CITY OF CANANDAIGUA ONTARIO COUNTY AND THE CANANDAIGUA CITY SCHOOL DISTRICT

CENTRAL GARAGE AND FLEET MAINTENANCE EFFICIENCY STUDY

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EXECUTIVE SUMMARY

The City of Canandaigua along with Ontario County and the Canandaigua School District were awarded a Local Government Efficiency grant by the NYS Department of State to evaluate the potential efficacy of various possible collaborative measures for reducing the cost of maintaining their respective automotive fleets. The project work plan called for examining and evaluating several potential options. These ranged from large-scale measures such as merging the fleet operations of the City, County and School District into a into a single, centralized fleet maintenance operation serving all three local government entities to much more modest measures such as arranging for each shop to specialize in the repair of certain types of equipment or implementing standardization of equipment. The City of Canandaigua, acting as the lead agency for the project, engaged the services of Stuart I. Brown Associates, to assist with the study and analysis. The study was inaugurated in January 2011.

Each of the participating local governmental entities was requested to supply the consultant with a wide range of information and documents. The information collected and examined included, but was not limited, to the following:

- Inventory of the automotive fleets and other equipment maintained by the fleet maintenance units (type, make, model, size, model year and mileage or operational hours)
- Staffing and civil service job specifications / roles and responsibilities
- Fleet maintenance operating budgets
- Planned capital expenditures and history of past capital expenditures
- Repair and maintenance cost history
- Collective bargaining agreements, if applicable, covering fleet maintenance personnel
- Fueling facility information
- Information regarding work tasks outsourced versus work tasks performed in house

In addition, fleet maintenance employees were interviewed. Mechanics and technicians were interviewed separately from supervisory and management personnel to ensure candid responses. The interviews were conducted for the purpose of identify existing conditions or circumstances, if any, that might be impeding operational efficiencies and to solicit suggestions and recommendations from employees for improving the fleet maintenance operations. Supervisor and managerial staff were also interviewed to gain their perspective on existing operations and to solicit their ideas for improving operational efficiencies. The consultant also made site visitations to view and evaluate fleet maintenance facilities.

Existing Fleet Maintenance Operations

The City of Canandaigua's Central Garage, located at 205 Saltonstall Street, is responsible for maintaining a fleet comprised of 78 automotive vehicles ranging from automobiles to heavy duty trucks and construction equipment plus specialized equipment, e.g., fire trucks and street sweepers, with a median age of 8 years. The Central Garage is also responsible for maintaining

104 pieces of smaller motorized and non-motorized and handheld equipment (lawn mowers, chain saws, air compressors and snow plows) and emergency electrical generators. The Central Garage is staffed by 2 full-time technicians and 1 full-time parts and service manager. The building, constructed in the mid 1970s, contains six (6) vehicle work bays. The City operates its own fueling facility on the site.

The County Fleet Maintenance Center is located at 2970 County Road 48, approximately 3 miles east of the City's Central Garage. The Fleet Maintenance Center was constructed in 2008. The facility contains two (2) light-equipment bays, two (2) heavy equipment bays and one (1) bay shared with First Transit, a private contractor that maintains the buses operated by the Canandaigua Transportation Service (CATS) to provide public transportation within Ontario County. The County operates its own fueling facility. The Fleet Maintenance Center is responsible for maintaining Ontario County's fleet comprised of 246 automotive vehicles with a median age of 5 years. The Fleet Maintenance Center also maintains the County's small, motorized equipment. The Fleet Maintenance Center is staffed by two (2) automotive mechanics, two (2) heavy equipment mechanics, one (1) parts and service manager and one (1) fleet manager.

The Canandaigua Central School District bus garage is located at 5500 Airport Road. The School District has two separate fleet maintenance units, one is responsible for maintaining school buses and other vehicles used to transport students. The other unit is responsible for maintaining the vehicles and equipment used by the Facilities and Operations Unit that maintains the School District's buildings and grounds. The bus garage was constructed in 2006. The bus garage is comprised of four (4) double length bays. The area is shared as needed with the Facilities and Operations Unit for servicing and repairing automotive vehicles. The Facilities and Operations Unit also has a couple of smaller bays used exclusively by this Unit. The facility operates its own fueling facility.

The bus garage is staffed by one (1) head mechanic and three (3) automotive mechanics. They are responsible for maintaining a fleet of 66 buses and four (4) light-duty vehicles used for transporting students. The median age of the fleet is 5 years. The Facilities and Operations crew is comprised of several employees only two of which do mechanical work on vehicles, one (1) nearly full-time and the other approximately 25 percent of his time. These employees, however, perform a wide variety of other work tasks as needed involving maintaining and repairing school grounds and building facilities. The Facilities and Operations Unit is responsible for maintaining a fleet of 16 light-duty vehicles and 6 heavy-duty and construction vehicles with a median age of 11 years. In addition this unit also maintains 18 miscellaneous small motorized vehicles.

Analysis and Findings

The analysis and findings of the study are as follows:

1. The School District's and the County's fleet maintenance facilities are essentially brand new, state of the art facilities. The City's facility, although constructed 35 years ago, has been well maintained periodically and upgraded. The facility should provide the City

with several more decades of service. No capital improvements are planned for any of the structures during the foreseeable future.

2. The School District bus garage and the City Central Garage are spacious and provide abundant work space for technicians. The County's facility is undersized based on industry standards and appears not to provide the technicians with adequate work space.

3. The School District's and County's fueling facilities (storage tanks and fuel dispensing pumps) are nearly brand new. The City's fuel tanks were upgraded in the late 1990s to meet US EPA and NYSDEC standards and new fuel pumps installed in 2006. All three facilities are in good condition. No capital expenditures for any of the fueling facilities are anticipated to be needed during the foreseeable future.

4. Staffing levels for the City, County and School District automotive fleet operations are well within industry standards. There is no indication that any of the units is overstaffed or could operate with fewer employees. Based on available data, they all appear to be operating efficiently. Although the work demand for the County Fleet Maintenance Department appears to fluctuate more than the other fleet maintenance operations, during periods of lower labor demand for mechanical work, County employees perform substantial amounts of welding fabrication that enables the County to keep older equipment in operation that would otherwise have to be scrapped.

5. Fleet maintenance record keeping varies significantly among the fleet maintenance entities. Ontario County record keeping is computerized and the most comprehensive. The County records labor by work task and vehicle. The School District also has computerized fleet maintenance software, but is in transition. At the time of this study, the bus garage and the Facilities and Operations Unit were using different software. The bus garage was recording parts and labor by vehicle, but not by work task. The Facilities and Operations Unit recorded parts and labor by vehicle, but not consistently. Both fleet maintenance units should be able to utilize the new fleet maintenance module. The City Central Garage fleet maintenance records are not computerized; parts and labor are still recorded by hand. Labor is not recorded by work task, but is recorded by vehicle.

6. Little to no training is provided for City and County mechanics, although employees of these two entities expressed a strong desire for more training. In contrast, the School District does provide training for its mechanics, usually vendor-sponsored training.

7. None of the fleet maintenance operations have established performance standards.

8. None of the fleet maintenance operations conduct annual physical inventories of automotive parts and supplies.

9. Co-locating or merging all three or any two of the fleet maintenance operations would require large capital outlays for building expansion that would greatly offset any small benefits that may be derived from co-location or merger.

10. Opportunities for merging all three or any two of the fueling facilities would not result in any significant savings and the logistics could actually result in inefficiencies due to the distances between existing facilities. Moreover, the City Central garage site, although centrally located and the best candidate for a merged fueling facility, lacks the circulation space to accommodate the increase in vehicular traffic that would result if fueling facilities were to be merged.

11. Each fleet maintenance unit has established in-house specialization. Accordingly, the potential for increasing efficiencies and effectiveness by arranging for each separate fleet maintenance unit to specialize in maintaining certain types of vehicles and serving the other entities would not be expected to significantly increase efficiencies. In fact, inefficiencies could actually occur as a result of logical and coordination problems and issues.

Recommendations

This study and analysis did not identify any measures that the City, County and School District could implement that would result in appreciable savings. Overall, the fleet maintenance operations appear to be operating cost-effectively. As staffing is a function of the size and composition of the fleet being maintained, opportunities for reducing staffing were not identified. The recommendations proffered in this study are designed to refine the existing operations and if implemented would have the following benefits which over time may permit some small improvements in efficiencies and perhaps some modest savings.

1. Improve Cost Accounting for Labor – Accounting for labor by work task would enable the entities to identify and measure productivity and to compare performance against benchmarks.

2. Establish the following benchmarks for measuring and evaluating the performance of the fleet maintenance operations.

    a. Technician Productivity (measured by time spent actually performing mechanical repairs)

    b. Fleet availability and down time

    c. Adherence to Preventative Maintenance Schedule

    d. Cost per mile to operate vehicles

    e. Comeback or return rate

    f. Customer satisfaction

    g. Automotive Service Excellence (ASE) Rate for mechanics

3. Rent rather than purchase specialized equipment that receives limited use if available in the rental market when needed.

4. Jointly purchase and share specialized equipment that receives limited use, but which is not available in the rental market or not available when needed.

5. Arrange for the technicians of each shop to tour the other shops annually.

6. Provide training for mechanics.

7. Explore selling equipment via the Internet to greater selling price.

8. Standardize equipment on a pilot basis.

9. Improve accounting for parts by conducting an annual parts inventory.

EXISTING FLEET MAINTENANCE FACILITIES AND OPERATIONS

CITY OF CANANDAIGUA

Overview: The City's Central Garage has responsibility for servicing, maintaining and repairing the City of Canandaigua's automotive fleet and other equipment for all City departments. The City's automotive fleet includes automobiles, sports utility vehicles (SUV), pickup trucks, dump trucks, garbage packers, fire pumper and aerial trucks, construction equipment, tractors and tow trailers. The Central Garage also maintains and repairs smaller motorized equipment and handheld equipment, e.g., lawnmowers and chain saws. Central Garage employees also perform work for other City departments from time to time unrelated to vehicle maintenance and repair. The other work is described in greater detail later in this section of the report.

Building Facility: The City's Central Garage comprises a portion of the Department of Public Works (DPW) facility located on the east side of the City at 205 Saltonstall Street. The site, approximately 16 acres in size, contains the main DPW building, some smaller storage buildings, a barn for the storage of road salt and a storage yard. The site also contains the City's fueling facilities.

The 42,598 sq. ft. DPW building is a concrete block structure constructed in 1974. Since its construction, the building has been well maintained. The flat roof system was entirely replaced in 1990 and an emergency generator was installed to power the building and the fuel dispensing pumps. In the early to mid 1990s, the below-grade vehicle lifts in the Central Garage were replaced with above-grade lifts. A new ventilation system was installed in the garage area in 2008. New floor drains have also been installed in all vehicle bays. Some overhead doors are scheduled to be replaced on the building, half to be replaced in 2011 and the remainder in 2012. The doors, however, are not for the portion of the building that houses the Central Garage.

The Central Garage contains six (6) vehicle bays with overhead doors 16 ft. wide by 14. ft. high. Each bay has a single access door; vehicles enter and exit through the same doorway. The bays are adequate in size to accommodate virtually all of the City's vehicles and rolling stock with the exception of one of the City's fire trucks due to its tall height. Two bays contain vehicle lifts. One is a rotary post lift with a capacity of 16,000 lbs. The other is a Mohawk lift with a capacity of 12,000 lbs. Adjoining the bays are two rooms used to store parts, automotive fluids and oil, and equipment used for repairing vehicles.

Staffing: The Central Garage is staffed as follows:

- 1 FT Parts and Service Manager
- 2 FT Equipment Maintenance Mechanics

The Parts and Service Manager has overall responsibility for maintaining the City's fleet, including, but not limited to, (a) scheduling vehicles for service and repair, (b) maintaining vehicle repair records, (c) ordering and controlling parts, materials, supplies, and fuel, (d) supervising the Equipment Maintenance Mechanics, (e) assisting with diagnosing automotive problems and making actual repairs, if necessary, and (f) preparing and controlling the Central Garage budget. The Parts and Service Manager reports to the Director of Public Works.

The Equipment Maintenance Mechanics are responsible for servicing the City's vehicles, diagnosing and repairing vehicles, replacing parts, making adjustments, and welding and fabricating parts as necessary. Although both mechanics hold the same job title, they generally split the repair functions along equipment classes with one mechanic working on the light-duty equipment and the other working on heavy-duty equipment as well as doing welding repairs and fabrication. Appendix 1 contains the Civil Service job specifications for these job titles which provide more detailed descriptions of the work duties of each title and the minimum qualifications required for the positions.

Fleet: The City's fleet is comprised of the following:

- 38 Light-duty vehicles (e.g., automobiles, SUVs, pickup trucks, and vans)
- 4 Medium-duty vehicles (e.g., small dump truck and tractors)
- 36 Heavy-duty and construction vehicles (e.g, 6-wheel and 10-wheel dump trucks, garbage packers, front-end loaders, backhoes, sewer cleaners, and compaction rollers)
- 104 Miscellaneous pieces of equipment (including lawn mowers, electric generators, tow trailers, garden tractors, air compressors, chain saws, gators, and similar types of equipment.)

The City's fleet has a median age of 8 years. Appendix 2 contains a detailed listing of the City's fleet and other equipment that the Central Garage has the responsibility for maintaining and repairing.

Fleet Management System: The maintenance unit, at present, does not utilize an electronic fleet management system. Hardcopy repair worksheets are used to record the parts and materials used to repair each vehicle and the cost of the parts and materials used. Records are also maintained to record the cost of vehicle repair outsourced to private repair shops. Employee time spent servicing and repairing vehicles and equipment is not recorded on the worksheets.

Repair/Work Performed: The following identifies the work tasks and repairs the Central Garage employees perform in house versus the work that is outsourced.

Performed In House	Outsourced
• Preventative maintenance	• Spring replacement work
• Engine and transmission repairs	• Wheel alignment
• Exhaust system repairs/replacement	• Vehicle warranty work
• Tire repair/mounting	• Autobody repair/painting
• Vehicle welding fabrication	
• Upfitting police cars (lights, radios and MDTs)	

In addition, the Equipment Maintenance Mechanics perform work tasks, from time to time, unrelated to the repair or maintenance of vehicles. This work includes:

- Repairing emergency generators
- Welding fabrication
- Repairing trash dumpsters

Parts: The Central Garage has a large and diverse parts room. The inventory is managed by the Parts and Service Manager, but there is no electronic parts management system to account for the usage and to track and monitor inventory. Nor are parts periodically inventoried. Most vehicle parts are delivered by vendors, but occasionally mechanics travel to auto parts stores to pick up expensive or rarely used parts that are not stocked. Occasionally, such parts runs are made to Rochester or Henrietta.

Collective Bargaining Representation: The Equipment Maintenance Mechanic is a job title within the Canandaigua Department of Public Works and Parks and Recreation Association collective bargaining unit. The Parts and Service Manager job title is not within this or any other collective bargaining unit.

City Fueling Facility: The fueling facility is comprised of two 4,000 gallon underground fiberglass storage tanks and two fuel dispensing pumps. One tank is used for diesel fuel and the other for gasoline. The storage tanks were installed in 1974 and up graded in 1998 to USEPA/ NYSDEC standards. The new fuel dispensers were installed in 2006. Fuel control and tracking is done using a keyed Trak fueling software system.

Budget

City Central Garage Budget

Budget Categories	Amount
Employee Salaries and Wages	$169,328
Employee Fringe Benefits	$93,887
Training and Conferences	$200
Subtotal Labor Costs	**$263,415**
Automotive Parts and Materials (a)	$121,755
Outsourced Automotive Work	$51,700
Subtotal Parts & Outsourced Work	**$173,455**
TOTAL DIRECT REPAIR & MAINTENANCE	**$436,870**
Departmental Supplies	$7,460
Outside Services (nonautomotive & telephone)	$4,160
Equipment and Building Repair	$100
Subtotal Non-Automotive Expenses	**$11,720**
Automotive Fuel / Oil / Fluids	**$184,563**
TOTAL FLEET COSTS	**$896,568**

(a) Based on 3-year average

ONTARIO COUNTY

Overview: The Ontario Transportation Center has responsibility for maintaining the County's fleet. The County's fleet is relatively large and includes a wide range of vehicles including automobiles, light trucks and sports utility vehicles, heavy trucks and heavy highway and construction equipment. Municipalities within Ontario County may arrange for their respective vehicles to be maintained and repaired by the County Transportation Center if so desired. Labor and parts costs incurred, however, are charged back to the municipalities.

Fleet Maintenance Facility: The Ontario County Transportation Center is located at the County's Hopewell Complex on a 90 acre site at 2970 County Road 48 in the Town of Hopewell. The facility is near the eastern boundary of the Town of Canandaigua. The complex also contains the County Safety Training Facility, Public Works Facility and the County's fueling facility. The County's fleet maintenance unit maintains and repairs a variety of heavy and light equipment with emphasis on the Highway Department vehicles (primarily heavy duty) and the Ontario County Sheriff's Department cars and SUVs.

The concrete block and metal structure housing the Transportation Center is a new, state-of-the art building constructed in 2008. A large portion of the building is dedicated to the cold storage of DPW vehicles. The facility also contains an automated, drive through vehicle washing bay. As the building is nearly brand new, it is in excellent condition.

The vehicle workshop contains three (3) double-length and three (3) standard bays. The double length bays run the full width of the building with an overhead door on either side so vehicles can enter and exit on either side or can be driven through the bays. Each drive-through bay, however, generally serves as two separate bays with vehicles parked end to end in each. Access to the three (3) standard bays is provided by an overhead door for each. One of the double-length bays and two (2) of the standard bays are dedicated to the County's fleet maintenance operation. The remaining two double length-bays are dedicated for use by First Transit, a private fleet maintenance company that maintains CATS buses. CATS is a regional public transportation subsidiary of the Rochester Genesee Regional Transportation Authority. The maintenance of CATS buses is completely separate the Ontario County fleet maintenance operation.

The drive-through bay dedicated to County fleet maintenance contains an in-ground 75,000 lb. lift and a flat bay. This flat bay contains a 10-ton overhead crane and a 6-post portable tower lift. This drive through bay is generally dedicated for servicing and repairing the heavy equipment. Each of the other two (2) standard bays dedicated to County fleet maintenance contains portable vehicle lifts. One lift has a capacity of 30,000 lbs and the other a capacity of 12,000 lbs. These two bays are generally used for maintaining the County's light equipment. The overhead doors on all of the bays in the shop area are 14 ft. wide by 14 ft. high.

The shop area also contains a single flat bay which separates the area dedicated for County fleet maintenance and the area dedicated for CATS bus maintenance. This bay is shared by First Transit and the County's fleet maintenance mechanics.

The fleet maintenance facility, in addition, contains a fabrication bay partitioned from the other bays by a concrete block wall. This bay is used to weld parts and to fabricate repairs to vehicles.

The shop area contains a parts storeroom physically divided half. Half of the storeroom is dedicated for use by the County and the other half is dedicated for use by First Transit/CATS. A fluids room is shared, but fluids are separately metered and dispensed to each of the bays via internal piping and hoses.

County Fueling Facility: The fuel storage tanks and dispensing pumps were installed new when the Transportation Center was constructed. The fueling facility is comprised of two 10,000 gallons storage tanks, one used for diesel fuel and the other for gasoline. Fuel is dispensed by two pumps, one dedicated for diesel fuel and the other dedicated for gasoline. Fuel dispensing is controlled by a key system which limits and accounts for fuel usage. The software for recording fuel usage is the OPW (Petro Vend) Fuel Management System.

