Measuring Your Fleet – APWA's Top 10 Performance Measures

PUBLIC WORKS EXPO SEATTLE

#PWX2019

LEARNING OBJECTIVES

At the end of this learning experience, I will be better able to...

1. Identify the performance measures most commonly used by fleet operations
2. Explore how your agency can adapt these performance measures to meet current needs
3. Explain the value of measuring performance to mangers and technicians

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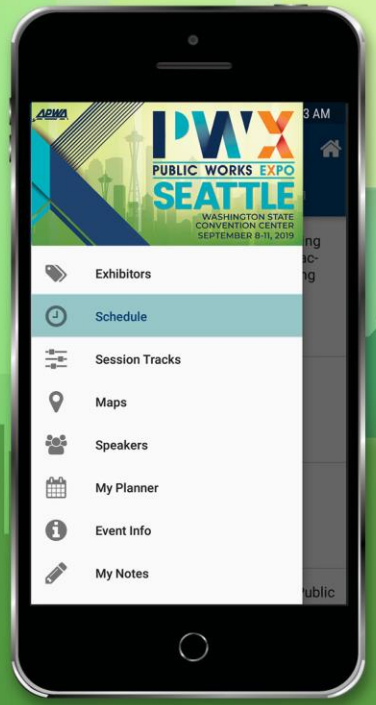
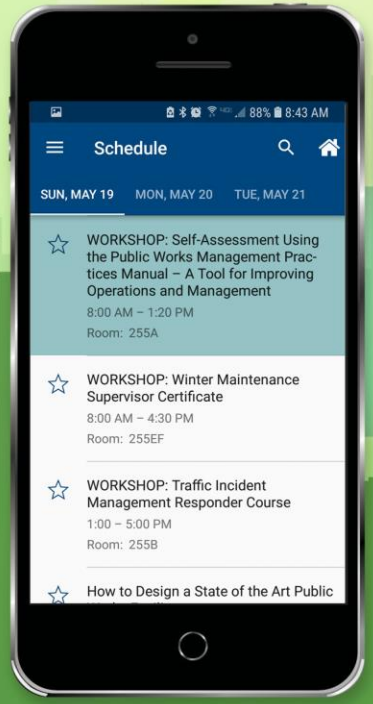
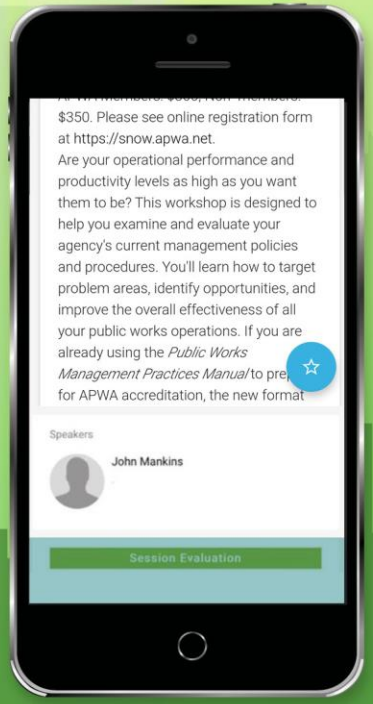
1 **Press** the **"Schedule"** option on the app home screen

2 **Find** your **education session** on the calendar

3 **Scroll down** and **press** the **"Session Evaluation"** option







#PWX2019

Top 10 Performance Measures for Fleet Managers

Speakers

- Donald J. Miller, CPFP, Director of Fleet
  City of Kitchener, ON
- Kevin L. Schlangen, CPFP, CAFM, CEM
  Fleet Manager, Dakota County, MN
- Mark A. Stinson, CPFP, CPWP-W, Fleet Manager
  City of Lee's Summit, MO
- Darryl Syler, CPFP, Director of Fleet Management
  City of Dublin, OH
- Jeffrey A. Tews, CPFP, Fleet Services Manager
  City of Milwaukee, WI

1 - Developing Fleet Charge-Back Rates

Prepared & Presented by:
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Developing Rates

- Establish Cost Basis –
  - Identify all direct and indirect cost

    (typically all of the cost identified in the Fleet organizations line item budget)
    - All labor and benefit cost
    - Uniforms and personal protective equipment
    - Technician tools
    - Staff training
    - Purchase of shop and office supplies and equipment
    - Computer systems and support
    - Insurance
    - Support from other departments – Admin, Finance, IT, HR, Legal
    - Building rental and utilities

