.8        | 3.4    |
| April    | 0.9        | 2.1    | 0.8        | 2.4    | 1.2        | 2.8    | 1.1        | 2.4    | 0.7        | 2.7    | 1.1        | 3.8    |
| June     | 0.3        | 2.6    | 0.5        | 2.6    | 0.7        | 3.0    | 0.6        | 2.3    | 0.6        | 2.7    | 0.3        | 3.5    |
| August   | 0.6        | 2.8    | 0.1        | 2.0    | 0.0        | 3.0    | 0.3        | 2.6    | 0.7        | 3.1    | 0.2        | 3.0    |
| October  | 0.7        | 3.2    | 0.2        | 1.6    | 0.5        | 3.2    | 0.4        | 2.6    | 0.9        | 3.6    | 0.6        | 2.7    |
| December | -1.4       | 2.2    | -0.4       | 2.6    | -0.9       | 2.7    | -0.3       | 3.2    | -0.3       | 3.5    | -0.1       | 2.9    |

- Objective 4C – Evaluate travel and road service charges on external contract rates. Current travel charge is “No charge for first 50 miles; over 50 miles \$1.50 / mile”. The technicians travel to off-site locations to conduct 90-day inspections. Inspections are grouped by agency and location, with each group varying from 4–6 hours for completion of services. Currently, we do not charge travel time for this service. This also directly impacts productivity ratios for time traveled to these locations.



# FINANCIAL PLAN

The District's Fleet Service Division is managed as an internal service fund, which is defined as a fund that primarily provides either benefits, goods, or services to other funds or departments of the governmental agency on a cost-reimbursement basis with the goal to 'break-even' rather than make a profit.

Fleet Services charges the District's General Fund actual costs to service Central Fire apparatus and utility vehicles (internal rate). It also services allied agency vehicles which generate service revenue (external rate); the remaining cost is subsidized by the District.

Below are the actual results for the past 5 years, restated to include the recalculated costs of internal charges to determine the District's true cost to subsidize Fleet Services. Based on this calculation, the true cost of subsidizing is within the 25-30% range on average.

### FINANCIAL PLAN - ACTUAL

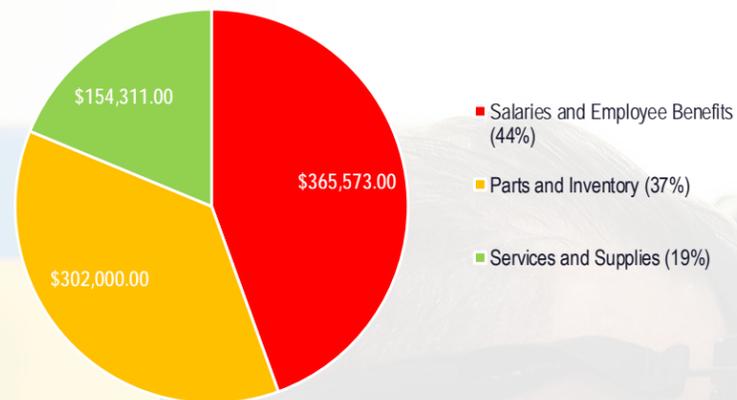
| FISCAL YEAR                | Actual 2013 | Actual 2014 | Actual 2015 | Actual 2016 | Actual 2017 |
|----------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>REVENUE</b>             |             |             |             |             |             |
| Revenue Total              | \$ 121,773  | \$ 107,977  | \$ 161,473  | \$ 193,704  | \$ 345,161  |
| <b>EXPENDITURES</b>        |             |             |             |             |             |
| Salaries & Benefits        | \$ 190,716  | \$ 180,887  | \$ 198,978  | \$ 310,124  | \$ 330,357  |
| Services & Supplies        | \$ 267,843  | \$ 261,660  | \$ 271,704  | \$ 385,764  | \$ 404,765  |
| Expenditure Total          | \$ 458,559  | \$ 442,547  | \$ 470,682  | \$ 695,888  | \$ 735,122  |
| <b>INTRAFUND TRANSFERS</b> |             |             |             |             |             |
| Internal Services Charges  | \$ 240,208  | \$ 184,212  | \$ 277,300  | \$ 258,348  | \$ 226,587  |
| Subsidized by District     | \$ 96,578   | \$ 150,358  | \$ 31,909   | \$ 243,837  | \$ 163,374  |
| Transfer Total             | \$ 336,787  | \$ 334,570  | \$ 309,209  | \$ 502,185  | \$ 389,961  |
| Net Profit                 | \$ -        | \$ -        | \$ -        | \$ -        | \$ -        |
| Subsidized by District %   | 21%         | 34%         | 7%          | 35%         | 22%         |