Staffing: The fleet maintenance department is comprised of the following positions:

- 1 FT Fleet Manger
- 1 FT Parts and Service Manager
- 2 FT Automotive Mechanics
- 2 FT Heavy Equipment Mechanics

The Fleet Manager position is responsible for the overall management and maintenance of the County's fleet. The Fleet Manager's responsibilities include planning, organizing and directing the acquisition, maintenance, operation and disposal of the County's fleet. The Fleet Manager is also responsible for supervising the Parts and Service Manager, Heavy Equipment Mechanics and Automotive Mechanics. This position is currently vacant.

The Parts and Service Manager has responsibility for the day to day maintenance of the County's fleet. The responsibilities of this job title include, but are not limited to, (a) scheduling vehicles for service and repair, (b) maintaining repair records, (b) ordering and controlling part, materials, supplies, and fuel, (c) supervising the Automotive and Heavy Equipment Mechanics, (d) assisting to diagnose complex automotive problems and making complex repairs, as necessary, and (e) assisting with the preparation of the Fleet Maintenance Department budget. In the absence of the Fleet Manager, the Parts and Service Manager reports directly to the Commissioner of Public Works. The Automotive Mechanics and Heavy Equipment Mechanics are directly responsible for servicing and repairing the County fleet. Appendix 3 contains the Civil Service job specifications for all of the foregoing job titles. The job specifications identify the work duties and minimum qualifications for each position.

Repairs/Work Performed: The work is divided into heavy and light equipment repairs. The following lists identify the work performed in house versus work that is outsourced.

Performed In House	Outsourced
• Preventative maintenance (a)	• Tire repair
• Engine and transmission repairs	• Wheel alignments
• Exhaust system repairs	• Graphics
• Vehicle welding fabrication (b)	• Autobody work
• Decommissioning and Disposal of vehicles	• Upfitting police cars

(a) Highway Department drivers perform basic preventive maintenance work on the heavy equipment which enables the Heavy Equipment Mechanics to spend more of their work time performing actual mechanical repairs.

(b) The heavy Equipment Mechanics spend a significant amount of their time and effort on welding fabrication.

Fleet: The County's fleet is comprised of the following:

- 204 Light-duty vehicles (e.g., automobiles, SUVs, pickup trucks, and vans)
- 7 Medium-duty vehicles (e.g., small dump truck and tractors)
- 37 Heavy-duty and construction vehicles (e.g, 6-wheel and 10-wheel dump trucks, garbage packers, front-end loaders, backhoes, sewer cleaners, and rollers)
- 79 Miscellaneous pieces of equipment (including lawn mowers, electric generators, tow trailers, garden tractors, air compressors, chain saws, gators, and similar types of equipment that the Central Garage is responsible for repairing)

The County's fleet has a median age of 5 years. Appendix 4 contains a detailed listing of the County's fleet as well as smaller motorized and non-motorized equipment that the Fleet Management Department has responsibility to maintain and repair.

Generally, the Highway Department vehicles are stored at the Transportation Center on County Road 48 when not in use. Sheriff Department vehicles are assigned to law enforcement employees who drive the vehicles to and from work and store them at their respective homes when not in use. Vehicles used by other County Departments are stored at the locations of those departments.

Fleet Management System: The County uses an electronic fleet management system called CFA for recording costs. The input for this comes from fleet services repair order forms completed by the mechanics and approved by the Parts and Service Manager. The mechanics account for all parts and labor on this form including labor for repair work, training and

meetings, cleaning tasks, etc. Accordingly, a significant data base for repair activity, vehicle history, etc. exists. The one problem that was noted was that the fuel usage tracking interface was not providing the actual data to CFA; a separate report must be generated for charging fuel usage back the user departments. At the time of consultant's site visits, the system was undergoing an upgrade, so current reports were not available. The information contained in the repair order form is keyed in a clerical support person who is organizationally part of the County Treasurer's payrolls who is assigned to the Commissioner's office.

Parts: The parts operation is relatively informal with mechanics getting their own parts and getting supervisory approval on the repair form. There does not seem to be annual inventory or audit for parts issuance. The County has an extensive list of parts vendors that are used and receives regular deliveries as needed. This eliminates the need for the mechanics to travel to automotive stores to pick up parts which enables the employees to more efficiently spend their work time performing actual mechanical work.

Collective Bargaining Representation: The Parts and Service Manager, the Automotive Mechanics and the Heavy Equipment Mechanic positions are job titles represented by the CSEA, Local 1000 AFSCME, AFL-CIO collective bargaining unit. The Fleet Manager job title is not within a collective bargaining unit.

Budget

ONTARIO COUNTY FLEET MAINTENANCE BUDGET

Budget Categories	Amount	Explanation
Employee Salaries and Wages	$332,158	
Employee Fringe Benefits	$175,912	
Training and Conferences	$1,110	
Subtotal Labor Costs	**$509,180**	
Vehicle Maintenance and Repair (Fleet Mgt) (a)	$173,000	Fleet Mgt Line 1640-4300 (Includes parts and materials, supplies, lubricants & outsourced repairs for General Fund vehicles)
Vehicle Maintenance and Repair (Hwy Dept) (a)	$190,000	Hwy Dept Line 5130-4300 (Includes parts, materials, supplies, lubricants & outsourced repairs for Highway Fund vehicles)
Subtotal Parts & Outsourced Work	**$363,000**	
TOTAL DIRECT REPAIR & MAINTENANCE	**$872,180**	
Telephone	$1,400	
Copying Expenses	$600	
Service Contracts	$2,360	
Fees and Special Services	$100	
Uniform Expense	$4,000	
Maintenance Operating Equipment	$4,000	
PC Software	$1,000	
Small Tools	$3,500	
Risk Retention Allocation	$2,726	
Subtotal Misc. Expenditures	**$19,686**	
TOTAL FLEET COSTS	**$891,866**	

(a) Space does not include auto body repair work which is paid for out of the County's self-insurance fund.

CANANDAIGUA CITY SCHOOL DISTRICT

School District's Existing Vehicle Repair and Servicing Facility

Overview: The City School District owns and operates its own fleet of school buses and a few smaller vehicles used for transporting students. The School District also owns and operates a variety of vehicles that are used by the employees responsible for maintaining the School District's buildings and grounds. The Canandaigua City School District has two vehicle repair units, i.e., the Bus Maintenance Unit and the Facilities and Operations Unit. Although these entities operate independently and have separate management structures, on occasion they may share garage space and equipment.

Vehicle and equipment maintenance is divided between two work crews that occupy separate space in the maintenance building. One work crew is comprised of bus mechanics who are responsible for servicing, maintaining and repairing school buses and the three vans and an automobile used for transporting students. The other work crew is comprised of building maintenance employees who not only have responsibility for servicing, maintaining and repairing the pickup trucks, tractors, lawnmowers and snow blowers and other small motorized equipment, but also responsibility for performing a wide array of buildings and grounds maintenance tasks.

School Bus Maintenance Operation

School Bus Garage: The City School District's transportation facility is located at 5500 Airport Road in the Town of Canandaigua a short distance north of the City of Canandaigua on a parcel of land 28 acres in size. In addition to the bus garage, the site contains a large parking lot for storing buses and other transportation vehicles when not in use and the School District's fueling facilities. The concrete-block transportation garage is nearly brand new having been constructed in 2006 and is in excellent condition.

Bus Maintenance Facility: The area used for Bus Maintenance Unit is comprised of four (4) double length, drive through bays with overhead doors at either end. The area containing the bays is open with no partitions. The length of the bays will accommodate two buses parked end to end. One side of each bay is equipped with an in-ground bus lift. The garage bays on the opposite side are flat bays without lifts. At the far end of the garage is a drive-through automatic bus washing facility. The shop area appears to have ample room for performing repair and maintenance activities.

A series of small rooms located along one side of the bus garage is used for storing tools and parts as well as oil and automotive fluids. Tires and other parts are stored in available space above these rooms as well.

School Bus Fleet: The Bus Garage operation maintains the transportation fleet for the school district. The bus fleet is comprised of the following:

- 4 Light-duty vehicles (e.g., passenger vans and automobiles)
- 66 Heavy-duty vehicles (i.e, school buses).

The School District's transportation fleet has a median age of 5 years. All of these vehicles are used to transport students so NYS requires the buses to be maintained in accord with NYSDOT regulations. The NYSDOT regulations impose higher maintenance standards which include standards for maintaining the interior of the buses and much more detailed record keeping than is necessary for vehicles that are not used to transport students. In addition, State inspectors make on-site inspections to inspect each vehicle twice a year at six (6) month intervals. This means that with a fleet of 66 buses and four (4) light-duty vehicles use for student transportation, a NYSDOT inspector site visits occur multiple times each month.

Appendix 5 contains a more detailed listing of the City School District's student transportation fleet.

Staffing: The bus maintenance unit is comprised of the following positions.

- 1 FT Head Automotive Mechanic
- 3 FT Automotive Mechanic/Bus Driver

The Head Mechanic, who reports to the Director of Transportation, is responsible for record keeping and computer entries, as well as laying out work assignments supervising the Automotive Mechanics, and personally performing the more difficult repair jobs that require a higher degree of skill and knowledge. The Head Mechanic also serves as a de facto parts and service manager. The Head Mechanic and the three Automotive Mechanics are dedicated full time to the repair and maintenance of the buses and other vehicles used to transport students. Two of the mechanics are also certified as bus drivers and may substitute as drivers on occasion. Appendix 6 contains the Civil Service job specifications for foregoing job titles.

Repair Work Performed: The following indentifies the work tasks performed in house versus the work that is outsourced.

Performed In House	Outsourced
• Preventative maintenance	• Major engine repair
• Basic repairs	• Transmission repair
• Exhaust system repair	• Major body work/painting
• Brake repair	• Tire repair (provided on site)
• Fuel tank repair	
• Glass and interior repairs	
• Air suspension repair	
• Minor body work	

Basic repairs and preventative maintenance work is performed in-house as well as repair work on exhaust systems, air suspension components, brakes, fuel tanks, tires, and windshields and windows. Interior repairs and minor body work are also performed in house. Major engine and transmission as well as major body work and painting are outsourced. Bus drivers prepare daily pre-trip and post-trip inspection reports that are used to identify needed repairs.

Fleet Management System: Currently the unit uses a fleet management system called *EZ Bus*. The input includes parts and labor and this data is derived from repair order forms that are filled out by the mechanics. There are plans to begin using another system called *Transfinder*. This will be a component of the bus routing system. It had been used before but did not serve the Transportation Department well with respect to the repair/maintenance component and the technical support was lacking. The expectation is that it has been improved. The system should help in documenting the repair activities.

Parts: The parts tend to be fairly uniform due to the fact that all the buses are made by Thomas. There is a small parts room and the distribution of parts is done informally with the mechanic getting the part and putting it on the repair order. The Thomas vendor is in Livingston County and parts can be delivered quickly. Very little parts running occurs.

Facilities and Operations Unit

Repair and Servicing Facility: The area of the building occupied by the Facilities and Operations Unit, adjacent to the bus garage, appears to have adequate space. The work area used by the Facilities and Operations Unit is comprised of a large woodworking shop, a small equipment repair bay accessible by a small overhead door, a storage area which can also be used for repairing equipment and a small combination fabrication workshop/tool room. Both the small equipment repair bay and the storage area are used to repair equipment and fabrication. The Facilities and Operations Unit share a lift with the bus garage when needed.

The Facilities and Operations Unit repairs the vehicles and equipment used by this department, which includes 14 vans, trucks and sports utility vehicles, two (2) automobiles and a variety of other equipment including a loader, a dump truck, a bucket truck, a backhoe and numerous tractors, mowers, gators and other equipment used for buildings and grounds maintenance. This unit evolved over time since the current director has been in his position. At one time, the bus mechanics repaired all School District vehicles, but the Facilities and Operations Unit gradually assumed these duties so they could have more timely repairs of the equipment. Each truck is assigned to one employee who operates the vehcile most of the time.

Fleet: The Facilities and Operations Unit fleet is comprised of the following:

- 16 Light-duty vehicles (e.g., automobiles/ SUVs/pickup trucks, and vans)
- 3 Medium-duty vehicles (e.g., tractors and aerial bucket truck).
- 3 Heavy-duty and construction vehicles (e.g, 6-wheel dump truck, tractor with backhoe and front-end loader)

- 18 Miscellaneous pieces of equipment including lawn mowers, utility vehicles, and trailers.

The Facilities and Operations Unit fleet of licensed vehicles represents a significantly older fleet with a median age of 11 years. Five (5) of the vehicles in the fleet have odometer readings in excess of 100,000 miles one of which is in excess of 150,000 miles. Seven of the vehicles have odometer readings in excess of 50,000 miles.

Appendix 5 contains a more detailed listing of the Facilities and Operations Unit fleet of equipment. Smaller motorized and non-motorized equipment that the Facilities and Operations Unit has the responsibility for maintaining and repairing is included in this Appendix.

Staffing: Two of the Facilities and Operations Unit employees are assigned to repair the unit's vehicles and equipment.

- 1 FT Building Maintenance Assistant
  (Approximately 90% of his time spent on maintaining vehicles)

- 1 FT Building Maintenance Assistant
  (Approximately 25% of this time spent on maintaining vehicles)

Appendix 6 contains the Civil Service job specifications for these job titles. The manager of this group is the Director of Facilities and Operations.

Fleet Management System: This unit does not track labor hours or have a comprehensive fleet management system. Employees indicated that they enter parts costs into the computer in the Carfacts Program "when they got a chance to do so". On the date of the site visits (February 7, 2011) the Carfacts software was not accessible to the mechanics as it had not been reloaded on the PC.

Parts: The Facilities and Operations Unit has a small parts inventory that is managed informally. Parts are tracked via the Carfacts, but the records are not comprehensive due to the inconsistent entry of parts costs in the system. Parts are delivered, but running for parts occurs if needed.

Repair Work Performed: The following indentifies the work tasks performed in house versus work that is outsourced.

Performed In House	Outsourced
• Engine and transmission repairs	• Wheel Alignment
• Brake repairs	• NYS Inspections
• Front-end suspension repairs	• Engine Diagnostics
• Some auto body work	

The employees do not use a formal repair order system although sometimes work is performed from a Help Desk ticket (electronic). The employees perform a lot of fall and spring transition work due to the seasonal use of the equipment. A number of pieces of equipment are aged and the district lacks funds for replacement, so it is important that the older pieces of equipment be maintained in operational condition.

Collective Bargaining Representation: The Head Automotive Mechanic, Automotive Mechanic and Building Maintenance Assistant positions are job titles within the Canandaigua City School District Custodial Maintenance Association collective bargaining unit.

School District Fueling Facility: The fueling facility is shared by the Bus Garage maintenance crew and the Facilities and Operations Unit. It is comprised of two (2) above-ground fuel storage tanks and four (4) new fuel dispensing pumps each with two (2) hoses. One of the tanks, 8,000 gallons in size, is used for storing diesel fuel and the other tank, 1,000 gallons in size, is used to store gasoline. Fuel dispensing is controlled by a keyed system and accounted for by OPW (Petro Vend) Fuel Management Systems software. Drivers enter mileage of the vehicles each time a vehicle is fueled. The fuel storage tanks and the pumps are all new and were installed at the same time the new bus garage was constructed.

Budget:

School District Transportation Budget

Budget Categories	Amount
Employee Salaries and Wages	$162,696
Employee Fringe Benefits	$65,839
Subtotal Personnel Costs	**$228,535**
Bus Maintenance (outsourced work)	$14,000
Bus Supplies	$14,000
Bus Parts & Supplies	$99,000
Tires	$34,255
Subtotal Parts, Supplies & Outsourced Work	**$161,255**
TOTAL DIRECT REPAIR & MAINTENANCE	**$389,790**
Tools and Equipment	$5,000
Fuel and Oil	$500,000
Subtotal Tools and Fuel	**$505,000**
TOTAL FLEET COSTS	**$1,217,300**

School District Facilities and Operations Budget
(Portion of budget allocated to fleet maintenance only)

Budget Categories	**Amount**
Employee Salaries and Wages	$46,370
Employee Fringe Benefits	$17,934
Subtotal Personnel Costs	**$64,304**
Vehicle and Equipment Maintenance	$20,000
Subtotal Parts, Supplies & Outsourced Work	**$84,304**
Tools and Equipment (Purchase and leasing)	$10,100
Fuel and Oil (Included w/ Transportation Dept.)	$0
Subtotal	$10,100
TOTAL FLEET COSTS	**$94,404**

ANALYSIS, FINDINGS AND EMPLOYEE SUGGESTIONS

CITY OF CANANDAIGUA

Findings and Observations

The DPW building, including the Central Garage facility, is in very good condition for a structure 37 years of age. The City has replaced and upgraded building components as needed and continues to do so. There are no apparent structural or condition issues with the building (confirmed by DPW officials) and no improvements to the facility are planned at this time except for the replacement of the overhead doors previously identified which are not for the portion of the building occupied by the Central Garage. Assuming that the City continues to maintain and upgrade the structure's components as needed, the facility should have three or more decades of serviceable life remaining.

The six (6) vehicle bays provide abundant work space. Vehicles and equipment that have low repair priority or fabrication work that can only be pursued as time permits between higher priority work tasks or during slower time periods can remain in place in the extra bays without the need to repeatedly remove it and reposition it later to make space available for higher priority equipment. The wide overhead doors permit the large dump trucks to be driven into the bays without the need to remove the plow blades. Only one of the City's vehicles, a Fire truck, will not fit into the vehicle bays due to its height.

The City upgraded the fuel storage tanks to US EPA and NYSDEC standards in 1998 and installed new fuel dispensers in 2006. The fueling facility is in very good condition; there are no capital improvements planned for the fueling system nor are any significant improvements anticipated in the foreseeable future. It is anticipated that the City's fueling facility has many years of service life remaining.

As labor time spent on servicing or repairing vehicle is not recorded and tracked, it is not possible to determine the true cost for maintaining and repairing individual vehicles or classes of vehicles. It is also very difficult to determine the full range of the types of non-vehicular work tasks that are performed or the amount of time spent performing each such work task. Although the cost of parts is recorded and tracked it does not accurately reflect labor costs. Furthermore, as some Central Garage employees routinely perform work tasks unrelated to fleet maintenance that are not tracked or accounted for, the cost for maintaining the City's fleet is somewhat overstated and distorted. The lack of labor tracking makes quantification of the repair efforts and costs difficult. As there is no tracking of vehicle maintenance repair/servicing backlogs, vehicle downtime cannot be determined.

Although from time to time the City's mechanics make parts runs, i.e., trips to automotive stores to purchase parts, this is not a routine practice. Most parts runs are for specialty or high-cost parts and components not typically stocked.

During the information collection stage of this study, it was discovered that the City's Parts and Service Manger actually performs an array of important work tasks that fall outside the duties of the position. This work includes:

- Troubleshooting, repairing and maintaining the City's telephone system, which the City owns.
- Troubleshooting, repairing and maintaining the PCs in the Public Works Department, as well as serving on the City's IT Committee.
- Troubleshooting, repairing and maintaining the City's alarm system.
- Maintaining and repairing the City's emergency electrical generators that serve the DPW facility and the Police and Fire Departments.
- Troubleshooting and maintaining the HVAC system at the DPW facility.
- Preparing bidding specifications for various automotive and other equipment, and monitoring equipment purchases.
- Responding to and arranging the repair of critical Police and Fire Department equipment that breaks down or malfunctions outside the normal Central Garage workday or workweek.
- Serving as one of the on-call supervisors in the City's emergency call out program.