    Total cost of doing business

Define Lines of Business

- Define a rate structure that truly reflects the cost of goods and services the fleet organization provides to its customers.
  - Fully burden labor rate per technician
  - Markup cost per gallon of fuel
  - Percentage markup for parts
  - Cost per vehicle wash
  - Daily rate for Motor Pool vehicles
  - Percentage markup for vendor charges
  - Flat fee per month for Fleet Management & Administration

.01-01	Full Time Salaries	% of Total Salary	Salary
	Fleet Manager	50%	$43,105
	Lead Technician	80%	$68,617
	Fleet Administrative Assistant	50%	$22,311
	Parts and Service Specialist	80%	$57,511
	Mechanic II (3)	100%	$222,767
	Mechanic I (4)	100%	$206,300
.01-11	Overtime		$30,995
.01-17	Shift Pay		$5,550
.02-30	Retirement FICA		$2,253
.02-35	Retirement IMRF		$4,597
.02-50	Health Insurance		$107,120
.02-55	Professional Development		$8,900
.03-36	IT		$61,880
.04-16	Utilities		$28,000
.04-26	Service Contracts		$4,370
.04-28	Vehicle Lease		$12,481
.05-03	Telephones		$0
.05-05	Forms and Printing		$0
.05-55	Insurance		$22,635
.06-37	Small Tools		$9,500
.06-38	Safety Equipment		$7,500
.10-99	Transfer to Reserves (Fleet Equipment)		$0

Total Salary	$620,611
Benefits and Shop Expenses	$305,781
Shop Expenses paid by Labor	**$926,392**

HOURS	Annual Hours	% of Budget	Hours Paid by Shop	Leave/ Breaks	Billable Hours
Lead Tech	2080	80%	1664	536	1128
Mech II	6240	100%	6240	1464	4776
Mech I	8320	100%	8320	1716	6604
				Total Billable Hours	**12508**

Total $926,392/12,508 Billable Hours $74.06

Top 10 Performance Measures for Fleet Managers

2 - Conducting Preventative Maintenance

Presented by: Mark A. Stinson, CPFP, CPWP-M
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Prepared by: Sam Lamerato, CPFP
Superintendent of Fleet (retired), City of Troy, MI
Principal Speaker – Public Fleet Summits
Principal Advisor – Public Fleet Advisors
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Effective P.M. Programs

- Rule of thumb for periodic measurement of proper P.M. is to measure your fleet against other similar fleets or industry standards.
  - 50% of work performed should be P.M. services
    (labor hours 70% schedule work, 30% unscheduled work)
  - 95% of P.M.s Should be completed within 10% of due date/miles/km or hours.
  - 95% of P.M.s should be performed within the standard flat rate time.
  - Majority of P.M.s performed should not exceed the average cost per equipment class.
  - Utilization and required intervals of P.M. should be reviewed.
  - Intervals are determined by –
    - Utilization (hrs. or miles/km) severity of usage, geographical location, oil analysis and age of asset.
    - P.M. schedule can change dramatically based on use in various jobs, terrains, frequency of use and weather conditions.

Top 10 Performance Measures for Fleet Managers

Service Intervals

- **PM - A Service -** includes but not limited to chassis lube, oil and filter (if needed), brake inspection, suspension, tire wear and pressure, and bumper to bumper inspection. Depending on the degree of usage, service is at 250-500 hrs. or 4,000-5,000 miles, or within a three-six month range, as recommended by the equipment manufacturer.
- **PM - B Service -** includes, in addition to the PM - A, vehicle diagnostic check, changing the transmission, rear axle, hydraulic oils, and replacing the fuel filter(s) as recommended by the equipment manufacturer.
- **PM - C Service -** includes a complete vehicle diagnostic check, testing all electrical systems, brakes, wheel bearings, etc. The degree of usage is a major consideration for this PM cycle, as recommended by the equipment manufacturer.
- *The above are suggestions and may need to be altered according to staffing levels, bay availability, utilization, severity of use,* ***synthetic vs petroleum*** *oils and age of assets.*