# FINANCIAL PLAN (CONT.)

Fleet Services budgeted expenditures for FY 2017-18 is comprised of 44% salary and employee benefits, 37% parts and inventory, and 19% services and supplies.

BUDGETED EXPENDITURES



In order to decrease the District's subsidy, the primary cost drivers were identified. A reduction or improvement to these areas will significantly reduce subsidization by the District.

1. Improvement to productivity ratio (increase to 70%) which will drive down cost for shop labor rates through greater absorption of fixed costs.
2. Increase external contract rates to recoup operating costs and inflationary increases for the past four years. Amend travel time for fuel cost increases.
3. Optimize management of inventory on hand. This will be addressed with the inventory management system discussed under Goal 2. As depicted, stock inventory is \$50,000 on average. The goal will be to optimize inventory levels to drive down the subsidized cost each year.

INVENTORY MANAGEMENT

|                         | 2013       | 2014       | 2015       | 2016       | 2017       |
|-------------------------|------------|------------|------------|------------|------------|
| <b>Inventory Cost</b>   |            |            |            |            |            |
| Cost                    | \$ 210,000 | \$ 195,000 | \$ 200,000 | \$ 295,000 | \$ 300,000 |
| <b>Inventory Billed</b> |            |            |            |            |            |
| Internal                | \$ 120,000 | \$ 85,000  | \$ 135,000 | \$ 115,000 | \$ 90,000  |
| External                | \$ 45,000  | \$ 50,000  | \$ 60,000  | \$ 85,000  | \$ 160,000 |
| Total Billed            | \$ 165,000 | \$ 135,000 | \$ 195,000 | \$ 200,000 | \$ 250,000 |
| Inventory on Hand       | \$ 45,000  | \$ 60,000  | \$ 5,000   | \$ 95,000  | \$ 50,000  |



# FINANCIAL PLAN (CONT.)

The following chart is a forecast of FY 2017-18 as well as a projection for the next three years (2019–2021), which addresses the cost drivers identified in the previous section. Rate increases, improved productivity, and inventory management will reduce the subsidized percentage from 31% as forecasted for FY 2018 to 15% by 2021.

FINANCIAL PLAN - FORECAST

|                            |               | 5% Fee Increase | 3.5% Fee Increase | 3.5% Fee Increase |
|----------------------------|---------------|-----------------|-------------------|-------------------|
| FISCAL YEAR                | Forecast 2018 | Projected 2019  | Projected 2020    | Projected 2021    |
| <b>REVENUE</b>             |               |                 |                   |                   |
| Revenue Total              | \$ 309,033    | \$ 355,022      | \$ 409,820        | \$ 451,576        |
| <b>EXPENDITURES</b>        |               |                 |                   |                   |
| Salaries & Benefits        | \$ 365,573    | \$ 376,540      | \$ 387,836        | \$ 399,471        |
| Services & Supplies        | \$ 414,474    | \$ 404,765      | \$ 416,908        | \$ 429,415        |
| Expenditure Total          | \$ 780,047    | \$ 781,305      | \$ 804,744        | \$ 828,887        |
| <b>INTRAFUND TRANSFERS</b> |               |                 |                   |                   |
| Internal Services Charges  | \$ 231,921    | \$ 238,879      | \$ 246,045        | \$ 253,427        |
| Subsidized by District     | \$ 239,092    | \$ 187,405      | \$ 148,879        | \$ 123,884        |
| Transfer Total             | \$ 471,013    | \$ 426,283      | \$ 394,924        | \$ 377,310        |
| Net Profit                 | \$ -          | \$ -            | \$ -              | \$ -              |
| Subsidized by District %   | 31%           | 24%             | 19%               | 15%               |