In small organizations or organizational units, it is not uncommon for employees to assume and perform unrelated work that is not within the scope of their job title. Sometimes this occurs as an outgrowth of the need of the organization (or unit), sometimes as a result of a particular employee's talent, skills and interest, and sometimes as a result of an employee's personal dedication and commitment to the organization. It is not atypical for all three factors to be involved. As the time expended performing out-of-title work is not recorded and charged back to the appropriate organizational unit, the work and the value of the work performed is often not apprehended or quantified and is imperceptible until the employee departs from the organization and is replaced with an employee who is unwilling and/or not capable of performing the work or is not replaced at all.

As the out-of-title work performed by the Parts and Service Manager is not quantified and charged back to the appropriate department or organizational unit, the labor cost for this work is attributed to Central Garage which distorts and overstates the cost for operating the Central Garage while understating the cost of the departments or organizational units that benefit from the out-of-title work he performs.

Employee Suggestions for Improvements:

- Purchase diagnostic equipment for new trucks/Mack trucks.
- Authorized mechanics to participate in original equipment manufacturer (OEM) Training, i.e., training provided by the original equipment manufacturers (e.g. Ford, Chevy,

Peterbulit, etc.). This type of training is often offered for free or at low cost by the manufacturer.

- Provide mechanics with electronics training, i.e., training on computer and electronic systems
- Any school/training provided to mechanics would be beneficial. There are not many training opportunities now, so any opportunity is viewed as a positive.

ONTARIO COUNTY

Observations/Comment: Although the facility is nearly brand new and state-of-the-art in many respects, the amount of space allotted to the County employees for servicing and repairing vehicles is a source of dissatisfaction to the mechanics. The space allocation also appears to the outside observer to be not entirely adequate. There appear to be large allocations of space to truck storage and the CATS repair portion of the garage. Although, in addition to the four (4) bays dedicated to the County's use, an additional bay exists which is shared by the County and First Transportation (the firm that maintains the CATS buses), the shared bay has at least two significant limitations. One, the bay does not contain a vehicle lift which prevents quick and easy access to the undercarriage of vehicles. Two, as the bay is shared, vehicles that cannot be quickly repaired cannot be left in the bay for any significant length of time. Some repairs may be complicated or require a special part which may significantly increase the amount of time needed. This situation can force mechanics to remove the vehicle from the bay before the repair has been made to make room for First Transit. Moving unrepaired vehicles in and out of a bay contributes to inefficiencies.

Employee Suggestions for Improvements:

- Diagnostic equipment is needed especially for Volvo trucks. This would be for electronic engine diagnosis
- Provide mechanics with basic training on hydraulic system repairs
- Provide training on the Pegasus diagnostic equipment and install hubs so the scanner can remain connected to the Internet when in use.
- New A/C machine is needed. The shop had an A/C machine at one time, but it was removed. This would permit work and diagnostics on A/C systems for vehicles
- More shop tools are needed. Hand tools that are shared may be difficult to find or not available when needed.
- Provide mechanics with more training and permit them to attend free seminars. The mechanics have a general desire for more training.

CANANDAIGUA CITY SCHOOL DISTRICT

BUS GARAGE UNIT

Findings and Observations:

The bus garage constructed in 2006 has a brand-new appearance. The state-of-the art facility is very spacious and the drive-through, double length bays provide ease of access to the facility. The building exhibits no apparent deficiencies. No major capital outlays for making building improvements are anticipated or projected within the foreseeable future. The structure should serve the School District for many years before any major repairs or building updates will need to be undertaken.

The fueling facility, installed in 2006 as well, is comprised of new fuel storage tanks and dispensing pumps and is in excellent condition. The fueling facility would also be expected to serve the School District for many years before any major repairs are undertaken or components upgraded or replaced.

The use of electronic and electronic record-keeping is a plus. Parts and inventory controls might need to be strengthened with an annual parts inventory audit. The Bus Garage staff does not actively measure performance or productivity, but New York State does require all school bus fleets to have NYSDOT inspection failure rate of 10 percent or less. The Canandaigua CSD averages about 6.5 percent. This could be considered a proxy for performance from one perspective. There are no known measures of downtime or backlogs.

Bus parts tend to be fairly uniform due to the fact that all the buses are made by Thomas. There is a small parts room and the distribution of parts is done informally with the mechanic getting the part and putting it on the repair order. The Thomas vendor is in Livingston County and parts can be delivered quickly. Running for parts occurs infrequently.

Employee and Management Suggestions for Improvements:

- Cummins engine diagnostic equipment is needed
- Training on Thomas C2 body style is needed
- The mechanics like the *EZ Bus* system that they are currently using and think that it is an effective system. They are unsure how the new *Transfinder* system will function for the repair shop applications.

FACILITIES AND OPERATIONS UNIT

Observations/Comments:

The actual work performed by a couple of the Building Maintenance Assistant employees actually varies substantially from the work tasks described in the Civil Service job specification for their job titles. The Civil Service job specification identifies work tasks that involve carpentry, masonry, painting, plumbing and electrical work. Vehicle maintenance and repair tasks are not included. In reality, however, one of the Building Maintenance Assistants spends approximately 90 percent of his time engaged in mechanical work servicing and repairing the vehicles and motorized equipment used by the Facilities and Operations Unit. The other Building Maintenance Assistant spends between 25 to 50 percent of his time performing similar mechanical repair and automotive servicing work. Both employees are also engaged from time to time in work unrelated to either maintaining buildings or repairing motorized vehicles such as, for example, plowing snow from school parking lots and sidewalks.

As previously described in this section of the report, it is not uncommon for employees in small organizations or organizational units to accept or assume responsibilities for performing work duties unrelated to the work tasks required of their positions. It is important to recognize and acknowledge the value of the out-of-title work employees perform as it is easily overlooked and sometimes taken for granted. As the labor associated with serving and repairing the Facilities and Operations Unit's automotive equipment is not recorded in a fleet management system, fleet maintenance costs cannot be accurately documented or quantified.

Although the School District benefits from the out-of-title work that the Building Maintenance Assistant employees perform, the School District management should be made aware of a potential problem that could arise in the future that would adversely impact on current situation. Currently the Building Maintenance Assistants willingly perform the *out-of-title* automotive duties. It appears this occurs with the tacit approval of the collective bargaining unit representing these employees. At some future time, the leadership of the collective bargaining unit may object to this practice and demand out-of-title pay for the employees and/or demand a higher compensation in recognition of the value of the out-of-title work performed. Although this would not present an insurmountable problem, it could disrupt the operations of the Facilities and Operations Unit until resolved and may increase the School District's labor costs.

Another potential issue may arise with regard to the job title. Civil Service has sole authority for assigning job titles. If the Ontario County Civil Service Office audits the work performed by the Building Maintenance Assistants and discovers that they are performing automotive mechanical work, Civil Service would likely revise the job title and job specifications. It is anticipated that the new job title would likely be classified by the Civil Service Office as non-competitive. If this were to occur, the existing employees would likely be able to demonstrate that they possess the minimum qualifications for the new job title and would likely be able to remain as School District employees in the new position titles.

As the labor for performing various tasks is not recorded and documented by work task and as the parts tracking is inconsistent, it is difficult to determine the true cost to maintain the unit's

automotive and motorized equipment. The parts inventory and distribution could be more formalized. Of the automotive repair units studied for this report, this unit stands out as being more of a hybrid operation than any of the other units due to the wide range of work activities the work unit performs.

Employee Suggestions for Improvements:

- Less outsourcing, do more repairs in house.
- Increase parts inventory so that parts are available when needed.
- More sharing with other governments.
- More shop tools, increase the availability of shop tools and other shop equipment.

WORKSPACE NEEDS ANALYSIS

The National Association of Fleet Administrators (NAFA) has established guidelines for determining the number of vehicle bays needed to optimize the productivity of mechanics. NAFA guidelines recommend repair shops be designed to provide 1.5 vehicle bays for each light-vehicle mechanic and 2.0 bays for each heavy-vehicle mechanic. The additional space enables a mechanic to have more than one vehicle in the repair shop at one time. This permits the mechanic to quickly, easily, and efficiently transition from working on one vehicle to another thereby maximizing the mechanic's productivity. For example, if a mechanic has begun to disassemble a vehicle and discovers that a needed part is not in stock, he can immediately begin working on another vehicle in the extra garage bay while he waits for the part to be delivered. Or if the mechanic is in the middle of repairing one vehicle when a higher priority vehicle is brought to the shop that requires immediate attention, he can use the extra space to work on the higher priority vehicle without having to move the vehicle he was working on out of the way. Without the extra space, the mechanic may be forced to move vehicles in and out of bays repeatedly before the equipment has been completely repaired. If the vehicle is not operational, then moving it out of the way cannot occur easily or quickly.

Based on the NAFA guidelines, the City Central Garage should have no less than 3.5 bays comprised of 1.5 bays for the light-vehicle mechanic and 2.0 bays for the heavy equipment mechanic. As the City's repair shops contain a total of six (6) bays, it affords abundant space. The County repair shop, based on the NAFA guidelines, should have no less than seven (7) bays, i.e., three (3) bays for the two (2) light vehicle mechanics and four (4) bays for the two (2) heavy-equipment mechanics. The County's fleet maintenance facility with a total of only four (4) dedicated bays for use by the County's mechanics appears to have inadequate space for optimum productivity. It is noteworthy that during the employee interviews, the County's technicians cited an adequacy of bays as a deficiency of the new facility. Although the facility contains an additional shared bay that is also used by First Transit the utility of the shared bay is limited by time constraints on its use and by the fact that it contains no vehicle lift. The County's mechanics appear to have a legitimate complaint based on the NAFA guidelines. A lack of work space could be addressed by splitting the work force and instituting two separate work shifts.

Establishing two separate shifts, however, presents some inherent problems in terms of providing supervisor oversight and ensuring employee safety.

The number of vehicle bays in the City School District bus garage appears to be adequate. With four (4) bus mechanics, NAFA guidelines would call for eight (8) garage bays, which coincide with the number of bays in the bus garage. Although the Faculties and Operations Unit also uses the bus garage bays to maintain and repair its vehicles and therefore must at times share the space, the employee interviews suggest that work space issues do not exist. The Facilities and Operations Unit also has space of its own to work on the smaller motorized equipment such as lawn mowers, garden tractors, snow blowers and like equipment. This space includes a fabrication bay and fairly large equipment storage room which is accessible via an overhead door. There is no indication that the Facilities and Operations Unit is cramped for work space.

WORKLOAD AND STAFFING ANALYSIS

The methodology utilized in this study for evaluating the staffing levels of the City, County and School District is the same methodology utilized by Mercury Associates, Inc. and Kelly Walker Associates, two prominent and nationally known firms that specialize in fleet maintenance consulting. This industry-accepted and NAFA-endorsed methodology in essence involves a straightforward and relatively simple process. The approach involves determining the total number of hours required to maintain a particular fleet for a year and then dividing that figure by the number of hours a full-time technician has available to work on vehicles during a typical year. The following equation summarizes this approach.

Hours needed to maintain fleet ÷ Hours a mechanic works = Number of mechanics needed

Step 1

The first step involves quantifying the labor demand (workload) for maintaining a specific fleet. Some fleets may be relatively uniform. The entire fleet or nearly the entire fleet is comprised of vehicles that are the same or similar to each other in terms of size, design, complexity, durability, use and function. For example, the Canandaigua City School District Transportation Department fleet represents a relatively uniform fleet. Nearly all the vehicles are buses used to transport students. Although the buses may differ slightly in size and style, from a mechanical perspective, they are pretty much interchangeable in terms of the complexity and the amount of time and skill required servicing and repairing each. Since each bus is relatively equivalent to any other bus in the fleet, the labor demand is principally a function of the number of buses in the fleet and is therefore linear. Thus, the labor demand represented by a fleet of 60 buses would be double the labor demand represented by a fleet of 30 buses.

Quantifying the labor demand for mixed fleet, i.e., fleets comprised of a variety of vehicles that differ substantially from each other in terms of size, design, complexity, durability, use and function is more complex. The amount of time and skill required to maintain vehicles (labor demand) can and often does differ significantly between and among different types of vehicles. For example, the amount of time needed to repair an automobile that is driven only a few miles each day will differ significantly from the amount of time required to repair a garbage packer

truck that is much larger, much more complex and receives heavy use day in and day out. Both the City and County have mixed fleets, comprised of a large variety of dissimilar vehicles and equipment, e.g., automobiles, dump trucks, garbage packers, tractors and backhoes, excavators, asphalt paving machines, compaction rollers, front end loaders, sewer jet and vacuum trucks, fire trucks, and road graders.

The methodology used to quantify the work demand of the City's and County's mixed fleets involved using a standard automobile as a basic unit of labor demand. The labor demand for all other types of vehicles is then expressed in terms equivalent units of this basic unit. Thus an automobile represents one (1) vehicle equivalent unit or VEU. A different type of vehicle that typically requires four (4) times as much labor time to maintain and repair would be assigned four (4) VEUs. This weighting process is used to determine the VEU for each vehicle in the fleet. The VEUs are then summed to determine the number of VEUs represented by the entire fleet.

Step 2

The total number of VEUs represented by the fleet is multiplied by the amount of time typically required annually to maintain and repair the basic unit, i.e., a standard automobile, to determine the total labor demand represented by the fleet. Thus if an automobile typically requires 10 hours of labor per year to maintain and repair, a fleet comprised of 100 VEUs would require 1,000 labor hours for the year. A fleet comprised of 250 VEUs would require 2,500 labor hours for the year. The total labor hours represents the labor demand for the fleet.

Although the methodology is an industry standard, the values Mercury Associates and Kelly Walker assign to some of the variables that are used differ somewhat. For example, the multiples of the base unit (weighting) used to quantify the equivalent units for some larger vehicles differ slightly. In addition, the estimated amount of time needed annually to maintain and repair a basic unit (i.e., typical automobile) differ somewhat as do the categories of vehicles. Furthermore, the amount of time a mechanic has available during the course of a year to actually work on vehicles (often referred to as *turning wrenches*) are not quite the same. For comparative purposes, the decision was made to conduct the analysis for this study using the values that both Mercury Associates and Kelly Walker each use. The following two tables present the values used by each of these two consulting firms.

Mercury Associates Approach

Category/Type of Vehicle	VEUs (Multiples of the Base Unit)	Labor Demand @ 10 hrs./yr. See footnote (a)	Labor Demand @ 15 hrs./yr. See footnote (a)
Administrative automobile (base unit)	1.0	10	15
Emergency automobiles (police/fire)	2.5	25	37.5
Pickup trucks, vans, SUVs	1.5	15	22.5

Category/Type of Vehicle	VEUs (Multiples of the Base Unit)	Labor Demand @ 10 hrs./yr. See footnote (a)	Labor Demand @ 15 hrs./yr. See footnote (a)
Medium & heavy duty trucks	4.0	40	60
Medium & heavy duty trucks with specialty equipment	6.0	60	90
Construction equipment (excavators, rollers, paving machines)	6.0	60	90
Fire Trucks / *Garbage Packers/ Street Sweepers* (b)	10.0	100	150
Misc. Equipment (trailers, generators, garden tractors, gators, handheld equipment, etc.)	0.5	5	10.5

Footnotes: (a) Mercury Associates allows a range for the amount of time needed to maintain and repair a typical automobile, i.e., 10 hours to 15 hours per year.

(b) VEUs for equipment in *Italic* font imputed by the consultant.

Kelly Walker Associates Approach

Category/Type of Vehicle	VEUs (Multiples of the Base Unit)	Labor Demand @ 20 hrs./yr.
Administrative automobile (basic unit)	1.0	20 (a)
Light-duty trucks (pickups, vans, SUVs)	1.5	30
Medium-duty trucks (6-wheels)	3.0	60
Heavy-duty trucks (10-wheels)	5.0	100
Construction equipment (excavators, rollers, paving machines)	8.0	160
Small and handheld equipment	0.5	10

(a) No distinction is made between emergency vehicles and administrative automobiles

Some small adjustments were made to the Mercury Associates' base-unit multiple used to calculate the work load for the County Sheriff's patrol vehicles due to a lower intensity of use compared to the City's police patrol cars. None of the County Sheriff's patrol cars are used for patrolling more than one 8-hour shift per day. Deputy Sheriffs take the vehicles home with them at the end of their shift. In contrast, the City's police patrol cars are operated daily on all three shift around the clock, a practice commonly referred to as *hotseating*. Accordingly, the City's police patrol cars represent a high labor demand than the Sheriff's patrol cars due to the more intensive use of the City's police patrol cars. To compensate for the difference, 1.5 VEUs was

used to calculate the labor demand for the Sheriff's patrol cars, while 2.5 VEUs was used for the City Police patrol cars. No such adjustments were made to the Walker approach, as that approach does not make a distinction between emergency vehicles and other automobiles that are used less intensely, even though an argument could be made for doing so. The values contained in the foregoing tables were applied to the City's and County's fleets and to the School District's Facilities and Operations Unit fleet to determine the total labor demand for each fleet. As the School District's Transportation Fleet represents a uniform fleet, the use of VEUs was not necessary or appropriate.

Step 3

The next step involved determining the number of technicians needed for maintaining each fleet. The mechanics of the three local government entities work a normal 40 hour work week which is equivalent to 2,080 hours per year per employee. The amount of time that any employee actually performs mechanical work, however, is less than 2,080 hours. The 2,080 figure includes paid leave (e.g., vacations, holidays, sick leave, bereavement leave) and time spent performing work tasks that do not involve performing actual mechanical work (e.g., cleaning up the shop, running for parts, attending training sessions, repairing shop equipment, completing paper work, ordering parts, etc.). The benchmark that Mercury Associates uses for the amount of time a technician actually spends performing mechanical work (*turning wrenches*) is 1,456 hours per year (70% of 2,080 hours). The benchmark Kelly Walker uses is 1,550 hours per year (74.5% of 2,080 hours).