Check List

A SERVICE	FLUIDS	QTY	X	B SERVICE	X
LUBE	GREASE ____	LBS ____		CHANGE FUEL FILTER	
CHECK DIFFERENTIAL LEVEL & BREATHER	TYPE _____	PTS ____		CHANGE PCV	
CHECK STANDARD TRANSMISSION LEVEL	TYPE _____	PTS ____		CHANGE TRANSMISSION OIL AND ADJUST BANDS (TYPE _____ QTS _____)	
CHECK TRANSFER CASE LEVEL	TYPE _____	PTS ____		CHANGE DIFFERENTIAL OIL AND ADD ADDITIVE (TYPE _____ QTS _____)	
CHECK UNIVERSAL JOINTS ON DRIVESHAFT AND PTO SHAFTS				CHANGE HYDRAULIC FILTER AND OIL (TYPE _____ PTS _____)	
CHECK REAR SHOCKS FOR LEAKING AND TIGHTNESS				DEGREASE AND WASH ENGINE	
CHECK BRAKE LINES AND HOSES FOR LEAKS AND CONDITION – REAR				TAKE ENGINE OIL SAMPLE	
CHECK GAS TANK FOR LEAKS AND TIGHTNESS				TAKE TRANSMISSION OIL SAMPLE	
CHECK REAR SPRINGS AND U-BOLTS					
CHECK EXHAUST, MUFFLER, AND TAILPIPES FOR CONDITION					
CHECK FRONT SHOCKS FOR LEAKING AND TIGHTNESS					
CHECK TIE ROD, BALL JOINTS, DRAG LINK FOR CONDITION					
CHECK FRONT SPRINGS AND U-BOLTS				C SERVICE	
CHECK BRAKE LINES AND HOSES FOR LEAKS AND CONDITION – FRONT				CHECK & CHANGE SPARK PLUGS IF NEEDED	
CHECK PARKING BRAKE CABLES FOR CONDITION				CHECK REAR AXLE END PLAY (.030-.040 MAX)	
REFILL CRANKCASE	TYPE _____	QTS ____		CHECK AND REPLACE DRIVER'S SEAT CUSHIONS AND COVERS – REPLACE IF ORIGINAL OR AS NEEDED	
CHECK RADIATOR COOLANT AND HOSES FOR LEAKS AND CONDITION	TYPE _____	QTS ____		LOAD TEST BATTERY AMPS ___ @ 10 VOLTS	
WASH OUT RADIATOR AND ALL COOLERS				CHECK ALTERNATOR OUTPUT AMPS ____ @ 10 VOLTS	
CHECK ALTERNATOR, FAN, AND POWER STEERING BELTS FOR TIGHTNESS AND CONDITION				CHECK STARTER DRAW, AMPS ____ @ ____ VOLTS	
CHECK MASTER CYLINDER LEVEL – USE CORRECT FLUID TYPE				DETAIL INTERIOR & EXTERIOR	
CHECK BATTERY FOR WATER LEVEL AND CONDITION OF CABLES AND TERMINALS					
CHECK WINDSHIELD WASHER BOTTLE, HOSE, SWITCH, AND BLADES	TYPE _____	QTS ____			
CHECK HORN AND DASH INSTRUMENTS					
CHECK POWER STEERING TANK – USE CORRECT OIL	TYPE _____	QTS ____			
CHECK CLUTCH FREE TRAVEL					
CHECK FLUID LEVEL IN AUTOMATIC TRANSMISSION – USE CORRECT FLUID	TYPE _____	QTS ____			
CHECK HYDRAULIC OIL IN DUMP HOIST	TYPE _____	QTS ____			
CHECK HEAD, TAIL, PARKING, BACKUP, TURN SIGNAL, AND BEACON LIGHTS AND BACKUP ALARM					
CHECK TIRES FOR CORRECT PRESSURE, CRACKS, AND WEAR	PSI ____				
CHECK AND OIL HOOD LATCHES AND CHECK FOR SAFETY CATCH					
CHECK AND OIL DOOR HINGES AND BRAKE FOOT VALVE AND PIVOTS					
CHECK RADIO FOR REPEATER					
CHECK AIR FILTER					
CHECK TAILGATE LINKAGE AND/OR AIR CYLINDER LINKAGE					
LUBE, CHECK AND FREE-UP BRAKE AIR CHAMBER CLEVIS PINS					

Notifications

- Users and user departments must be notified in advance of scheduled P.M. due.