# FINANCIAL PLAN (CONT.)

The chart below is an estimate of the cost of adding an additional technician. Total salary and benefits would be approximately \$100,000, however this would be partially offset by revenue generated from servicing more external customers if the District were to take on more business. The percentage subsidized would increase by 4% or \$60,000 within the first year but will decrease as the employee productivity levels improve.

| FINANCIAL PLAN - FORECAST (WITH TECHNICIAN) |            |                        |                       |
|---|------------|------------------------|-----------------------|
| FISCAL YEAR                                 | 2019       | Addition of Technician | Total With Technician |
| <b>REVENUE</b>                              |            |                        |                       |
| Revenue Total                               | \$ 355,022 | \$ 45,234              | \$ 400,256            |
| <b>EXPENDITURES</b>                         |            |                        |                       |
| Salaries & Benefits                         | \$ 376,540 | \$ 104,623             | \$ 481,163            |
| Services & Supplies                         | \$ 404,765 |                        | \$ 404,765            |
| Expenditure Total                           | \$ 781,305 | \$ 104,623             | \$ 885,929            |
| <b>INTRAFUND TRANSFERS</b>                  |            |                        |                       |
| Internal Services Charges                   | \$ 238,879 |                        | \$ 238,879            |
| Subsidized by District                      | \$ 187,405 | \$ 59,389              | \$ 246,793            |
| Transfer Total                              | \$ 426,283 | \$ 59,389              | \$ 485,672            |
| Net Profit                                  | \$ -       | \$ -                   | \$ -                  |
| Subsidized by District %                    | 24%        |                        | 28%                   |



# CONCLUSION

Over the next several years this business plan will address continual improvement within the Fleet Services Division as well as reduce the subsidy by the District. The implementation of the goals in this plan will address efficiency and cost savings which will maintain the viability of the Division. Performance measures should be in place to support the evaluation of operational efficiency and effectiveness. Below is an implementation schedule with targeted dates of completion.

| IMPLEMENTATION SCHEDULE |   |   |                 |
|-------------------------|---|---|-----------------|
| Goal                    | Description   | Implementation  | Completion Date |
| Goal 1                  | Develop comprehensive fleet management policies and standard operating procedures.                              | <i>Objective 1A</i> – Develop policies specific to Fleet Services                                 | 2019            |
|                         |   | <i>Objective 1B</i> – Document and update existing SOPs   | 2019            |
|                         |   | <i>Objective 1C</i> – Centralize policies and procedures in Lexipol system                        | 2019            |
| Goal 2                  | Improve efficiencies and support business growth through technological advances and better infrastructure.      | <i>Objective 2A</i> – Microsoft Surfaces to access repair order system remotely                   | 2018            |
|                         |   | <i>Objective 2B</i> – Implement a new inventory system  | 2019            |
|                         |   | <i>Objective 2C</i> – Build out a mezzanine level to optimize use of mechanic bay                 | 2021            |
| Goal 3                  | Assess and optimize staffing levels for existing and future business opportunities.                             | <i>Objective 3A</i> – Track and monitor non-wrenching hours and establish a 70% productivity goal | 2021            |
|                         |   | <i>Objective 3B</i> – Reassess staffing levels to bring more in line with recommended levels.     | 2021            |
|                         |   | <i>Objective 3C</i> – Consider reconfiguration of fleet division staff and functions.             | 2021            |
| Goal 4                  | Evaluate shop labor rates and markups by appropriately allocating labor and overhead cost charged to customers. | <i>Objective 4A</i> – Calculate “true cost” of internal rate charged to Central Fire vehicles     | 2018            |
|                         |   | <i>Objective 4B</i> – Increase external contract rates  | 2018            |
|                         |   | <i>Objective 4C</i> – Amend travel and road service charges on external contract rates.           | 2018            |

Overall, the Fleet Services Division has taken great strides to adapt to its rapid growth. In the coming years, the Division will focus on core operations to meet our current and future demands.



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