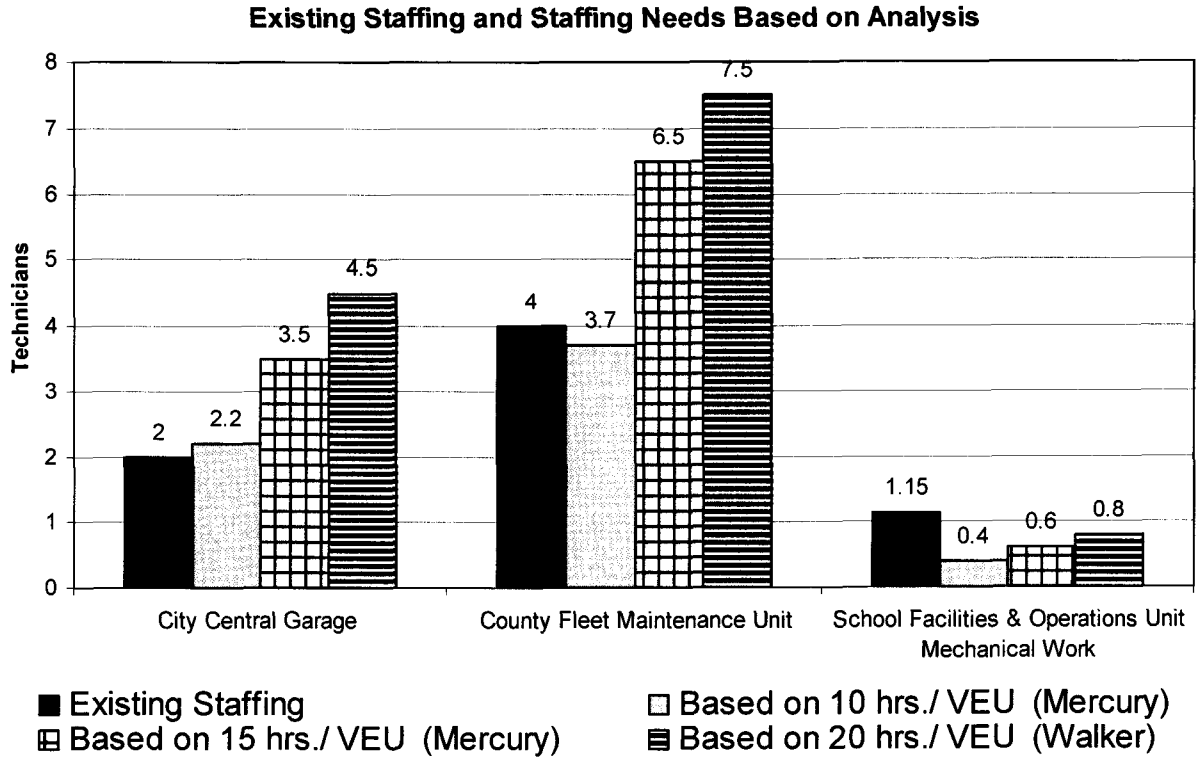
Analysis Based on Mercury Associates Approach

	City	County	School Facilities & Maintenance Unit
Vehicle Equivalent Units (VEUs) of entire fleet	324	542	57.5
Labor Demand based on 10 hrs. per VEU	3,240 hrs.	5,420 hrs.	570.5 hrs.
Staffing needed based on 1,456 hrs. per year of available wrench-turning time per technician	2.2	3.7	0.4
Labor Demand based on 15 hrs. per VEU	4,860 hrs.	8,130 hrs.	862.5 hrs.
Staffing needed based on 1,456 hrs. per year of available wrench-turning time per technician	3.3	5.5	0.6

Analysis Based on Walker Associates Approach

	City	County	School Facilities & Maintenance Unit
Vehicle Equivalent Units (VEUs) of entire fleet	350.5	559.5	62
Labor Demand based on 20 hrs. per VEU	7,010	11,190	1,240
Staffing needed based on 1,550 hrs. per year of available wrench-turning time per technician	4.5	7.2	0.8

The following bar chart graphically summarizes the results of the staffing analysis.



Another industry guide used to evaluate the appropriate level of staffing is the amount of mechanical work outsourced to private automotive repair shops versus performed in house. The guiding maxim is *staff for the valleys and outsource the peaks*. Following this maxim helps to ensure that there are no excess mechanics on the payroll during times when the workload is the lowest. The industry guide for adhering to this maxim calls for approximately 25 per cent of the work to be outsourced and approximately 75 percent of the work to be performed in house. By following this rule of thumb, fleet maintenance shops can ensure that their employees are engaged in productive work throughout the course of a year and that employees are not idle or given make-work tasks to perform during periods when the workload is low. Of course, *this general rule of thumb is applicable only in situations where the workload is not uniform and fluctuates over time.* It is *not* applicable to shops where the workload is relatively level throughout the year.

Based on the foregoing analysis, the Mercury Associates and the Walker Associates approaches suggest that the staffing for the City Central Garage should be within the range of 2.2 technicians to 4.5 technicians. The existing staffing comprised of 2.0 mechanics falls slightly below the low end of this range. An examination of the City Central Garage budget reveals that $51,700 or 11.8 percent of the City's $436,870 direct fleet maintenance expense is outsourced. This ratio of roughly 12%:88% is lower than the outsourcing rule of thumb. However, it should be noted that the workload of the City's Central Garage is fairly uniform year round due to the fact that snow and ice removal operations keep the trucks and snow plows in use throughout the winter months.

Accordingly, the 25%:75% rule of thumb for outsourcing is not truly appropriate or applicable to the Central Garage operation. This analysis reveals that the staffing level for the Central Garage to be appropriate and even a bit on the low side. It should also be noted, that Central Garage employees also perform welding fabrication work during any periods of low workload in order to keep older equipment in repair and operational so they are not idle nor given "make-work" tasks to perform.

The staffing needs for Ontario County's Fleet Maintenance Department, based on the analysis, suggests that the County needs 3.7 to 7.5 technicians. The existing staffing consists of 4.0 mechanics which falls within the low end of this range.

An examination of the Fleet Maintenance budget reveals that $48,557 or 6.3 percent of the County's *direct* fleet maintenance expense (excluding the Fleet Maintenance Manager's wages and benefits) is outsourced while 93.7 percent is performed in house. In view of the fact that the workload is more seasonal for the County Fleet Maintenance Department in that the County Highway Department does not clear ice and snow from County roads or highways, the percentage of work outsourced is below the 25%:75% industry guide.

As much of County Highway Department's heavy equipment and construction equipment receives less use during the winter months, the labor demand for the heavy equipment mechanics is lowest during this time of year. During the winter months the Fleet Maintenance Department may have has some excess capacity; however, it should be noted that one of the heavy equipment mechanics performs a considerable amount of welding fabrication to repair older equipment to keep the equipment operational and most of this work occurs during the winter months when the equipment is not in use. If only one heavy mechanic were on the County payroll, the welding fabrication work currently performed during the winter months would not be performed at all or would have to be outsourced.

The School District Facilities and Operations Unit is the most diverse of the organizational units examined in this study. This Unit is responsible for a very wide variety of work and performs a host of work tasks completely unrelated to maintaining and repairing vehicles and motorized equipment. Work responsibilities include maintaining the School District's buildings and grounds (carpentry, electrical masonry and plumbing work), snow and ice removal from school parking lots and driveways, and the construction and repair of school furniture.

Only two of the Facilities and Operations Unit employees perform mechanical work on automotive equipment as part of their overall work duties. As labor hours by task are not tracked as the Unit does not have a comprehensive fleet management system. Therefore, the amount of time employees actually expend performing automotive repair and maintenance can only be estimated. The foregoing analysis suggests that the School District Facilities and Operations Unit needs between 0.4 to 0.8 employees to maintain the Unit's automotive fleet. The Director of the Unit estimates that approximately 90 percent of one employee's time and approximately 25 percent of another employee's time is spent on automotive work tasks. This represents current staffing of approximately 1.15 employees for performing automotive repair function. To conclude from this analysis and the bar chart on page 26 that the School District is overstaffed, however, would be an erroneous conclusion as the following explanation demonstrates.

Although the methodology used for this analysis is suitable for *gauging* the appropriate staffing levels for larger fleets, its suitability to determine the staffing needed to maintain a fleet as small as the Facilities and Operations Unit fleet is questionable. Both the Mercury Associates and Kelly Associates approaches represent *gross gauges, not precise measures*. Neither approach is capable of determining staffing needs down to a fraction of a position. This methodology was applied to the Facilities and Operations Unit for lack of a better and more precise alternative. The difference between the level of staffing *suggested* by this methodology and the current allocation of staffing to perform automotive work represents only a fraction of an employee position. The difference is so small that it is not material and is without significance. Moreover, one would expect the actual staffing needs to be higher than the methodology would suggest as the automotive vehicles maintained by the Facilities and Operations Fleet is exceedingly old with a median age of 11 years. Several vehicles have very high mileage some in excess of 100,000 miles. Accordingly, one would anticipate that the staffing to maintain such a fleet would actually need to be significantly greater than the analysis suggests.

School Bus Maintenance Staffing

As the School District's Transportation Department automotive fleet is very uniform, it is not necessary or appropriate to calculate VEUs. School buses comprise nearly the entire fleet, with the exception of only four (4) smaller vehicles. Staffing for maintaining uniform fleets can be determined using a ratio of mechanics to vehicles. The New York State Department of Education in its *Transportation Supervisor's Handbook* recommends a ratio of 1 mechanic for every 10 buses. The national industry standard for maintaining school buses tends toward one mechanic for 18 to 20 buses. The City School District transportation fleet is comprised of 66 school buses, three (3) SUVs and one (1) automobile. Based on the number of buses alone, the workload would justify 6.6 mechanics if the NYS Department of Education recommendation is adhered to or 3.3 to 3.6 mechanics if the industry standard is applied. Although the School District employs four (4) mechanics, it should be noted that the head mechanic also functions as the de facto parts and service manager. A large portion of his time is occupied by performing managerial and administrative duties, which reduces the time he has available to work directly on vehicles. In addition, State DOT inspectors are on site frequently for the 140 inspections required annually. These inspections tie up two mechanics for a total of at least 280 hours per year on nonproductive work tasks which reduces the time they have to perform actual mechanical work. The existing staffing for the bus garage appears to be appropriate to the labor demand represented by the size of the school bus fleet. Based on the NYS Department of Education staffing recommendations, the bus garage would actually appear to be understaffed.

The amount of work outsourced to private automotive shops is low, i.e., $14,000 or approximately 3.6 percent of the $389,790 expended on fleet maintenance. This is lower than the 25%:75% rule of thumb previously discussed. One factor that may reduce the School District's ability to outsource more of the bus work is importance of maintaining student transportation schedules. When buses are broken down during the academic school year, the Transportation Department does not have the luxury of altering a schedule while waiting for a bus to be repaired by a private shop. Another factor is the requirement that the interior of the bus be maintained to State standards; work which few private automotive shops would have the capacity to perform.

ANALYSIS OF POTENTIAL OPPORTUNITIES

CONSIDERATIONS THAT WERE RULED OUT

1. Co-location of Fleet Maintenance at a Single Location

The possibility of co-locating the three fleet maintenance units of the City, County and School District in a single facility at a single location was examined, evaluated, and ruled out early in the study as were the possibilities for co-locating any two of the three fleet maintenance units. Co-location was ruled out as impractical and not feasible in view of existing circumstances which included the following considerations.

None of the exiting fleet maintenance facilities has sufficient space to accommodate the operations of any of the other fleet maintenance units without constructing large building additions. Co-location would necessitate the construction of a large building addition, a very expensive proposition.

All of the fleet maintenance garages are in good condition and have many more years of useful life remaining before they will need to be replaced. The County's and School District's fleet maintenance facilities, constructed in 2008 and 2006 respectively, are essentially brand new, state-of-the-art buildings. Although the City's DPW building, which contains the Central Garage, is the oldest of the facilities, having been constructed in 1974; it is in good condition, has been periodically updated and well maintained and it has many years of useful life remaining before it will need to be replaced.

Had one or more of the existing fleet maintenance buildings been in very poor condition, severely obsolete, and/or severely undersized, and had there been plans for constructing a replacement facility, then co-location might have been cost effective. Capital costs can often be reduced through co-location as certain building areas such as conference rooms, employee lunch/break rooms, restroom facilities, and lobby/waiting areas can be shared which would be duplicated in separate buildings. In addition, HVAC systems and operational costs can also often be lowered somewhat due to the sharing of space. In view of the current conditions of the existing fleet maintenance buildings, any small operational savings that may be possible would be offset several times over by the large capital outlays that would be required to expand any of the buildings to accommodate co-location.

2. Consolidation of Fueling Facilities

The potential for combining the separate fueling facilities into a single facility to serve all three local government entities or utilizing two of the three facilities to serve the three local government entities was examined, evaluated and also ruled out early in the process. A similar situation exists with the fueling facilities as exists with the fleet maintenance buildings previously discussed. The County's fueling facility was installed in 2008 and the School District's fueling facility was installed in 2006, with the use of new components for both. Both fueling facilities are in like-new condition. Improvements have been made to the City's fueling facility to bring the tanks into

compliance with NYSDEC and USEPA requirements and the fuel dispensing pumps have been updated. None of the fueling facilities are in need of replacement or repair nor do they cost much to operate and maintain.

At some future time when one or more of the fueling facilities needs to be replaced or expensive upgrading required, then it would be prudent to revisit the potential for consolidating two or all of the facilities. The most likely consolidation would be between the City and County. The two sites are approximately three miles distance from each other and the travel time between the sites is approximately eight minutes in each direction. When consolidation of fueling facilities is evaluated in terms of feasibility and cost-effectiveness in the future, the additional unproductive travel time, wear and tear on vehicles, and perhaps other considerations should be factored into the evaluation in order accurately determine the cost-benefit of a potential fueling facility consolidation.

3. Specialize in servicing and repairing light-duty vehicles vs. heavy-duty vehicles and/or fabrication work (City and County)

Specialization in the maintenance and repair of certain classes of vehicles may and would be expected to increase the work efficiency of any mechanic. Through specialization, a mechanic can become much more knowledgeable about and familiar with the mechanical design and operation of the vehicles on which he works and presumably more proficient and efficient at diagnosing problems and affecting repairs. A specialized mechanic is confronted with a smaller range of challenges and fewer unfamiliar problems compared to a mechanic who works on a wide range of classes and types of vehicles. The familiar *Jack of all trades, master of none* adage captures and conveys the essence of this concept.

Specialization was considered and evaluated in this study based on the potential for the City fleet maintenance unit specializing in one class of vehicle/equipment (either light-duty or heavy-duty) and the County specializing in the other class of vehicle and equipment. Specialization between the shops, however, would be expected to not result in improvements in proficiency or efficiency due to the fact that each shop already uses specialization in-house. As noted in the existing conditions section of this report, two of the County's four mechanics hold the job title of Heavy Equipment Mechanic and the other two hold the job title of Automotive Mechanic. The Heavy Equipment Mechanics work nearly exclusively on the medium-duty and heavy-duty equipment, while the Automotive Mechanics work nearly exclusively on the light-duty vehicles. Although both of the City's mechanics hold the job title of Equipment Maintenance Mechanic, informally one works most of the time on the City's light-duty vehicles and the other works most of the time on the City's heavy-duty vehicles.

If the County were to specialize in heavy-duty vehicles, then its two Automotive Mechanics would likely need additional training to develop the knowledge and skills to service and repair heavy-duty equipment. It would be anticipated that their productivity would be lower than that of the current Heavy Equipment mechanics due to the learning curve until they had developed adequate skills and abilities. In view of the fact that the County's two Automotive Mechanics are approaching retirement age, they may be

disinclined to learn new skills at this stage in their careers nor would it be a wise investment of time and money to provide such training as there would be little if any opportunity to realize a benefit from the training before they retire. During the employee interviews, these employees themselves acknowledged this.

The Civil Service job specifications for the positions held by the City's two Equipment Maintenance Mechanics calls for them to be able to work on *all types of equipment, motors, and pumps found in public works departments*. This equipment includes gasoline and diesel motor equipment, including trucks, tractors, graders, bulldozers, power shovels and buses. Presumably, based on the job specifications, both employees are able to maintain and repair virtually all of the heavy equipment either the City or County owns. As these employees already informally specialize, with one employee working mostly on the heavy-duty vehicles and the other mostly on the light-duty vehicles, specialization between the City and County shops, as previously stated, would likely not increase fleet maintenance efficiency. Moreover, if specialization were to be implemented using existing employees without providing training, then one or more of the County's employees would likely have to be assigned to work at the City Central Garage to balance the work force to be commensurate with the specialized work loads at each shop. The amount of effort that would be required to implement specialization between the two shops and to administer such a program would not be offset by any significant savings and it is doubtful that specialization between shops would result in any savings in view of the in-house specialization that already exists.

4. Combining the Fleet-Maintenance Workforce of the City and County into a Single Work Unit

Combining the City and County fleet-maintenance workforces into a single workforce was examined, evaluated and also ruled out. Although the City's and County's workforces could theoretically be combined under the ageis of the County Transportation Center as County employees or under the City Central Garage as City employees, no distinct advantage was identified that would recommend doing so. The labor demand represented by the City and County automotive fleets would remain unchanged regardless of which entity where to service and maintain the two fleets. The staffing analysis previously presented demonstrates that a reduction in the workforce would not likely be possible even if the City's and County's employees were to be combined into a single workforce. Furthermore, even if the City and County workforces were to be combined, separate worksites would still have to be utilized, as neither structure is of sufficient size to accommodate the needs of a combined workforce. This would necessitate on-site supervision at both sites and would present some logistical obstacles that may actually impede rather than facilitate efficiencies. In view of the fact that two separate maintenance facilities would have to continue to be used and that the staffing for both the County and City are currently at minimum levels based on the existing labor demand, then combining the employees into a single work unit would not be expected to enable a reduction in the workforce without adversely affecting the quality and quantity of the existing automotive maintenance service.

If at some future time the City's and/or the County's automotive fleet maintenance operations were to change *substantially*, then the City and County would be wise to revisit and reassess the potential for combining the employee workforce of the two entities. If any changes occur that would not eliminate the need to utilize two separate sites and/or would not result in a *substantial* decrease in the labor demand, the potential for efficiencies to result from the combining of the City and County workforces would not be expected to materialize.

5. Fabricating New Trucks vs. Purchasing Complete Trucks

During one of the Steering Committee meetings, Ontario County Public Works Commissioner William Wright mentioned that the Town of Perinton (Monroe County) had at one time, when he served as the Town's Highway Superintendent, ordered truck components (chassis, cab and body) and fabricated (assembled) the vehicles in house, which reduced the cost for acquiring trucks. This practice was originally undertaken in response to receiving poor quality vehicles from truck vendors. This practice also provided the Town Highway Department with greater flexibility selecting individual components for the equipment. At the time, the Perinton Highway Department had an employee who was highly skilled as a welder/fabricator to perform the work.

Efforts were undertaken to determine if any Town or County Highway Departments in the region currently fabricate and assemble trucks using independently-ordered component parts. County Highway Superintendents were contacted as were some Town Highway Superintendents. None of those contacted fabricate their own trucks nor were any of the Superintendents aware of any other municipal highway departments that use this practice. Some of the Superintendents offered the opinion that fabricating vehicles from separate components would not be a productive or efficient use of manpower and even if it were, they lacked the manpower and their employees lacked the skills to be able to perform the work efficiently or with satisfactory quality. In addition, buying separated components and assembling a customized truck involve some risks due to the possibility that the individual components purchased separately might not be compatible with each other. There would also be a significant learning curve to train employees to do the fabrication which in the short term could result in higher expenses and in the long term may not result in any savings. Finally, unlike years ago, municipalities now have a wide array of options and can select from a cafeteria menu of components when ordering and purchasing vehicles on State purchase contracts. This has greatly reduced the advantage that in-house fabrication once offered before the cafeteria menu option was available. Accordingly, this potential option was ruled out of further consideration.

SPECIFIC RECOMMENDATIONS

1. Improve Cost Accounting for Labor and Parts

Improved cost accounting will enable the entities to better quantify their expenses associated with servicing and repairing each individual vehicle and class of vehicle as well as documenting and quantifying the work performed unrelated to fleet maintenance.

It is important to have accurate and reliable cost information in order to establish benchmarks to be able to measure the productivity of employees, to more accurately determine the labor demand on current employees, and to facilitate staffing and operational decisions. The potential exists for the City to link to and become a client on Ontario County's fleet maintenance software program. This would enable the City to begin to computerize its fleet maintenance record keeping and accounting more quickly and presumably at a lower cost than purchasing its own software.