- Timely notification must be given when P.M. is completed. This can be accomplished using:
  - Email notification – *(many fleet software programs have this option)*
  - Phone call
  - Mirror hanger

3 - Tracking Fleet Availability & Downtime

Prepared & Presented by:
Darryl Syler, CPFP
Fleet Director, City of Dublin, OH
jsyler@Dublin.oh.us

Why Track Fleet Availability?

- We have to be able, as a fleet service provider, be able to ensure the regular availability of all fleet assets to our end users as one of the key measurements of success in our fleet management program. Of course, the available rate should be highest for all mission critical assets.

- Of Course each organization will have different policies regarding how fleet availability and downtime are calculated.

Why Track Fleet Availability?

- Obtaining a fleet availability % is achieved by using the following formula:
  - Total available hours for each group of vehicles and time period
  - Total all downtime for the same group and time period
  - Divide downtime by available hours.

Why Track Fleet Availability?

- **Sample *Monthly* Fleet Availability Calculation**

265 Vehicles with 24 hour – 7 day/week downtime
231 Vehicles with 9 hour – 5 day/week downtime
8 Vehicles with 14 hour – 5 day/week downtime
7 Vehicles with 16 hour – 5 day/week downtime
31 days in a month
22 working days

265 x 24 x 31 =	197,160
231 x 9 x 22 =	45,738
8 x 14 x 22 =	2,464
7 x 16 x 22 =	2,464
Total available hours	**247,826**

Scheduled Downtime	1,884
Unscheduled Downtime	735
Road Call Downtime	55
Total Downtime	**2,674**

2,674 / 247,836 = 1.1% Downtime

100% - 1.1% = 98.9% Fleet Availability

Summary

- Since keeping all of your assets on the road is the primary purpose of your organization, the fleet availability is on the top of your key performance measures.
- A generally accepted benchmark in the fleet industry is to have a rate of 95% or better availability across your entire fleet.

- This also is a way that we as fleet professionals can monitor the trends and document the impact that decisions such as a reduction in replacement funding can have an impact on fleet availability.

Top 10 Performance Measures for Fleet Managers

4 - Measuring Technician Time

Prepared & Presented by:
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Productivity Measurement Time

- Payroll hours:
  - Number of hours used as a base for technician payroll during the reported period.
- Indirect hours:
  - Non-billable time allotted to each technician origination or union benefits.
- Direct hours:
  - “Wrench turning hours” recordable/billable maintenance and repair task hours reported period.
- Repair time standards:
  - Actual repair time compared to an industry standard or historical repair task time.

Why Measure Technician Time?

- Number of technicians required for the operation
- Calculations of fair and adequate repair labor rates (are you competitive)
- Goals and expectations for fleet repair personnel

Calculating Billable Hours

- Total number of payroll hours for each technician
- Total number of indirect hours for each technician
- Total number of direct billable hours for each technician
- 2080 hours annually if 70% of that time are direct billable hours then 1,456 available

Examples

(What about meetings, running for parts and vehicle shuttle?)

Paid Hours	Vacation	Sick or Personal Leave	Holiday (10 days)	Breaks & Cleanup (30 min each day)	Training (5 days)	Total Non-Billable Hours	Total Billable Hours	Percent of Billable Hours
2080	80	40	80	130	40	370	1710	82%
2080	80	80	80	130	40	410	1670	80%
2080	120	40	80	130	40	410	1670	80%
2080	120	80	80	130	40	450	1630	78%
2080	160	40	80	130	40	450	1630	78%
2080	160	80	80	130	40	490	1590	76%
2080	200	40	80	130	40	490	1590	76%
2080	200	100	80	130	40	550	1530	74%

5 - Determining Cost Per Meter

Prepared & Presented by:
Darryl Syler, CPFP
Fleet Director, City of Dublin, OH
jsyler@dublin.oh.us

Why is a CPM Necessary?

- One of the fleet professional's **many** responsibilities is to know the total cost of operating each asset within the organization.
- Cost per meter (CPM) can be used to flag insufficiencies to needed repairs, and also can help to spot shrinkages such as fuel thefts.
- A robust fleet maintenance software system is imperative in managing your fleet whether or not maintenance tasks are performed in house.
- The FMIS should allow fleet professionals to create and manage the data in their own reports.