Linking to the County's fleet maintenance program also offers the advantage of having information in the same format for both fleet operations for comparative purposes. Such information would be useful for analysis for evaluating any future potential merger of fleet operations. The availability of hard data to use would also help to ensure that policy makers have the information needed to make informed budget and staffing decisions. This would help to reduce the potential for making decisions not grounded on factual information that could be counterproductive or result in a deterioration of the quality or quantity of fleet maintenance services.

The City School District's Facilities and Operations Unit would also benefit from more disciplined record keeping and accounting for automotive parts and for employees' time, especially those that perform automotive maintenance and repair work. Again, good information would provide hard data for the Board of Education to use to make informed and sound budgetary and staffing decisions in the future.

2. Establish Benchmarks and Implement Performance Measures to Gauge Fleet Maintenance Efficiency and Effectiveness

Several metrics exist for benchmarking and measuring the performance of fleet maintenance shops. Once a fleet maintenance shop has established its own benchmarks, it can use those benchmarks from year to year to measure its performance over time and compare its performance to industry-accepted performance standards. The result of periodic performance evaluation also enables a maintenance shop to compare its performance to other similar types of maintenance shops. If performance is initially poor, the performance measures can be used to help isolate and identify the problem. If, over time, the periodic evaluations reveal performance deteriorating, the organization can quickly identify and correct the cause to reverse the trend and improve performance.

Without benchmarks and periodic evaluations it is difficult, if not impossible, to identify problems or to correct them in a timely manner. If the evaluations identify specific areas where performance is lacking, the corrective action can focus on correcting only those areas that are lacking. The use of benchmarking and performance evaluations will not only improve the productivity of the City's, County's and City School District's respective fleet maintenance operations, but can also be used to demonstrate to the governing bodies of these entities that the fleet operations are being run efficiently and productively.

The following metrics are recommended for use by the City, County and City School District.

(a) Technician Productivity – This is a measure of the amount of time that a technician actually works on maintaining or repairing vehicles compared to the total number of hours in the technician's normal work year. A normal work year is comprised of 2,080 hours [8 hour work days x 5 day work weeks x 52 weeks per year = 2,080 hours]. However, as previously discussed, technicians typically do not spend 2,080 actually repairing and maintaining vehicles. Vacation time, sick leave, bereavement leave, time spent completing paper work, ordering or running for parts, attending training, or performing other work duties unrelated to fleet maintenance must be subtracted from the 2,080 figure. The greater the percentage of time a mechanic can spend actually working on vehicles, the greater should be his/her productivity, assuming that he/she has the requisite knowledge and skill set for the job at hand.

RECOMMENDED BENCHMARK: At least 80 percent of each mechanic's time (2,080 hours x 80% = 1,664 hours) should be spent working directly on vehicles and equipment.

(b) Fleet Availability and Down Time – This measures the amount of time that vehicles are out of service for repair or backlogged waiting to be repaired. Municipal fleet maintenance shops are predominately in the business of maintaining and repairing vehicles and equipment for other departments within their organization. Therefore, other departments rely heavily on the productivity and efficiency of the fleet maintenance shop. The longer a vehicle is out of service, the greater the potential impact on the productivity and efficiency of the other departments. The adverse impacts of a poorly operating fleet maintenance shop will reverberate throughout the organization. Reducing vehicle down time and repair backlogs will benefit the entire organization to varying degrees based on their dependence on vehicles and motorized equipment to perform their work.

RECOMMENDED BENCHMARK: Each vehicle should be available at least 95 percent of the time.

(c) Preventative Maintenance – This is a performance measure that tracks the preventative maintenance schedule for each vehicle and compares it to when the preventative maintenance work is actually performed. Obviously, the purpose of routine preventative maintenance is to prevent vehicles from developing mechanical problems or breaking down. Proper preventative maintenance enhances fleet reliability and reduces vehicle downtime. In order for preventative maintenance to be effective, however, the work must be performed in accord with the maintenance schedule.

RECOMMENDED BENCHMARK: Each vehicle should receive its PM servicing within three (3) business days of the date on which the vehicle is scheduled for PM servicing.

(d) Cost per Mile – This measure is self-explanatory. It is used track the cost of vehicles per mile of operation and can be used to measure the cost for operating various classes of vehicle.

RECOMMENDED BENCHMARK: The maintenance and repair costs for each vehicle should be within the range of $0.12 per mile to $0.16 per mile.

(e) Annual Parts Inventory Turn Rate – This is a measure of effectiveness of parts management. It tracks the turnover of parts stocked in the parts inventory. The higher the turn rate the better. Low turn rates typically indicate that excess funds are being tied up in stored parts that are seldom used and represent opportunity costs.

RECOMMENDED BENCHMARK: The parts inventory turn rate should be within the range of 4 to 6 turns per year.

(f) Repair Cycle Time – This is a measure of the percentage of vehicle repaired within a 24 hour period of time. This represents another measure of productivity.

RECOMMENDED BENCHMARK: The repair cycle time should be 70 percent within a 24-hour period and 90% within a 72-hour period.

(g) Comeback Rate – This is a measure of the effectiveness of the technicians and the quality of repairs. Vehicles or equipment, once repaired, should not be returned to the shop for reworking the initial repair for a period of six to 12 months. If the comeback rate is high, it indicates that the initial repairs are not being performed properly. The causes could be due to a lack of training or skills, poor work performance, or some other problem including defective or poor quality parts.

RECOMMENDED BENCHMARK: The comeback rate should be less than 3 per cent.

(h) Customer Satisfaction – This is a measure of the degree to which the fleet maintenance shop meets the needs of its customers, which in the case of municipalities, are the other departments that rely on the repair shop.

RECOMMENDED BENCHMARK: Customer satisfaction rate should be at least 90 percent.

(i) Automotive Service Excellence (ASE) Rate – Encourage automotive technicians to obtain the relevant ASE certifications. This is a measure of the skill and

expertise achieved by fleet maintenance technicians. Typically, a positive correlation exists between a technician's skill level on one hand and his/her efficiency and effectiveness on the other. Highly skilled technicians can routinely troubleshoot and identify the cause of a mechanical problem and make the necessary repairs much more efficiently than a less skilled counterpart. The ASE Automobile/Light Truck Certification is recommended for the light vehicle mechanics and the Medium/Heavy Truck Certification is recommended for the heavy equipment mechanics.

RECOMMENDED BENCHMARK: Eighty-five percent (85%) of mechanics obtain and retain ASE certification.

3. Rent Expensive Specialized Equipment That Receives Limited Use

Replacing or purchasing expensive specialized equipment that sits idle much or most of the time represents an unwise expenditure of public funds. This is especially true during the current poor economic climate municipalities are facing with declining revenues and escalating operating expenses. Renting such equipment often represents a wiser use of public funds. Road graders represent an example a piece of equipment that is very expensive, typically receives very limited use, but is invaluable when the need for the equipment arises.

Although there are no hard and fast rules that can be used to determine when a piece of equipment should be rented verses purchased, the industry has rule of thumb that can be applied for guidance. If the equipment is used less than 500 hours (12.5 weeks) per year), renting the equipment would likely be advisable. If the equipment is used more than 700 hours (17.5 weeks per year), purchasing the equipment would likely be advisable. Analysis should be undertaken to evaluate the financial benefit of renting versus purchasing when equipment is used more than 500 hours and less than 700 hours per year. Life cycle costs, depreciation expenses, opportunity costs, and the cost and availability of rental equipment are some of the variables that need to be factored into the analysis.

Currently, both City and County fleet maintenance employees spend some of their time fabricating repairs to older equipment to keep it operational. Some of the equipment is older equipment that may receive very limited use, but which requires considerable labor hours to repair or restore it. Evaluations should be completed to compare the labor costs associated with the fabrication work versus the cost for renting such equipment. The labor expended on fabrication may exceed the rental cost for such equipment. Of course, the availability of rental equipment when needed would need to be taken into consideration. Although it may be cost effective and/or prudent to maintain equipment that receives limited use if such equipment is not readily available in the rental market, it may not prove to be cost effective or prudent to repair such equipment if it is readily available in the rental market at reasonable rental rates.

4. Jointly Purchase and Share Expensive Specialized Equipment That Receives Limited Use and Is Not Available to Rent When Needed

Although renting limited-use equipment may be the preferred option, in some circumstances it may not represent a viable option. In such cases the joint purpose and shared use of equipment can offer an affordable alternative to the unilateral purchase of equipment. Municipalities can collaborate through intermunicipal agreements to share in the cost and use of equipment. More and more municipalities are pursuing this course of action. Inter-municipal agreements can be developed that set forth the amount each participating municipality will contribute toward the purchase price of the equipment and for maintenance costs. Additional provisions set forth responsibilities for storage, security, scheduling etc. Usually municipalities that share equipment have more flexibility to accommodate changes in the scheduling caused by inclement weather or other variables. Even smaller, less expensive equipment can be jointly purchased or shared. An alternative or variation on this approach would be working out arrangements for sharing equipment that each participating municipality already owns.

Apart from rental fees, one of the most significant factors that must be considered when deciding to rent or purchase is the availability of the equipment when needed. For example, equipment used for highway and road construction in this climate is often in very high demand during construction season that typically runs from mid April to late October. Private construction contractors as well as State, County and smaller municipal governments all vie to rent the same types of equipment and must compete with each other. Private equipment dealers, trying to maximize their rental income, prefer to rent the equipment for as many days as possible during the construction season. Preference is given to private contractors and governmental entities that reserve equipment for long periods of time. Private contractors and the NYS Department of Transportation usually know the type and amount of construction equipment they will need to rent months in advance of the construction season and consequently are first in line to reserve equipment. Often they rent equipment for extended time periods of time if not for the entire construction season. It is not uncommon for small municipalities to discover that rental equipment is unavailable by the time they determine their needs. Expensive vehicle repair shop and diagnostic equipment represents another opportunity for joint purchase and shared use.

Even if a small municipality is able to secure rental equipment that is needed for only a short time, conditions still may not work out to the benefit of the municipality. For example, if a municipality plans to rent a paving machine and roller for a week to install asphalt, inclement weather could prevent the work from being carried out as planned. The municipality would none the less be liable for the rental fee and would lose use of the equipment if it had already been reserved by someone else for the following week.

It is recommended that the local government entities participating in this study circulate a questionnaire annually among themselves to identify the equipment each intends to purchase in its respective upcoming fiscal year. This list could be used to provide a basis for exploring the potential for the joint purchase of the equipment that two or more of the

entities need. The use of the questionnaires should be followed up by an annual meeting of the local governmental entities to discuss and explore the potential for the joint purchase and shared use of the equipment identified through the use of the questionnaire. If feasible and beneficial, joint purchase and sharing arrangements should be worked out.

The questionnaire could eventually be circulated among more local governmental entities beginning with those that are adjacent or close by. All local government entities within Ontario County could participate.

Efforts should also be made to increase the shared use of vehicles, equipment and machinery that each municipality has already purchased and currently owns, including attachments and upgrades that would enable other local governmental entities to use the equipment. This segues into the next recommendation.

5. **Arrange for the fleet maintenance technicians of the three local governmental entities to annually tour the repair shops of each of the other entities.**

Each repair shop has an array of tools and shop equipment for which the technicians at the other shops may have a need from time to time and which could be borrowed. Currently, the technicians are not aware of the assortment of tools and shop equipment the other shops have. Arranging for the technicians to tour each of the facilities would enable the technicians to become aware of the tools and equipment the other shops have available to borrow if needed. If the tours are conducted annually, it would enable the technicians to refresh their memories and to become aware of new tools and equipment each entity has purchased during the year. The three entities should develop a joint inventory of tools and equipment that could be shared and periodically updated. Appendix 7 represents an inventory of the shop equipment each of the participating entities provided to the consultant for this study and can serve as a starting point for developing a more comprehensive inventory. Neighboring municipalities can be invited to participate as well, thereby increasing the pool of equipment available for borrowing.

6. **Proved Training for Mechanics**

Training ties in with the above recommendation concerning encouraging technicians to obtain the appropriate ASE Certifications. The lack of opportunity for training was a thread that ran through the employee interviews conducted at each of the fleet maintenance shops. Training increases employee's knowledge and skills, enhances employee productivity and efficiency, and increases employee morale. If the recommendation for encouraging technicians to obtain ASE Certification is implemented, then some funding will need to be budgeted to provide the appropriate training.

In addition, vehicle and equipment manufacturers often provide free training workshops. The only expenses to the employer to send their employees to such training sessions are travel expenses, meal allowances and the time off work to attend. Money spent on training technicians should be viewed as an investment with payback in the form of more efficient and effective fleet maintenance.

7. Explore Selling Used Equipment via the Internet

During the discussions of the Steering Committee, some members stated that they have had some very positive experience (in the form of higher sales revenue) selling used vehicles via the Internet as opposed to selling it through more conventional means such as the annual Palmyra equipment auction. This alternative means of selling equipment should be considered and pursued when appropriate.

8. Standardize Equipment on a Pilot Basis

Consider implementing an equipment standardization program on a pilot basis. The purchase and use of standardized equipment has the following benefits:

1. A smaller selection of parts must be maintained in the parts inventory. This results in less funds being tied up in parts inventory and frees up funds for investment or other uses.

2. With a standardized fleet, technicians become more familiar with and more proficient at maintaining the standardized vehicles or equipment, leading to increased productivity.

3. The need for specialized equipment and tools (diagnostic equipment, shop equipment, wrenches, etc.) is reduced, which could lead to some savings.

In order to implement a standardized vehicle or equipment program, the governing body must adopt a resolution in accord with Article 5-A, Section 103, Paragraph 5 of the General Municipal Law.

9. Physically Inventory Parts and Supplies

Periodically take an inventory of automotive parts and supplies to better maintain accountability and control. Inventories conducted at annual intervals would be appropriate.

LEGAL AUTHORITY FOR SHARED SERVICES AND JOINT PURCHASES

New York General Municipal Law is the enabling legislation that governs intermunicipal cooperation. Section 119-o of the General Municipal Law entitled Performance of municipal cooperation activities specifically states,

> *In addition to any other general or special powers vested in municipal corporations and districts for the performance of their respective functions, powers or duties on an individual, cooperative, joint or contract basis, municipal corporations and districts shall have power to enter into, amend, cancel and terminate agreements for the performance among themselves or one for the other*

of their respective functions, powers an duties on a cooperative or contract basis or for the provision of a joint service or a joint water, sewage or drainage project.

Section 119-n (Definitions) states:

The term "municipal corporation" means a county outside the city of New York, a city, a town, a village, a board of cooperative educational services, fire district or a school district.

The forgoing provisions of the General Municipal Law provide local governmental entities, including school districts, with great latitude to utilize intermunicipal cooperation informally and formally on a contractual basis. Accordingly, there appear to be no legal obstacles that would prevent any of the recommendations contained in this study from being implemented.

Section 103, Paragraph 5 of the General Municipal Law authorizes municipalities to purchase standardized equipment for the purpose of enhancing efficiencies and economies. Equipment standardization can be implemented by the governing body simply by passing a resolution approved by three –fifths (3/5) of the members of the governing board.

CONCLUSION

The analysis conducted during the course of this study indicates that the fleet maintenance operations of the three participating local governmental entities are each appropriately staffed for the size and composition of their respective fleets and are operating efficiently. Merging or co-locating all three or any two of the fleet maintenance would require large capital expenditures while offering little if any saving or benefit. Specialization among and between the maintenance shops would also likely not produce much if any benefit as each entity as already implemented in-house specialization. No potential improvements were identified as a result of this study that would result in wind-fall or even significant savings. This is not to say that improvements cannot and should not be made. The recommendations proffered in the report, if implemented, will refine and enhance the performance and efficiency of the fleet maintenance units of each of the local government entities may in the long run produce some modestly small cost savings.

IMPLEMENTATION STRATEGIES

The implementation strategies for each of the aforementioned recommendations follow.

Recommendation 1: Improve Cost Accounting for Labor and Parks

Ontario County has a functioning computerized fleet maintenance record keeping system in place and the Canandaigua City School District was going through the process of upgrading its computerized automotive record keeping software. Both of these local governmental entities need only to ensure that their respective automotive employees diligently utilize the software for recording fleet maintenance information on an ongoing basis. This can be achieved simply by issuing a written policy directive to automotive employees and their supervisors to instruct them to enter all appropriate fleet maintenance data. Periodic audits by supervisor staff are also recommended to ensure employee adherence to the policy directive.

As the City of Canandaigua's fleet maintenance records are not computerized, the City should identify a fleet maintenance software that is suitable to its needs and which provides the capacity for not only recording automotive fleet maintenance and repair information, but also information necessary to enable the City to track and compare employee performance against the benchmarks recommended to be established in Recommendation 2. The City should explore making arrangements with Ontario County to link to the County's fleet maintenance program. The County fleet maintenance software has the capability of serving more than one user and keeping the fleet maintenance records of each user entity separate. This approach has a couple of advantages. One, the City could computerize its fleet maintenance record keeping quickly, and two, the cost to implement the system would be less expensive than if the City were to purchase a separate and different fleet maintenance software program of its own. Another advantage is that the City's and County's fleet maintenance reports would be in the same format and would better enable the two operations to compare their performance with each other.

Should the City determine that it prefers to not utilize the County's fleet maintenance software program, the City should investigate fleet maintenance programs available through New York State Office of General Services purchase agreements. This will enable the City to purchase a fleet maintenance system at the lowest price. If the City elects to pursue this course of action, the City should interview existing municipal users of the fleet maintenance programs the City is considering to purchase as a due-diligence step, to ensure that other municipalities using the fleet maintenance programs are satisfied with it, that the system does not have any significant deficiencies, and to determine the level and quality of support provided by the fleet maintenance system vendors.

Recommendation 2: Establish Benchmarks and Implement Performance Measures

The various recommended benchmarks are identified as part of this recommendation. The legislative bodies of each municipal entity should enact a policy directive establishing the benchmarks and instructing their respective fleet maintenance employees and supervisors to record the information needed to measure employee performance against the benchmarks. Supervisor staff should conduct an orientation session with fleet maintenance staff to review the benchmarks so that all employees have a clear understanding of the bench marks and performance measures. Employee performance evaluations should be conducted at least annually to compare each individual employee's performance in relationship to the benchmarks and to gauge the performance of the entire fleet maintenance operation against the established benchmarks.

Recommendation 3: Rent Expensive Specialized Equipment that Receives Limited Use

An analysis should be undertaken to determine the amount of time each piece of expensive, specialized equipment is used on an annual basis. Running averages should be maintained so as to track the average amount of time each piece of such equipment is used. When the equipment has worn out and is due for replacement, the cost of purchasing a new piece of such equipment should be obtained. Using the replacement cost, the annual depreciation expense of the equipment and the average annual maintenance and repair cost should be added to the annual depreciation expense to determine the annual cost for purchasing the new piece of equipment. This should be compared to the cost for renting the same type of equipment to determine if it is less expensive simply to rent the equipment versus purchasing replacements. Rental rates for the analysis can be obtained from local equipment dealers. Equipment that receives only limited use is the type of equipment that should be evaluated.

Concurrent with the foregoing evaluation, the cost of jointly purchasing and sharing expensive pieces of specialized equipment should be evaluated as well and compared to the cost associated with renting the equipment. The joint purchase and sharing of equipment may provide a less expensive option than simply renting the equipment. The availability of rental equipment when it would be needed also should be taken into consideration when conducting the purchase-versus rent analysis. Although renting equipment may be cheaper than purchasing the equipment, if rental equipment is not available when needed, joint purchasing may prove to be the lowest cost alternative, provided that that all or at least two of the three local governmental entities have a need for the equipment and are willing to contribute to the cost of purchasing the equipment.

Recommendation4: Jointly Purchase and Share Expensive Specialized Equipment that Receives Limited Use and Is Not Available to Rent When Needed

This recommendation includes automotive shop equipment. The initial step to implement joint purchasing is for the City, Count and School District to enter into the intermunicipal agreement (IMA)contained in Appendix 8. This will require the approval of the legislative bodies of the each of the local governmental entities. After the IMA has been approved, the procedure for jointly purchasing and sharing equipment is enumerated in the IMA.

Recommendation 5: Arrange For The Fleet Maintenance Technicians Employed By Each Of The Three Local Governmental Entities To Tour Each Other's Automotive Repair Shops Annually.

In order to implement this recommendation, each entity's supervisors should confer annually to select a date and to establish a schedule for the visitations. The date and schedule for the visitation should be placed in the supervisors' appointment calendars. Approximately, one week prior to the scheduled visitation, the three supervisors should confirm the visitation date and time with the other supervisors. The visitations should be made on the scheduled date and at the scheduled times.

Recommendation 6: Provide Training for Mechanics

Decreasing tax bases and constrained budgets may impede the implementation of this recommendation. However, the recommendation can be implemented at marginal cost by utilizing vendor-sponsored free training programs that vendors offer on a routine basis. The out of pocket costs the City, County and School District would incur would be limited to travel and meal expenses for fleet maintenance employees to attend. To implement the recommendation, the legislative bodies of the City, County and School District, should appropriate and earmark some funding annually for fleet maintenance training seminars. A policy directive issued by the legislative bodies or delegated to the supervisors of the fleet maintenance operations could mandate and/or limit the amount of employee training that will occur each year and the implementation of the program should be announced to fleet maintenance employees. Employees could request to attend training seminars as they become aware of vendor sponsored training seminars or the service managers could recommend the attendance of fleet maintenance to employees, if the service manger becomes aware of the vendor training seminars first.

Recommendation 7: Explore Selling Used Equipment via the Internet

The employee responsible for disposing of old and/or worn out automotive equipment, should from time to time monitor online website auctions that sell used municipal automotive equipment and record the sale price of equipment similar to the equipment that the City, County and/or School District sells from time to time. A running list of the sale prices of equipment sold online should be started and maintained along with a running list of the sale price of equipment the City, County and School District dispose of through conventional methods. Both lists should also contain the make, model, condition and mileage or engine hours of the equipment sold. Comparisons of the sale prices on the two lists should suggest which method of equipment disposal provides the greatest amount of revenue.

Recommendation 9: Physically Inventory Parts and Supplies

In order to implement this recommendation, the legislative bodies of the City, County and School District should issue a policy directive instructing the service manager of each fleet maintenance operation to conduct a physical inventory of parts and supplies annually.

FISCAL IMPACT OF JOINTLY PURCHASING AND SHARING EQUIPMENT

Specific cost savings could not be quantified for this study due to the nature of the recommendations and the impossibility of quantifying the potential savings that could be realized from the implementation of the recommendations proffered in this report. Accordingly, the following two tables were prepared in order to quantify the fiscal impact that would occur if savings were to occur at various levels along a range of dollar values. One table quantifies what the fiscal impact would be on a per capita basis for each entity and the other quantifies what the fiscal impact would be on the tax rate of each entity. The population information utilized for this purchase represents 2010 US Census figures. The tax rate impacts are based on the 2011 real property taxable assessments of the City of Canandaigua, Ontario County and the Canandaigua City School District.

FISCAL IMPACT OF SAVINGS ON PER CAPITA BASIS

The following table can be used to determine the per capita cost savings resulting from jointly purchasing and sharing of automotive shop equipment after the municipalities determine the shop equipment they intend to purchase and to share, the cost of the equipment, and the financial contribution of each municipality toward the purchase of the equipment.

	City of Canandaigua	Ontario County	Canandaigua City School District
2010 Population	**10,545**	**107,931**	**25,745**
If the amounts below are saved,	the per capita ***savings*** that would result are presented below		
Amount Saved	**Per capita savings**	**Per capita savings**	**Per capita savings**
$500	$0.05	$0.00	$0.02
$1,000	$0.09	$0.01	$0.04
$1,500	$0.14	$0.01	$0.06
$2,000	$0.19	$0.02	$0.08
$2,500	$0.24	$0.02	$0.10
$3,000	$0.28	$0.03	$0.12
$3,500	$0.33	$0.03	$0.14
$4,000	$0.38	$0.04	$0.16
$4,500	$0.43	$0.04	$0.17
$5,500	$0.52	$0.05	$0.21
$6,000	$0.57	$0.06	$0.23
$6,500	$0.62	$0.06	$0.25
$7,000	$0.66	$0.06	$0.27
$7,500	$0.71	$0.07	$0.29
$8,000	$0.76	$0.07	$0.31
$8,500	$0.81	$0.08	$0.33
$9,000	$0.85	$0.08	$0.35
$9,500	$0.90	$0.09	$0.37
$10,000	$0.95	$0.09	$0.39
$20,000	$1.90	$0.19	$0.78
$30,000	$2.84	$0.28	$1.17
$40,000	$3.79	$0.37	$1.55
$50,000	$4.74	$0.46	$1.94
$60,000	$5.69	$0.56	$2.33
$70,000	$6.64	$0.65	$2.72
$80,000	$7.59	$0.74	$3.11
$90,000	$8.53	$0.83	$3.50
$100,000	$9.48	$0.93	$3.88

FISCAL IMPACT OF SAVINGS ON TAX RATES

The following table can be used to determine the cost savings expressed in terms of tax rate per $1,000 of taxable assessed value terms resulting from jointly purchasing and sharing of automotive shop equipment after the municipalities determine the shop equipment they intend to purchase and to share, the cost of the equipment, and the financial contribution of each municipality toward the purchase of the equipment.

	City of Canandaigua	Ontario County	Canandaigua City School District
2011 Taxable Assessed Value	**$664,481,137**	**$6,861,717,348**	**$1,825,938,254**
If the amounts below are saved,	the ***reduction*** that the savings would have on the tax rates is presented below.		
	Tax Rate Savings	**Tax Rate Savings**	**Tax Rate Savings**
$500	$0.000752	$0.000073	$0.000274
$1,000	$0.001505	$0.000146	$0.000548
$1,500	$0.002257	$0.000219	$0.000821
$2,000	$0.003010	$0.000291	$0.001095
$2,500	$0.003762	$0.000364	$0.001369
$3,000	$0.004515	$0.000437	$0.001643
$3,500	$0.005267	$0.000510	$0.001917
$4,000	$0.006020	$0.000583	$0.002191
$4,500	$0.006772	$0.000656	$0.002464
$5,500	$0.008277	$0.000802	$0.003012
$6,000	$0.009030	$0.000874	$0.003286
$6,500	$0.009782	$0.000947	$0.003560
$7,000	$0.010535	$0.001020	$0.003834
$7,500	$0.011287	$0.001093	$0.004107
$8,000	$0.012039	$0.001166	$0.004381
$8,500	$0.012792	$0.001239	$0.004655
$9,000	$0.013544	$0.001312	$0.004929
$9,500	$0.014297	$0.001384	$0.005203
$10,000	$0.015049	$0.001457	$0.005477
$20,000	$0.030099	$0.002915	$0.010953
$30,000	$0.045148	$0.004372	$0.016430
$40,000	$0.060197	$0.005829	$0.021907
$50,000	$0.075247	$0.007287	$0.027383
$60,000	$0.090296	$0.008744	$0.032860
$70,000	$0.105345	$0.010202	$0.038336
$80,000	$0.120395	$0.011659	$0.043813
$90,000	$0.135444	$0.013116	$0.049290
$100,000	$0.150493	$0.014574	$0.054766

APPENDIX 1

Civil Service Job Descriptions of City Employee Positions

EQUIPMENT MAINTENANCE MECHANIC

DISTINGUISHING FEATURES OF THE CLASS: This is skilled work involving responsibility for the repair and maintenance of all types of equipment, motors and pumps, found in a public works department. General instructions are received regarding tasks to be performed but considerable leeway is permitted in planning the details of each assignment. Supervision may be exercised over subordinate skilled or unskilled personnel. Does related work as required.

TYPICAL WORK ACTIVITIES: (Illustrative only)

Performs skilled operations in the repair and overhaul of gasoline and diesel motor equipment, including trucks, tractors, graders, bulldozers, power shovels and buses;
Repairs or replaces motor pumps, fuel pumps, generators, carburetors, shock absorbers;
Repairs ignition systems, transmissions, brake systems, clutches and front and rear axles;
Makes repairs on a variety of equipment used in a public works department such as motors and pumps;
Welds and brazes public works equipment;
Adjusts connecting rods and bearings;
Adjusts steering mechanisms and aligns wheels;
Makes minor welding repairs to automotive equipment;
Greases vehicles, changes oil and oil filter;
Tunes engine and sets the timing;
Attaches and removes snow plow blades and other auxiliary equipment;
Works as a motor equipment operator when directed;
May be required to supervise other automotive mechanics or employees.

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS: Thorough knowledge of standard automotive repair methods and of the terminology and tools of the trade; good knowledge in the use of welding and brazing equipment; demonstrated ability to make difficult repairs to heavy automotive and other mechanical equipment; familiarity with welding techniques; ability to work from plans, manuals and specifications and to follow rough draft sketches and oral instructions; physical condition commensurate with the demands of the position.

MINIMUM QUALIFICATIONS: Three years of experience as a skilled automotive repairman which will have included the use of welding equipment.

NOTE: Documented part-time or volunteer experience will be accepted on a prorated basis.

PARTS AND SERVICE MANAGER

DISTINGUISHING FEATURES OF THE CLASS: This is an important supervisory and technical position involving the responsibility for the repair and maintenance of all automotive equipment owned and/or operated by the jurisdiction. Work is performed under the general direction of the County Administrator and the Coordinator of Public Works with wide leeway given for independent judgment in planning, organizing and scheduling the service and repair work. Supervision is exercised over all subordinate personnel assigned to working in the repair shop; does related work as required.

TYPICAL WORK ACTIVITIES: (Illustrative only)

Plans and schedules maintenance and repair of all automotive equipment;
Advises, supervises and directs automotive mechanics, body repairmen and helpers in the repair of difficult jobs;
Orders and purchases all replacement parts maintaining an inventory of the more commonly needed parts and supplies;
Plans and submits the budget necessary for the operation of the unit;
Conducts and/or directs the inspections of vehicles as required by law and policy;
Keeps records of repairs made and makes recommendations for the replacement of equipment;
Supervises all subordinate personnel recommending hiring, firing and disciplinary actions;
Leads in and personally performs various difficult repair tasks such as diagnosing complex equipment, malfunctions and fabricating parts.

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS: Comprehensive knowledge of the common practices, tools, terminology and safety precautions of automotive mechanical and body repair; ability to plan, supervise and direct the work of others; ability to prepare budget estimates and maintain a record of operating expenses; ability to work from plans and specifications; ability to follow complex oral and written directions; ability to prepare simple reports; initiative; resourcefulness; physical condition commensurate with the demands of the position.

MINIMUM QUALIFICATIONS: Five years of experience in automotive repair which must have included the complete overhaul of automotive engines, drive trains, steering assemblies, front end alignment and related equipment.

NOTE: Formal training in automotive repair may be substituted on a year-for-year basis for the required experience.

NOTE: Documented part-time or volunteer experience will be accepted on a prorated basis.

SPECIAL REQUIRMENT FOR APPOINTMENT: Possession of a valid New York State Operator's license at the time of appointment, and maintenance of such license throughout the tenure of employment in the position.

APPROVED BY
Department of Personnel
And Civil Service

MAY 7 1990

Georgia C. Delaney
Personnel Officer

APPENDIX 2

City's Existing Fleet

City of Canandaigua

Automotive Fleet

VEHICLE NUMBER	Class	VEU (Mercury)	VEU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT / USE
60	1	1.0	1.0	Automobile	Ford Crown Vic.	2007	75,200	Code Enforcement
G19	1	1.5	1.5	Flatbed Truck	Ford F-250	2008	8,250	DPW
G35	1	1.5	1.5	Pickup Truck	Ford F-150	1998	55,252	DPW
G38	1	1.5	1.5	Pickup Truck	Chevrolet K2500	1998	85,750	DPW
G30	1	1.5	1.5	Pickup Truck	GMC K1500	2004	91,000	DPW
G28	1	1.5	1.5	Pickup Truck	Ford F-550	2009	5,100	DPW
G9	1	1.5	1.5	Pickup Truck W/Plow	Ford F-250	2006	33,550	DPW
G10	1	1.5	1.5	Pickup Truck W/Plow	Ford F-250	2008	20,200	DPW
GP63	1	1.5	1.5	SUV	Jeep Cherokee	2005	62,250	DPW
GR261	1	2.5	1.5	Fire Support Vehicle	Ford Expedition	1997	137,000	Fire / Equipment Equip Transport
CP20	1	1.0	1.0	Automobile	Chevrolet Impala	2003	51,000	Fire / Fire Chief
P7	1	1.5	1.5	Pickup Truck	Ford F-250	2005	42,200	Parks
P2	1	1.5	1.5	Pickup Truck	Ford	2004	44,250	Parks
P5	1	1.5	1.5	Pickup Truck (Ext Cab)	Ford F-150	2008	17,750	Parks
CP50	1	1.0	1.0	Automobile	Chevrolet Impala	2009	21,100	Police / Chief of Police
CP48	1	1.0	1.0	Automobile	Ford Crown Victoria	2002	43,100	Police / Investigations
CP47	1	1.0	1.0	Automobile	Ford Crown Victoria	2003	61,500	Police / Investigations
CP45	1	1.0	1.0	Automobile	Chevrolet Impala	2004	36,800	Police / Investigations
CP46	1	1.0	1.0	Automobile	Chevrolet Impala	2005	36,100	Police / Investigations
CP49	1	1.0	1.0	Automobile	Chevrolet Impala	2007	18,000	Police / Lieutenant
CP41	1	2.0	1.0	Automobile	Ford Crown Victoria	2007	20,000	Police / Patrolling
CP43	1	2.5	1.0	Automobile	Ford Crown Victoria	2007	59,700	Police / Patrolling
CP42	1	2.5	1.0	Automobile	Ford Crown Victoria	2009	39,700	Police / Patrolling
CP44	1	2.5	1.0	Automobile	Ford Crown Victoria	2009	41,500	Police / Patrolling
CP40	1	2.5	1.5	SUV	Chevrolet Tahoe	2010	9,760	Police / Patrolling
CP51	1	1.0	1.0	Automobile	Ford Crown Victoria	2007	84,050	Police / School Resource Officer
M1	1	0.5	0.5	Motorcycle	Honda	1978	N/A	Police / Special Events
M2	1	0.5	0.5	Motorcycle	Honda	1978	N/A	Police / Special Events
S32	1	1.5	1.5	Flatbed Truck	Ford F-350	2005	8,500	Sewer
S62	1	1.5	1.5	Pickup Truck	Chevrolet C-500	2006	54,350	Sewer
W5	1	1.5	1.5	Pickup Truck	Chevrolet	2005	75,725	Water
W4	1	1.5	1.5	Pickup Truck	Chevrolet	2007	35,350	Water
W1	1	1.5	1.5	SUV	Chevrolet Equinox	2009		Water
W2	1	1.5	1.5	Van	Ford F-250	2008	11,950	Water
W50	1	1.5	1.5	Pickup Truck w/ plow	Chevrolet	2002	65,650	Water Treatment
S67	1	1.5	1.5	Pickup Truck	Chevrolet	2004		WWTF
G18	2	1.5	3.0	Dump Truck-1 ton	Ford F-350	2008	1,600	DPW
P4	2	3.0	3.0	Aerial Bucket Truck	Chevy C8500 / Altec LVV60 Bucket	2004	6,400	Parks / Parks Maintenance
P9	2	3.0	3.0	Tractor	New Holland TC40DA	2004	895H	Parks / Parks Maintenance
S65	2	1.5	3.0	Dump Truck 4 WD	Chevrolet	2002	60,325	Sewer
G7	3	4.0	3.0	6 Wheel-Dump Truck	Volvo	2003	40,275	DPW
G8	3	4.0	5.0	Dump Truck	International	1997		DPW

City of Canandaigua

Automotive Fleet

VEHICLE NUMBER	Class	VEU (Mercury)	VEU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT / USE
G15	3	4.0	5.0	Dump Truck	Sterling	2002	45,000	DPW
G29	3	4.0	5.0	Dump Truck	Dodge	2002	40,500	DPW
G12	3	4.0	5.0	Dump Truck	Ford	1998	52,000	DPW
P13	3	6.0	5.0	Dump Truck w/ plow (10-wheel)	Mack	2008	23,500	DPW
G11	3		3.0	Dump Truck-6 Wheel	Mack	2009	12,000	DPW
G24	3	8.0	8.0	Street Sweeper	Johnston	2000		DPW
G55	3	6.0	8.0	Vacuum Truck	International	1999	36,825	DPW / Leaf Collection
G54	3	8.0	8.0	Garbage Packer	Mack/Heil	2008	29,000	DPW / Recycling Collection
G14	3	8.0	8.0	Garbage Packer	Mack	2007	31,800	DPW / Refuse Collection
G39	3	8.0	8.0	Garbage Packer	Mack/Heil	2009	12,450	DPW / Refuse Collection
G26	3	6.0	8.0	Front-End Loader	John Deere	1997	7,950	DPW / Street & Sewer Maintenance
G16	3	6.0	8.0	Asphalt Roller	Bomag	1990	2910H	DPW / Street Maintenance
G21	3	6.0	8.0	Road Grader	Caterpillar	1957	9600H	DPW / Street Maintenance
G51	3	6.0	8.0	Stone Roller	AVR 4000	1990	526 H	DPW / Street Maintenance
G22	3	6.0	8.0	Tractor w/ backhoe	Caterpillar	2005	2775H	DPW / Street Maintenance
GE212	3	10.0	8.0	Fire Pumper Truck	Freightliner Pumper	1996	82,500	Fire / Fire Suppression
GE211	3	10.0	8.0	Fire Pumper Truck	Spartan Pumper	2007	37,000	Fire / Fire Suppression
GTR282	3	10.0	8.0	Fire Aerial Truck	E-One Aerial	1992	60,400	Fire / Fire Suppression & Rescue
GTR281	3	10.0	8.0	Fire Aerial Truck	Rosenbauer Aerial	2006	19,250	Fire / Fire Suppression & Rescue
P1	3	4.0	5.0	Dump Truck-6 wheel	Ford F-450	2000	53,050	Parks
P3	3	4.0	5.0	Dump Truck-6 wheel	Ford F-350	2008	13,425	Parks
P8	3	6.0	5.0	Tractor w/ backhoe	Ford 3019	1988	2329H	Parks / Parks Maintenance
S37	3	4.0	8.0	Dump Truck	Autocar ACL64F	1995	78,250	Sewer
S37	3	4.0	8.0	Dump Truck	Volvo	2000		Sewer
S23	3	4.0	5.0	Dump Truck-6 Wheel	Ford F-350	2008		Sewer
S36	3	6.0	5.0	Sewer Flusher / Vacuum	Sterling	2003	36,825	Sewer / Sewer Cleaning
S20	3	6.0	8.0	Tractor w/ backhoe	Ford	1993	3950H	Sewer / Sewer Maintenance
G55	3	6.0	5.0	Truck w/ Leaf Vacuum	Intl LP4700 W/SCL800 Leaf Vacuum	1999	103,379	Streets / Leaf Collection
G24	3	8.0	8.0	Street Sweeper	Johnston 3000	2001	8679H	Streets / Street Maintenance
25	3	6.0	8.0	Small Front-End Loader	Cat 938H Loader	2010	386H	Streets / Streets Maintenance
W3	3	4.0	5.0	Dump Truck (# wheels)	International	1999	18,950	Water
W6	3	4.0	8.0	Dump Truck-10 Wheel	Volvo	2000	68,900	Water
??	3	6.0	8.0	Tractor w/ backhoe	Ford	1993		Water / Water Maintenance
W34	3	6.0	8.0	Tractor w/backhoe	John Deere 410E	1998	5,900	Water Treatment
	TOTAL EVUs	**273.00**	**299.50**					