Top 10 Performance Measures for Fleet Managers

Developing the Standard

- In developing the CPM Standard, two categories should be considered.
- Total Operating Costs:
  - These costs include LTD fuel, lubricants, coolant, all maintenance, and repair costs (Excluding warranty repair costs), accidents, transportation/towing costs, and accessories.
- Ownership Costs:
  - These include purchase, up fit, depreciation, license fees, and insurance.

Developing the Standard

- What's Next?

  - Once the fleet operation categories of interest are established and accurate costs are entered, information can be extracted to track your costs.

  - Comparisons can be made to similar equipment within the fleet. Differences between makes, models, and options can be examined, and improvements can be made based on that research.

Summary

- The Goal of this performance measure is to provide a reliable, accurate and credible tool for the fleet professional to use in evaluating one aspect of the performance of his/her fleet.

- The fleet professional can use this information to track the level of performance of the fleet's assets and make adjustments to improve performance and efficiency. It can also serve as important tool for the fleet professional to make sure they have the right assets assigned to the right application.

6 - Setting Repair Hours and Cost
&
7 - Monitoring Scheduled Repair Rates

Prepared & Presented by:
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City of Milwaukee, WI
jtews@milwaukee.gov

Setting Repair Hours and Costs

- How many technicians do you need?
- Tracking time and costs
- Vehicle Equivalency
- Applying direct time hours

Vehicle Equivalency Units (VEU's)

- Standard passenger car used as the baseline measurement against all other vehicles and equipment in the fleet
- 54 cars in the fleet
  - 486.0 total hours spent maintaining all cars over one year period
  - 486.0 hours / 54 cars = 9.0 average hours needed to maintain 1 car
  - 9.0 Vehicle Equivalency (VE) = 1.0 VEU

1 car = 1 VEU

Vehicle Equivalency Units (VEU's)

- 45 Police squads in the fleet
  - 1,314.0 total hours spent maintaining all squad cars
  - 1,314.0 hours / 45 squads = 29.2 average hours needed to maintain 1 squad car
  - 29.2 hours / 9.0 (VE) = 3.2 VEU

1 car = 1 VEU

1 squad car = 3.2 VEU's

Vehicle Equivalency Units (VEU's)

- 57 five-yard dump trucks in the fleet
  - 6,281.4 total hours spent maintaining all 5-yard dump trucks
  - 6,281.4 hours / 57 trucks = 110.2 average hours needed to maintain 1 dump truck
  - 110.2 hours / 9.0 (VE) = 12.2 VEU

1 car = 1 VEU

1 dump truck = 12.2 VEU's

Vehicle Equivalency Units (VEU's)

- 42 refuse trucks in the fleet
  - 5,695.2 total hours spent maintaining all refuse trucks
  - 5,695.2 hours / 42 trucks = 135.6 average hours needed to maintain 1 refuse truck
  - 135.6 hours / 9.0 (VE) = 15.1 VEU

1 car = 1 VEU

1 refuse truck = 15.1 VEU's

Putting it all Together

- Add total labor hours for all units, including outside labor hours and deferred labor hours

Description	Labor Hours	Qty.	VE (Labor Hours/Qty.)	VEU (VE/9)
Car, Compact, Mid-Size	486.0	54	9.0	1.0
Car, Police Squad	1,314.0	45	29.2	3.2
Dump Truck, 5-Yard	6,281.4	57	110.2	12.2
Refuse Packer, 25-Yard	5,695.2	42	135.6	15.1
Total	13,776.6	198		

Putting it all Together

– **13,776.6 total labor hours per year**

– 13,776.6 / 1,560 direct time hours (75%)
= 8.83 technicians needed

– (70% 13,776.6 / 1,456 hours = 9.46 technicians)
– (80% 13,776.6 / 1,664 hours = 8.28 technicians)

Monitoring Scheduled Repair Rates

- Manages the efficiency and effectiveness of repair activities
- Are you performing enough scheduled repairs?
- Scheduled repairs vs. non-scheduled repairs

Reviewing or Establishing Goals

- Determine rate of scheduled repairs
- Staff involvement is critical!
- Data definitions
- Reporting and evaluation
- Action plan

Monitoring Results, Implementing Changes

- Customer involvement
- Weekly/monthly monitoring
- Make adjustments to the goals as warranted to be in greater control of resources.