City of Canandaigua

Small and Miscellaneous Equipment

EQUIP NUMBER	VEU (Mercury)	VEU (Walker)	TYPE OF EQUIPMENT	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT / USE
	0.50	0.50	Gator	John Deere	1995	N/A	Parks / Parks Maintenance
	0.50	0.50	Gator	John Deere	2005	600H	Parks / Parks Maintenance
	0.50	0.50	Gator	John Deere	2008	200H	Parks / Parks Maintenance
	0.50	0.50	Golf Cart	EZ Go	2001	N/A	Parks / Parks Maintenance
	0.50	0.50	Sidewalk Sweeper	Green Machine Model #414		118H	Streets / Street Maintenance
	0.50	0.50	Riding Lawn Mower	Jacobson	2007		Parks/ Mowing
	0.50	0.50	Riding Lawn Mower	Kabota ZD Pro	2008		Parks/ Mowing
	0.50	0.50	Riding Lawn Mower	Kabota ZD Pro	2006		Parks/ Mowing
	0.50	0.50	Jake 6' (??)		2003		Parks
	0.50	0.50	Wood Chipper	Brush Bandit			Parks / Branch Chipping
	0.50	0.50	Forklift	Clark 4000#	1960		N/A?? / Material Handling
	0.50	0.50	Air Compressor	Sullair 185		61H	Streets / Streets Maintenance
	0.50	0.50	Electrical Generator	Homelite 4000 Watt		N/A	Streets / Streets Maintenance
	0.50	0.50	Pavement Saw	Sthil TS420		N/A	Streets / Streets Maintenance
	0.50	0.50	Pavement Saw	Stihl TS510		N/A	Streets / Streets Maintenance
	0.50	0.50	Power Screed	Allen		N/A	Streets / Streets Maintenance
	0.50	0.50	Wacker Tamper (for skid steer)	Honda (GX270)		N/A	Streets / Streets Maintenance
	0.50	0.50	Power Auger (for skid steer)			N/A	Streets / Streets Maintenance
	0.50	0.50	Power Striper	Graco		N/A	Streets / Streets Maintenance
	0.50	0.50	Morter Mixer (Honda)	Stone 755PM		N/A	Streets / Streets Maintenance
	0.50	0.50	Stone 755PM Morter Mixer (Briggs)			N/A	Streets / Streets Maintenance
	0.50	0.50	Concrete Mixer (9 Cubic Meters)	Stone		N/A	Streets / Streets Maintenance
	0.50	0.50	Generator	Multiquip		N/A	Streets / Streets Maintenance
	0.50	0.50	Tamper	Stone SVR28		N/A	Streets / Streets Maintenance
	0.50	0.50	Tamper	Stone VR11		N/A	Streets / Streets Maintenance
	0.50	0.50	Honda	Honda		N/A	Streets / Streets Maintenance
P2	0.50	0.50	8 ft. Plow	Meyers			Streets / Snow Removal
9	0.50	0.50	7.5 ft. Plow	Meyers			Streets / Snow Removal
10	0.50	0.50	8 ft.Plow	Fisher			Streets / Snow Removal
11	0.50	0.50	12 ft. All Season Dump Body, Wing, Reversible Main Plow	Tenco			Streets / Snow Removal
12	0.50	0.50	12' ft. All Season Dump Body, Wing, Reversible Main Plow	Tenco			Streets / Snow Removal
13	0.50	0.50	14 ft. All Season Dump Body, Wing, Reversible Main Plow	Tenco			Streets / Snow Removal
15	0.50	0.50	12 ft. Tenco All Season Dump Body, Wing, Reversible Main Plow	Tenco			Streets / Snow Removal
22	0.50	0.50	12 ft. Push Plow				Streets / Snow Removal
28	0.50	0.50	9 ft. Plow & 3 Yard Sander	Fisher Plow & Smith Sander			Streets / Snow Removal

City of Canandaigua

Small and Miscellaneous Equipment

EQUIP NUMBER	VEU (Mercury)	VEU (Walker)	TYPE OF EQUIPMENT	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT / USE
29	0.50	0.50	8.5 ft. Plow				Streets / Snow Removal
31	0.50	0.50	6 ft. power v Blade, 5' straight plow, 5.5' snow blower(attachments)				Streets / Snow Removal
	0.50	0.50	Snowblower (36')	Gravely Model 546			Streets / Snow Removal
	0.50	0.50	White snowblower (24")				Streets / Snow Removal
	0.50	0.50	Riding mower with 48" Reversible Plow	Jacobsen Turf Cat			Streets / Snow Removal
	0.50	0.50	Wood Chipper	Power Mark	1996	5500H	Parks / Parks Maintenance
	0.50	0.50	Trencher	Vermeer V2050		N/A	Parks / Parks Maintenance
	0.50	0.50	Riding Mower	Kubota ZD331		1540H	Parks / Parks Maintenance
	0.50	0.50	Riding Mower	Kubota ZD28		1636H	Parks / Parks Maintenance
	0.50	0.50	Riding Mower	Jacobsen HR5111		1089H	Parks / Parks Maintenance
	0.50	0.50	21" Walkbehind Mower	Snapper		N/A	Parks / Parks Maintenance
	0.50	0.50	21" Walkbehind Mower	Snapper		N/A	Parks / Parks Maintenance
	0.50	0.50	21" Walkbehind Mower	Snapper		N/A	Parks / Parks Maintenance
	0.50	0.50	Ryan Overseeder	Ryan Overseeder		N/A	Parks / Parks Maintenance
	0.50	0.50	Troybilt Tiller	Troybilt Tiller		N/A	Parks / Parks Maintenance
	0.50	0.50	Pressure Washer	Northstar 4SF40GS1		N/A	Parks / Parks Maintenance
	0.50	0.50	Walkbehind Mower 17HP	Exmark 48" Walkbehind Mower 17HP		N/A	Parks / Parks Maintenance
	0.50	0.50	Walkbehind Mower 19HP	Exmark 48" Walkbehind Mower 19HP		N/A	Parks / Parks Maintenance
	0.50	0.50	6 ft. Power Landscape Rake for skid steer			N/A	Parks / Parks Maintenance
	0.50	0.50	Water Reel Irrigation Pump	Water Reel Irrigation Pump		N/A	Parks / Parks Maintenance
	0.50	0.50	Chain Saw	Stihl 026.		N/A	Parks / Parks Maintenance
	0.50	0.50	Chain Saw	Stihl 036		N/A	Parks / Parks Maintenance
	0.50	0.50	Chain Saw	Stihl 044		N/A	Parks / Parks Maintenance
	0.50	0.50	Chain Saw	Stihl 084		N/A	Parks / Parks Maintenance
	0.50	0.50	Chain Saw	Stihl 086		N/A	Parks / Parks Maintenance
	0.50	0.50	Chain Saw	Stihl MS200T		N/A	Parks / Parks Maintenance
	0.50	0.50	Chain Saw	Stihl MS200T		N/A	Parks / Parks Maintenance
	0.50	0.50	Chain Saw	Stihl MS200T		N/A	Parks / Parks Maintenance
	0.50	0.50	String Trimmer	Stihl FS110R String Trimmer		N/A	Parks / Parks Maintenance
	0.50	0.50	String Trimmer	Stihl FS110R String Trimmer		N/A	Parks / Parks Maintenance
	0.50	0.50	String Trimmer	Stihl FS110R String Trimmer		N/A	Parks / Parks Maintenance
	0.50	0.50	String Trimmer	Stihl FS110R String Trimmer		N/A	Parks / Parks Maintenance
	0.50	0.50	String Trimmer	Stihl FS110R String Trimmer		N/A	Parks / Parks Maintenance
	0.50	0.50	Post Hole Digger	Stihl BT120C		N/A	Parks / Parks Maintenance
	0.50	0.50	Pole Saw	Stihl		N/A	Parks / Parks Maintenance
	0.50	0.50	Pole Saw	Stihl		N/A	Parks / Parks Maintenance

City of Canandaigua

Small and Miscellaneous Equipment

EQUIP NUMBER	VEU (Mercury)	VEU (Walker)	TYPE OF EQUIPMENT	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT / USE
	0.50	0.50	Pole Saw	Stihl		N/A	Parks / Parks Maintenance
	0.50	0.50	Pole Saw	Husqvarna PS50		N/A	Parks / Parks Maintenance
	0.50	0.50	Backpack Blower	Stihl BR400		N/A	Parks / Parks Maintenance
	0.50	0.50	Backpack Vacuum	Stihl SH85		N/A	Parks / Parks Maintenance
	0.50	0.50	Combi Tool	Stihl KM110		N/A	Parks / Parks Maintenance
	0.50	0.50	Hedge Trimmer	Stihl HS60AV		N/A	Parks / Parks Maintenance
	0.50	0.50	Broom	Echo PAS2607 Broom		N/A	Parks / Parks Maintenance
W-NA	0.50	0.50	Air Compressor	Ingersol Rand P185		146H	Water Treatment
	0.50	0.50	Water Pump	Kawasaki KWS30A Pump		N/A	Water Treatment
	0.50	0.50	Whacker BPU2950A Tamper	Whacker BPU2950A Tamper		N/A	Water Treatment
	0.50	0.50	Coleman 4000watt Generator	Coleman 4000watt Generator		N/A	Water Treatment
	0.50	0.50	Pavement Saw	Stihl TS400		N/A	Water Treatment
	0.50	0.50	Pavement Saw W/Cart	Stihl TS400		N/A	Water Treatment
	0.50	0.50	Water Pump	Kawasaki KWT30A		N/A	Water Treatment
	0.50	0.50	Gator	John Deere	2005	N/A	Waste Water / Plant Maintenance
	0.50	0.50	Electrical Generator	Coleman 4000watt Generator		N/A	Water Treatment
	0.50	0.50	Electrical Generator	Onan 4000watt Generator		N/A	Water Treatment
	0.50	0.50	Electrical Generator	Honda EU1000 Generator		N/A	Water Treatment
	0.50	0.50	Water Pump-4 inch dia.	Gorman Rupp		N/A	Waste Water
GS1	0.50	0.50	Electrical Generator	Onan 150DGFA		134H	Emergency Standby
GS2	0.50	0.50	Electrical Generator	Onan 37.5KVA		870H	Emergency Standby
GS3	0.50	0.50	Electrical Generator	Kohler 60RGZ		108H	Emergency Standby
GS4	0.50	0.50	Electrical Generator	Onan 37.5KVA		576H	Emergency Standby
WTR4	0.50	0.50	Trailtech Trailer	Trailtech Trailer	1991	N/A	Water Treatment
WTR5	0.50	0.50	United Enclosed Trailer	United Trailer	2009	N/A	Water Treatment
TR4	0.50	0.50	Trailer		1991		Water / Transporting Equipment
TR5	0.50	0.50	Trailer		2008		Water / Transporting Equipment
GTR3	0.50	0.50	Trailer	Hurst	1986	N/A	DPW / Transporting Equipment
FDT1	0.50	0.50	Trailer	Kristi Trailer	2006	N/A	Fire/Spills/Rescue
P11	0.50	0.50	Trailer	Pequa	2001	N/A	Parks / Parks Maintenance
31	0.50	0.50	Skid Steer	Bobcat S185	2009	322H	Streets / Streets Maintenance
TOTAL EVUs	**51.00**	**51.00**					

APPENDIX 3

Civil Service Job Descriptions of County Employee Positions

AUTOMOTIVE MECHANIC

DISTINGUISHING FEATURES OF THE CLASS: This is skilled work involving responsibility for the complete overhaul and repair of a wide variety of automotive equipment including heavy-duty equipment such as bulldozers and graders. The work requires a thorough knowledge of the trade. General instructions are received regarding tasks to be performed, but considerable leeway is permitted in planning the details of each assignment. Supervision may be exercised over one or more assistants. Does related work as required.

TYPICAL WORK ACTIVITIES: (Illustrative only)

Performs skilled operations in the repair and overhaul of gasoline and diesel motor equipment, including trucks, tractors, graders, bulldozers, power shovels and buses;
Repairs or replaces motor pumps, fuel pumps, generators, carburetors, shock absorbers;
Repairs ignition systems, transmissions, brake systems, clutches, and front and rear axles;
Adjusts connecting rods and bearing;
Adjusts steering mechanisms and aligns wheels;
Makes minor welding repair to automotive equipment;
Greases vehicles, changes oil and oil filter;
Tunes engine and sets the timing;
Attaches and removes snow plow blades and other auxiliary equipment;
Works as a motor equipment operator when directed;
May be required to supervise other automotive mechanics or employees.

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS: Thorough knowledge of standard automotive repair methods and of the terminology and tools of the trade; demonstrated ability to made difficult repairs to heavy automotive and other mechanical equipment; familiarity with welding techniques; ability to work from plan, manuals and specifications and to follow rough draft sketches and oral instructions; good motor and hand and eye coordination; manual dexterity; physical condition commensurate with the demands of the position.

MINIMUM QUALIFICATIONS: Two years of experience as a skilled automotive repairman.

NOTE: Documented part-time or volunteer experience will be accepted on a prorated basis.

SPECIAL REQUIREMENT FOR APPOINTMENT: Possession of a valid New York State Operator's license at the time of appointment, and maintenance of such license throughout the tenure of employment in the position.

APPROVED: May 7, 1990
CIVIL SERVICE CLASSIFICATION: NON-COMPETITIVE
(Ontario County job specification for Automotive Mechanic accepted by City of Geneva on 9/9/05, adopted 9/10/05.)

HEAVY EQUIPMENT MECHANIC

DISTINGUISHING FEATURES OF THE CLASS: This is automotive and construction repair work involving the inspection and repair of larger and more complex equipment. Under the general direction of the General Highway Supervisor, an employee in this class performs safety inspections and repairs, the most complicated automotive, mechanical and hydraulic assemblies used in construction equipment such as bulldozers, gradalls and cranes, etc. The incumbent, although primarily responsible for the repair of the larger more complicated equipment, repairs any and all equipment owned by the County as directed. Supervision is exercised over less skilled automotive mechanics, equipment operators, and/or laborers assigned to assist. Does related work as required.

TYPICAL WORK ACTIVITIES: (Illustrative only)

Inspects a variety of automotive, mechanical and hydraulic equipment for worn, damaged, or defective parts or mechanisms by visual inspections, road tests and use of testing devices and prescribes and performs repairs;
Plans, supervises, grades, and inspects the maintenance and repair of light and heavy trucks, bulldozers, gradalls, crushers, rollers and other equipment;
Leads in making repairs and rebuilding and adjusting engines and subassemblies;
Performs the more difficult troubleshooting adjustments, tuneups, repair and building jobs;
Instructs subordinates in the proper maintenance or repairing and adjusting engines and subassemblies;
Leads in converting standard automotive equipment for special purposes;
Prepares and submits actively, cost and time records and reports;
Performs a wide variety of related duties in connection with the maintenance of automotive equipment in the Department of Public Works.

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS: Thorough knowledge of the standard practices, terminology, safety precautions and tools used in the maintenance and repair of automotive equipment; ability to diagnose need for and to make repairs on a variety of automotive equipment; ability to plan and supervise the work of others; ability to work from plans, specifically, rough sketches and to understand and carry out oral and written directions; ability to get along well with and secure the cooperation of others; good hand and eye coordination; good judgment; initiative and resourcefulness; reliability; thoroughness; physical condition commensurate with the demands of the position.

MINIMUM QUALIFICATIONS: Four years of experience as a skilled automotive mechanic in a garage or repair shop; two years of which shall have involved the repair of construction equipment.

NOTE: STUDY IN A FORMAL TRAINING PROGRAM IN THE REPAIR OF AUTOMOTIVE HEAVY EQUIPMENT OR FARM EQUIPMENT MAY BE SUBSTITUTED ON A YEAR FOR YEAR BASIS FOR THE ABOVE REQUIRED GENERAL EXPERIENCE.

SPECIAL REQUIREMENT FOR APPOINTMENT: Possession of a valid New York State Operator's license at the time of appointment, and maintenance of such license throughout the tenure of employment in the position.

APPROVED: MAY 7, 1990
CIVIL SERVICE CLASSIFICATION: NON-COMPETITIVE

PARTS AND SERVICE MANAGER

DISTINGUISHING FEATURES OF THE CLASS: This is an important supervisory and technical position involving the responsibility for the repair and maintenance of all automotive equipment owned and/or operated by the jurisdiction. Work is performed under the general direction of the County Administrator and the Coordinator of Public Works with wide leeway given for independent judgment in planning, organizing and scheduling the service and repair work. Supervision is exercised over all subordinate personnel assigned to working in the repair shop; does related work as required.

TYPICAL WORK ACTIVITIES: (Illustrative only)

Plans and schedules maintenance and repair of all automotive equipment;
Advises, supervises and directs automotive mechanics, body repairmen and helpers in the repair of difficult jobs; Orders and purchases all replacement parts maintaining an inventory of the more commonly needed parts and supplies; Plans and submits the budget necessary for the operation of the unit;
Conducts and/or directs the inspections of vehicles as required by law and policy; Keeps records of repairs made and makes recommendations for the replacement of equipment;
Supervises all subordinate personnel recommending hiring, firing and disciplinary actions;
Leads in and personally performs various difficult repair tasks such as diagnosing complex equipment, malfunctions and fabricating parts.

FULL PERFORMANCE KNOWLEDGE, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS: Comprehensive knowledge of the common practices, tools, terminology and safety precautions of automotive mechanical and body repair; ability to plan, supervise and direct the work of others; ability to prepare budget estimates and maintain a record of operating expenses; ability to work from plans and specifications; ability to follow complex oral and written directions; ability to prepare simple reports; initiative; resourcefulness; physical condition commensurate with the demands of the position.

MINIMUM QUALIFICATIONS: Five years of experience in automotive repair which must have included the complete overhaul of automotive engines, drive trains, steering assemblies, front-end alignment and related equipment.

NOTE: Formal training in automotive repair may be substituted on a year-for-year basis required experience.

NOTE: Documented part-time or volunteer experience will be accepted on a prorated basis.