8 - Tracking Annual Parts Inventory Turns &
9 - Assessing the Parts Demand Fill Rate

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Prepared by: Danny Brashear, CEM
Senior Fleet Consultant, Faster Asset Solutions
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What is an Inventory Turn?

- The number of times in 1-year that the value of issued parts from inventory equal the beginning year's inventory value.

  - IE: You have $100,000 worth of Parts Inventory and within 1-year you issue $450,000 worth of Stocked Inventory, your Inventory turn is 4.5.

  - A reasonable target for this performance measure is ***four*** to ***six*** inventory turns per year.

What is Obsolescent Inventory?

- ***Stale Inventory –***
  - Don’t stock parts that you can get quickly from your vendors that keep them in stock, such as starters, alternators, etc.
  - Parts sitting on a shelf, not being used, are taking up room and dollars within the fleet parts operation and budget.
  - Returning slow-moving parts to suppliers not only frees up shelf space but also returns dollars to the parts budget.
  - A good ***fleet management system*** will allow these items to be identified.

9 - Assessing the Parts Demand Fill Rate

- ***What is Demand Fill Rate?***
  - Measuring the amount of time where parts that are needed or requested on-demand are available to be issued
  - You can also plan ahead and get those 'Non-Stock' part on time and keep your fill rate in-line with your customer promise
  - It's also used to measure how well your Parts Room Operation is supporting your Shop Operation
  - Goals: 70% on demand, 80% within 2-hours, 90% within 24-hours.
- ***Remember all of this affects Asset Availability and Asset Downtime***

10 - Achieving Customer Satisfaction

Presented by: Mark A. Stinson, CPFP, CPWP-M
Fleet Manager, City of Lee's Summit, MO
mark.stinson@cityofls.net

Prepared by: Sam Lamerato, CPFP
Superintendent of Fleet (retired), City of Troy, MI
Principal Speaker – Public Fleet Summits
Principal Advisor – Public Fleet Advisors
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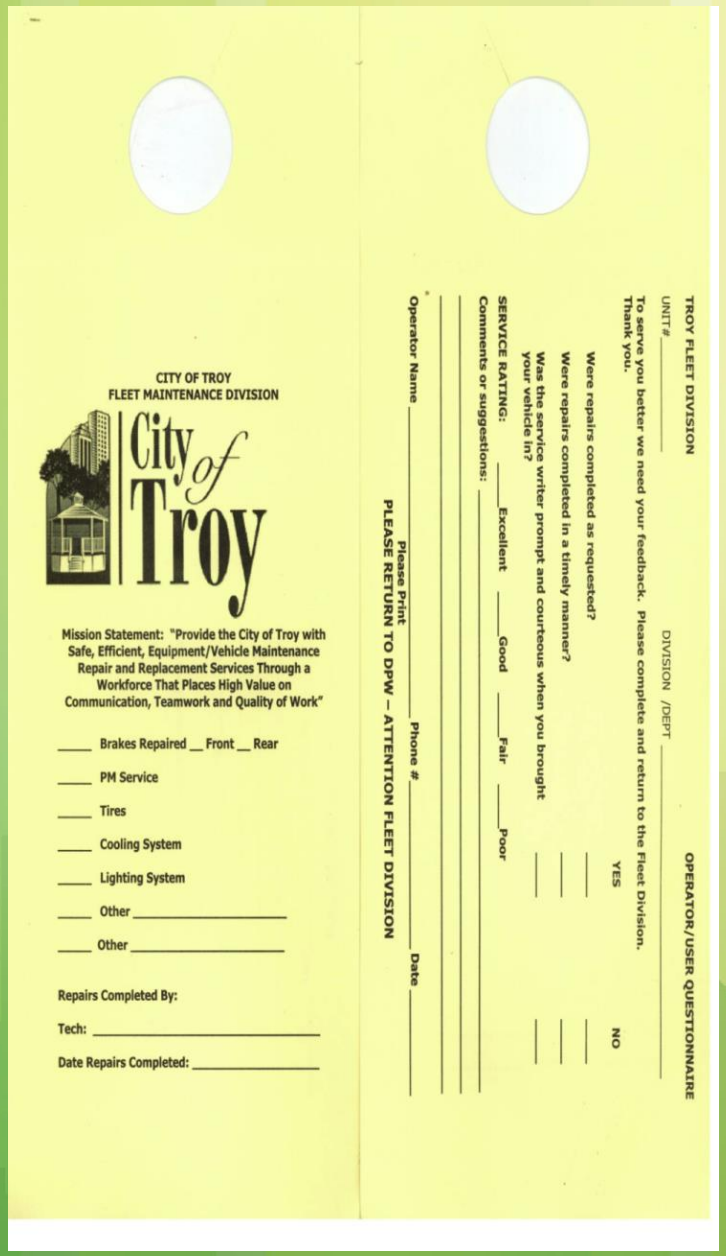
Define Your Customers…

- Who are they?
  - Your direct supervisor
  - Their supervisor
  - The employees that drive or operate the vehicles & equipment
  - The resident or business owner (tax payers), commuters, etc.
- Fleet affects all departments and division employees of the entity from City/County council/manager on down to anyone that drives a vehicle or operates any type of equipment, therefore ***everyone*** is your customer!
  - All customers need to be treated with the same level of respect and caring.

Gathering Information

- Several ways to gather information –
  - Daily verbal communications
  - Operator questionnaires
  - Fleet coordinator liaison meetings
  - Mirror hangers
  - Annual customer service evaluation surveys

- This information provides the fleet manager a list of both positive and negative issues regarding the actual service level or customer satisfaction.



CITY OF TROY
FLEET MAINTENANCE DIVISION

City of Troy

Mission Statement: "Provide the City of Troy with Safe, Efficient, Equipment/Vehicle Maintenance Repair and Replacement Services Through a Workforce That Places High Value on Communication, Teamwork and Quality of Work"

____ Brakes Repaired __ Front __ Rear

____ PM Service

____ Tires

____ Cooling System

____ Lighting System

____ Other _____

____ Other _____

Repairs Completed By:

Tech: _____

Date Repairs Completed: _____

TROY FLEET DIVISION

OPERATOR/USER QUESTIONNAIRE

UNIT# _____ DIVISION /DEPT _____

To serve you better we need your feedback. Please complete and return to the Fleet Division.
Thank you.

	YES	NO
Were repairs completed as requested?	____	____
Were repairs completed in a timely manner?	____	____
Was the service writer prompt and courteous when you brought your vehicle in?	____	____

SERVICE RATING: ____Excellent ____Good ____Fair ____Poor

Comments or suggestions: _____

_____

_____

_____

_____

Operator Name _____ Phone # _____ Date _____
Please Print

PLEASE RETURN TO DPW – ATTENTION FLEET DIVISION

City of Troy

Fleet Division

CUSTOMER SERVICE EVALUATION SURVEY

This survey will help us compile information regarding the service provided by *Fleet* Division so that we may assess our effectiveness. Our goal is to courteously provide service that is fully responsive to your vehicle needs in a cost-effective manner. This survey will assist us in measuring our performance in this regard. Please return the completed surveys to the Fleet Division – *or @troymi.gov* prior to __/__/__. Call at ext. if you have any questions.

Name _____ Department _____ Phone Number _____

PLEASE CHECK ✓ APPROPRIATE RESPONSE. If you answer "Occasionally" or "Rarely," please explain in Item No. 18.

Questions	Always	Usually	Occasionally	Rarely
1. Are your vehicles repaired and returned in a timely manner?				
2. Are you easily able to contact the Fleet Equipment Supervisor responsible for the service of your vehicles?				
3. Are your vehicle problems responded to promptly and in a courteous and professional manner?				
4. Are all requested repairs completed, or is sufficient communication provided to explain the repair status if any repairs were not completed?				
5. Do you think your vehicles are maintained in a safe operating condition?				
6. Are you treated with courtesy and respect by the Fleet Management staff?				
7. Does the Fleet Management staff return your phone calls and follow up on inquiries in a timely manner?				
8. Are you confident that your vehicle repair and service is done properly?				

Questions	Always	Usually	Occasionally	Rarely
9. Are the Fleet shops sensitive to your vehicle utilization requirements?				
10. Is the Fleet Division staff helpful and cooperative?				
11. Are the Fleet Division hours of operation convenient?				
12. Do you find the service shop area neat and clean?				
13. Does the Fleet Division show appreciation for your business?				
14. Do newly-acquired vehicles meet your needs?				
15. Do you think the Fleet Division service is a good value for the cost?				
16. Do you think the Fleet Division installation & repair of emergency lights and equipment is convenient and professional?				
17. Overall, do you think the Fleet Division's performance is good?				
18. COMMENTS (Use reverse side if necessary).				

Please return survey to Fleet Division Attn.

Or email to @troymi.gov

4/13/2016

Top 10 Performance Measures for Fleet Managers

Results of Surveys & Evaluations

- Report back to customers –
  - Meet with staff prior to releasing the information outside the department.
  - Staff should hear the information from the **fleet manager,** not rumor mill.
  - Meet with customers to review the results.
  - Use charts or graphs – handout may prove useful.
  - Show strong ratings or areas in need of improvement.

- Use the results from your customer satisfaction surveys for training budgets, shop equipment and vehicle replacement.

Thank You
? Questions ?

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Kevin Schlangen, CPFP, CAFM, CEM – kevin.schlangen@co.dakota.mn.us
Mark Stinson, CPFP, CPWP-W – mark.stinson@cityofls.net
Darryl Syler, CPFP – jsyler@dublin.oh.us
Jeff Tews, CPFP – jtews@milwaukee.gov

Resources for this Presentation

APWA - Top Ten Performance Measures for Fleet Managers

(2016 Revised Edition – available at the APWA book store)

Top 10 Performance Measures for Fleet Managers

DON'T FORGET TO COMPLETE THE MOBILE APP EVALUATION!

YOU COULD WIN A FREE GIFT CARD

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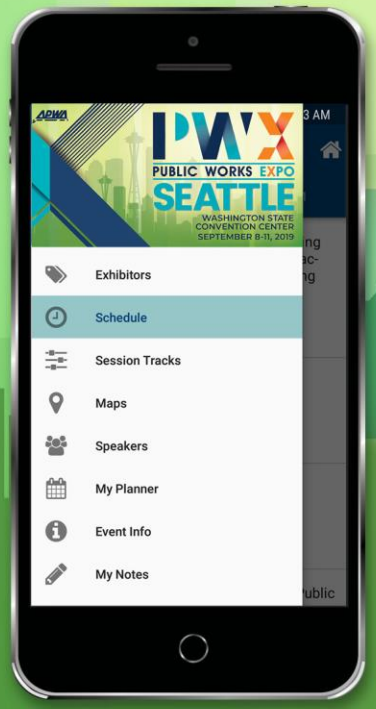
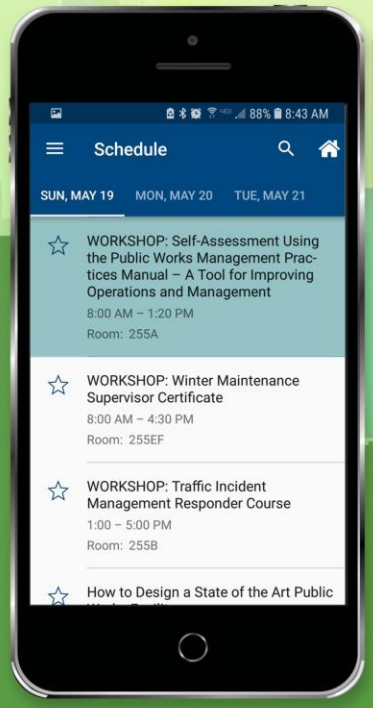
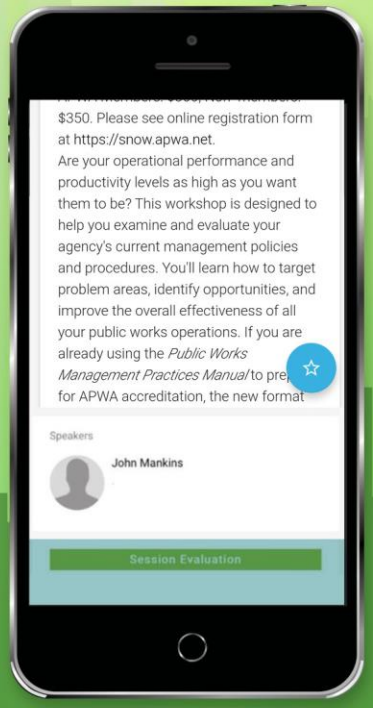
2 **Find** your **education session** on the calendar

3 **Scroll down** and **press** the **"Session Evaluation"** option







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