SPECIAL REQUIREMENT FOR APPOINTMENT: Possession of a valid New York State Operator's license at the time of appointment, and maintenance of such license throughout the tenure of employment in the position.

APPROVED: MAY 7, 1990
CIVIL SERVICE CLASSIFICATION: COMPETITIVE

FLEET MANAGER

DISTINGUISHING FEATURES OF THE CLASS: The work involves responsibility for planning, organizing and directing the acquisition, maintenance, operation and disposal of County owned or leased vehicles including automobiles, light trucks, heavy trucks, construction equipment and all other motorized equipment. The work is performed under the general directions of the Commissioner of Public Works under wide leeway provided for the use of independent technical judgment. Supervision is exercised over all technical, maintenance, laboring, and clerical personnel employed in fleet maintenance. Does related work as required.

TYPICAL WORK ACTIVITIES: (Illustrative only)

- Researches and prepares specifications for the purchase of vehicles and motor equipment;
- Develops and implements programs to train mechanics and vehicle operators;
- Develops policies and procedures for use and repair of County vehicles;
- Develops and manages a County motor pool while evaluating departmental needs;
- Develops and manages a comprehensive fleet tracking system to record all vehicle costs to aid in the identification of replacement requirements;
- Prepares the fleet operating and vehicle acquisition budgets, setting goals and priorities;
- Supervises the operations, equipping, and staffing of County vehicle maintenance facilities;
- Assures compliance with Federal, State and local regulations relating to public access, environmental, safety, fuel efficiency, and other issues related to vehicle fleets and facilities.

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES, AND PERSONAL CHARACTERISTICS: Thorough knowledge of the overall principles of Fleet Management; thorough understanding of the business and administrative aspects of vehicle acquisition, maintenance and repair; good understanding of the technical aspects of automotive and heavy equipment specifications, maintenance and operation; familiarity with Federal, State and local regulations relating to public access, environmental, safety, fuel efficiency, and other issues related to vehicle fleets and facilities; familiarity with alternative fuel vehicles; ability to plan and supervise the work of others; ability to plan, develop, and implement policies and procedures for vehicle acquisition, operation, maintenance and disposal; ability to prepare and analyze complex reports and detailed budgets; ability to provide others with technical knowledge concerning fleet operations, both orally and in writing; physical condition commensurate with the demands of the position.

Continued on Page 2

FLEET MANAGER

MINIMUM QUALIFICATIONS: Graduation from high school or possession of a GED and EITHER:

1. Graduation from a regionally accredited or New York State registered college or university with a Bachelor's Degree and four years of responsible experience in fleet operations or management, at least two of which must have been in a supervisory capacity; or

2. Graduation from a regionally accredited or New York State registered college with an Associate's Degree and six years of experience as described in (1) above; or

3. An equivalent combination of training and experience as defined by the limits of (1) and (2) above.

NOTE: Supervisory experience must have been in a vehicle maintenance operation employing at least five mechanics.

SPECIAL REQUIREMENT FOR APPOINTMENT: Possession of a valid New York State Class D, or higher, motor vehicle operators license at the time of appointment, and maintenance of such license throughout the tenure of employment in the position.

APPROVED: September 18, 1997
CIVIL SERVICE CLASSIFICATION: Competitive

APPENDIX 4

County's Existing Fleet

Ontario County

Automotive Fleet

VEHICLE NUMBER	Class	EVU (Mercury)	EVU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT
2636	1	1.0	1.0	Automobile	Chevrolet Malibu	2007		Animal Control
4009	1	1.5	1.5	Pickup	Dodge E150	2005		Animal Control
4010	1	1.5	1.5	Pickup	Dodge E150	2006		Animal Control
4011	1	1.5	1.5	Pickup	Dodge D150	2006		Animal Control
4013	1	1.0	1.5	Pickup-Mini	Chevrolet- Colorado	2009		Animal Control
4012	1	1.5	1.5	Van-Mini	GMC-Astrovan	2002		Animal Control
1566	1	1.0	1.0	Automobile	Chevrolet - Malibu	2007		Bldgs.& Grounds
1567	1	1.0	1.0	Automobile	Ford - Taurus	2005		Bldgs.& Grounds
1550	1	1.5	1.5	Dump Bed	Ford	2007		Bldgs.& Grounds
1553	1	1.5	1.5	Dump Bed	Ford F250	2008		Bldgs.& Grounds
1501	1	1.5	1.5	Pickup	Chevrolet	2000		Bldgs.& Grounds
1530	1	1.5	1.5	Pickup	Ford 250	1996		Bldgs.& Grounds
1559	1	1.5	1.5	Pickup	Ford	2008		Bldgs.& Grounds
1571	1	1.5	1.5	Pickup	Ford-F250	2011		Bldgs.& Grounds
1572	1	1.5	1.5	Pickup	Ford-F250	2011		Bldgs.& Grounds
1573	1	1.5	1.5	Pickup	Ford-F250	2000		Bldgs.& Grounds
1537	1	1.5	1.5	Pickup w/ plow	Ford F250	2000		Bldgs.& Grounds
1541	1	1.5	1.5	Pickup w/ plow	Ford F350	2003		Bldgs.& Grounds
1502	1	1.5	1.5	Pickup w/ plow	Ford	2005		Bldgs.& Grounds
1560	1	3.0	3.0	Tractor	John Deere	2008		Bldgs.& Grounds
0221	1	3.0	3.0	Tractor	Volvo	2000		Highway Dept
1505	1	1.5	1.5	Van	Dodge	2000		Bldgs.& Grounds
1507	1	1.5	1.5	Van	Dodge	2000		Bldgs.& Grounds
1518	1	1.5	1.5	Van	Ford F250 4WD	2001		Bldgs.& Grounds
1520	1	1.5	1.5	Van	Ford	1998		Bldgs.& Grounds
1535	1	1.5	1.5	Van	Ford E250	1999		Bldgs.& Grounds
1536	1	1.5	1.5	Van	Ford E251	1999		Bldgs.& Grounds
1569	1	1.5	1.5	Van	Ford	2009		Bldgs.& Grounds
1570	1	1.5	1.5	Van	Ford-F250	2011		Bldgs.& Grounds
1512	1	1.5	1.5	Van-3/4 Ton	Ford #250	1998		Bldgs.& Grounds
3328	1	1.0	1.0	Automobile	Ford Taurus	2006		Canandaigua Lake County Sewer District
3321	1	1.5	1.5	Pickup	Chevrolet	2006		Canandaigua Lake County Sewer District
3322	1	1.5	1.5	Pickup	Chevrolet	2006		Canandaigua Lake County Sewer District
3327	1	1.5	1.5	Pickup	Ford F150	2009		Canandaigua Lake County Sewer District
3317	1	1.5	1.5	Pickup w/ crane	Ford	2003		Canandaigua Lake County Sewer District
3305	1	1.5	1.5	Truck 1-Ton	Ford	2005		Canandaigua Lake County Sewer District
3315	1	1.5	1.5	Van	Chevrolet	1995		Canandaigua Lake County Sewer District
2005	1	1.5	1.5	SUV	Chevrolet - Tahoe	2004		Civil Defense
2009	1	1.5	1.5	SUV	Chevrolet - Tahoe	2011		Civil Defense
2006	1	1.5	1.5	Truck	Ford Cummins	2005		Civil Defense

Ontario County

Automotive Fleet

VEHICLE NUMBER	Class	EVU (Mercury)	EVU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT
2102	1	1.5	1.5	Pickup	Ford E350	2000		County Firemen
1708	1	1.5	1.5	Pickup	Ford	2004		County Parks
2302	1	1.5	1.5	Van	Dodge Caravan	2007		Curriers
3705	1	1.0	1.0	Automobile	Chevrolet Impala	2005		Economic Development/IDA
3706	1	1.0	1.0	Automobile	Chevrolet Impala	2007		Economic Development/IDA
2751	1	1.0	1.0	Automobile	Chevrolet Impala	2008		Highway Dept
2709	1	1.0	1.0	Automobile	Chevrolet Blazer	1997		Highway Dept
0107	1	1.5	1.5	Crane (Sign Truck)	Inter	2003		Highway Dept
2759	1	1.5	1.5	Cube Van	Ford F250	2011		Highway Dept
2760	1	1.5	1.5	Cube Van	GMC Chevrolet	2001		Highway Dept
0037	1	1.5	1.5	Dump Truck-1 Ton	International	1994		Highway Dept
2702	1	1.5	1.5	Pickup	Chevrolet 4x4	2000		Highway Dept
2732	1	1.5	1.5	Pickup	Ford F350	2003		Highway Dept
2734	1	1.5	1.5	Pickup	Ford F250	2005		Highway Dept
2738	1	1.5	1.5	Pickup	Dodge	2006		Highway Dept
2752	1	1.5	1.5	Pickup	Ford F250	2009		Highway Dept
2753	1	1.5	1.5	Pickup	Ford F250	2009		Highway Dept
2754	1	1.5	1.5	Pickup	Ford F250	2009		Highway Dept
2755	1	1.5	1.5	Pickup	Ford F250	2009		Highway Dept
2757	1	1.5	1.5	Pickup	Ford F250	2009		Highway Dept
2701	1	1.5	1.5	Pickup	Ford Ranger	1997		Highway Dept
2756	1	1.5	1.5	Pickup	Chevrolet Colorado	2009		Highway Dept
2735	1	1.5	1.5	Pickup w/ plow	Ford F350	2005		Highway Dept
2737	1	1.5	1.5	Pickup w/ plow	Ford F350	2005		Highway Dept
T007	1	1.5	1.5	Sign Truck w/ crane	International	2003		Highway Dept
2725	1	1.5	1.5	SUV	Chevrolet Blazer	2000		Highway Dept
2739	1	1.5	1.5	SUV	Jeep Cherokee	2006		Highway Dept
2807	1	1.5	1.5	SUV	Chevrolet Trailblazer	2008		Highway Dept
2806	1	1.5	1.5	Van	Chevrolet	2005		Highway Dept
1403	1	1.5	1.5	Van-12 passenger	Dodge	2001		Highway Dept
3505	1	1.5	1.5	Pick-Up w/ crane	Ford F450	2000		Honeoye Lake Sewer District
3504	1	1.5	1.5	Pickup w/ plow	Ford F250	2000		Honeoye Lake Sewer District
3003	1	1.5	1.5	SUV	Chevrolet Trailblazer	2008		Probation
2632	1	1.0	1.0	Automobile	Ford Taurus	2006		Public Health
2638	1	1.0	1.0	Automobile	Chevrolet Malibu	2007		Public Health
2640	1	1.0	1.0	Automobile	Ford Focus	2008		Public Health
1006	1	1.5	1.0	Automobile	Ford Crown Vic	2005		Sheriff - Marked
1007	1	1.5	1.0	Automobile	Ford Crown Vic	2005		Sheriff - Marked
1008	1	1.5	1.0	Automobile	Ford Crown Vic	2005		Sheriff - Marked
1009	1	1.5	1.0	Automobile	Ford Crown Vic	2005		Sheriff - Marked

Ontario County

Automotive Fleet

VEHICLE NUMBER	Class	EVU (Mercury)	EVU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT
1010	1	1.5	1.0	Automobile	Ford Crown Vic	2005		Sheriff - Marked
1016	1	1.0	1.0	Automobile	Chevrolet Impala	2006		Sheriff
1017	1	1.0	1.0	Automobile	Chevrolet Impala	2006		Sheriff
1020	1	1.5	1.0	Automobile	Ford Crown Vic	2005		Sheriff - Marked
1022	1	1.0	1.0	Automobile	Chevrolet Impala	2006		Sheriff
1023	1	1.0	1.0	Automobile	Infinity	2004		Sheriff
1025	1	1.5	1.0	Automobile	Ford Crown Vic	2005		Sheriff - Marked
1030	1	1.5	1.0	Automobile	Ford Crown Vic	2005		Sheriff - Marked
1040	1	1.5	1.0	Automobile	Ford Crown Vic	2005		Sheriff - Marked
1166	1	1.0	1.0	Automobile	Chevrolet Impala	2003		Sheriff
1180	1	1.5	1.0	Automobile	Ford Crown Vic	2004		Sheriff - Marked
1198	1	1.5	1.0	Automobile	Ford Crown Vic	2006		Sheriff - Marked
1201	1	1.0	1.0	Automobile	Chevrolet Impala	2006		Sheriff
1204	1	1.5	1.0	Automobile	Ford Crown Vic	2006		Sheriff - Marked
1205	1	1.5	1.0	Automobile	Ford Crown Vic	2006		Sheriff - Marked
1206	1	1.5	1.0	Automobile	Ford Crown Vic	2006		Sheriff - Marked
1208	1	1.5	1.0	Automobile	Ford Crown Vic	2006		Sheriff - Marked
1210	1	1.5	1.0	Automobile	Ford Crown Vic	2006		Sheriff - Marked
1211	1	1.5	1.0	Automobile	Ford Crown Vic	2006		Sheriff - Marked
1212	1	1.5	1.0	Automobile	Ford Crown Vic	2006		Sheriff - Marked
1213	1	1.5	1.0	Automobile	Ford Crown Vic	2006		Sheriff - Marked
1214	1	1.5	1.0	Automobile	Ford Crown Vic	2006		Sheriff - Marked
1219	1	1.0	1.0	Automobile	Chevrolet Impala	2007		Sheriff
1220	1	1.0	1.0	Automobile	Chevrolet Impala	2007		Sheriff
1221	1	1.0	1.0	Automobile	Chevrolet Impala	2007		Sheriff
1222	1	1.0	1.0	Automobile	Chevrolet Impala	2007		Sheriff
1223	1	1.0	1.0	Automobile	Chevrolet Impala	2007		Sheriff
1224	1	1.5	1.0	Automobile	Chevrolet Impala	2007		Sheriff - Marked
1225	1	1.5	1.0	Automobile	Chevrolet Impala	2007		Sheriff - Marked
1226	1	1.5	1.0	Automobile	Chevrolet Impala	2007		Sheriff - Marked
1227	1	1.5	1.0	Automobile	Chevrolet Impala	2007		Sheriff - Marked
1228	1	1.5	1.0	Automobile	Chevrolet Impala	2007		Sheriff - Marked
1229	1	1.5	1.0	Automobile	Ford Crown Vic	2007		Sheriff - Marked
1230	1	1.5	1.0	Automobile	Ford Crown Vic	2007		Sheriff - Marked
1231	1	1.5	1.0	Automobile	Ford Crown Vic	2007		Sheriff - Marked
1232	1	1.5	1.0	Automobile	Ford Crown Vic	2007		Sheriff - Marked
1233	1	1.5	1.0	Automobile	Ford Crown Vic	2007		Sheriff - Marked
1234	1	1.5	1.0	Automobile	Ford Crown Vic	2007		Sheriff - Marked
1235	1	1.5	1.0	Automobile	Ford Crown Vic	2007		Sheriff - Marked
1236	1	1.5	1.0	Automobile	Ford Crown Vic	2007		Sheriff - Marked

Ontario County

Automotive Fleet

VEHICLE NUMBER	Class	EVU (Mercury)	EVU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT
1238	1	1.5	1.0	Automobile	Ford Crown Vic	2007		Sheriff - Marked
1239	1	1.5	1.0	Automobile	Ford Crown Vic	2007		Sheriff - Marked
1248	1	1.0	1.0	Automobile	Chevrolet Impala	2008		Sheriff
1249	1	1.0	1.0	Automobile	Chevrolet Impala	2008		Sheriff
1250	1	1.0	1.0	Automobile	Chevrolet Impala	2008		Sheriff
1251	1	1.0	1.0	Automobile	Chevrolet Impala	2008		Sheriff
1252	1	1.0	1.0	Automobile	Chevrolet Impala	2008		Sheriff
1253	1	1.0	1.0	Automobile	Ford Crown Vic	2008		Sheriff
1254	1	1.0	1.0	Automobile	Ford Crown Vic	2008		Sheriff
1255	1	1.0	1.0	Automobile	Ford Crown Vic	2008		Sheriff
1256	1	1.0	1.0	Automobile	Ford Crown Vic	2008		Sheriff
1257	1	1.0	1.0	Automobile	Ford Crown Vic	2008		Sheriff
1258	1	1.0	1.0	Automobile	Ford Crown Vic	2008		Sheriff
1259	1	1.0	1.0	Automobile	Ford Crown Vic	2008		Sheriff
1260	1	1.0	1.0	Automobile	Ford Crown Vic	2008		Sheriff
1261	1	1.0	1.0	Automobile	Ford Crown Vic	2008		Sheriff
1265	1	1.0	1.0	Automobile	Ford Crown Vic	2009		Sheriff
1270	1	1.0	1.0	Automobile	Dodge Charger	2009		Sheriff
1271	1	1.0	1.0	Automobile	Chevrolet Impala	2009		Sheriff
1272	1	1.0	1.0	Automobile	Chevrolet Impala	2009		Sheriff
1273	1	1.0	1.0	Automobile	Chevrolet Impala	2009		Sheriff
1274	1	1.0	1.0	Automobile	Ford Crown Vic	2009		Sheriff
1275	1	1.0	1.0	Automobile	Ford Crown Vic	2009		Sheriff
1276	1	1.0	1.0	Automobile	Ford Crown Vic	2009		Sheriff
1277	1	1.0	1.0	Automobile	Ford Crown Vic	2009		Sheriff
1278	1	1.0	1.0	Automobile	Ford Crown Vic	2009		Sheriff
1279	1	1.0	1.0	Automobile	Ford Crown Vic	2009		Sheriff
1280	1	1.0	1.0	Automobile	Ford Crown Vic	2009		Sheriff
1281	1	1.0	1.0	Automobile	Ford Crown Vic	2009		Sheriff
1282	1	1.0	1.0	Automobile	Ford Crown Vic	2009		Sheriff
1285	1	1.0	1.0	Automobile	Ford Crown Vic	2009		Sheriff
1289	1	1.0	1.0	Automobile	Ford Crown Vic	2010		Sheriff
1290	1	1.0	1.0	Automobile	Ford Taurus	2006		Sheriff
1291	1	1.0	1.0	Automobile	Ford Crown Vic	2010		Sheriff
1292	1	1.0	1.0	Automobile	Ford Crown Vic	2010		Sheriff
1293	1	1.0	1.0	Automobile	Ford Crown Vic	2010		Sheriff
1294	1	1.0	1.0	Automobile	Ford Crown Vic	2010		Sheriff
1295	1	1.0	1.0	Automobile	Ford Crown Vic	2010		Sheriff
1296	1	1.0	1.0	Automobile	Ford Crown Vic	2010		Sheriff
1297	1	1.0	1.0	Automobile	Ford Crown Vic	2010		Sheriff

Ontario County

Automotive Fleet

VEHICLE NUMBER	Class	EVU (Mercury)	EVU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT
1298	1	1.0	1.0	Automobile	Ford Crown Vic	2010		Sheriff
1299	1	1.0	1.0	Automobile	Ford Crown Vic	2010		Sheriff
1301	1	1.0	1.0	Automobile	Chevrolet Impala	2010		Sheriff
1302	1	1.0	1.0	Automobile	Chevrolet Impala	2010		Sheriff
1303	1	1.0	1.0	Automobile	Chevrolet Impala	2010		Sheriff
1304	1	1.0	1.0	Automobile	Ford Escape	2011		Sheriff
1402	1	1.0	1.0	Automobile	Ford Eldorado	2002		Sheriff
1215	1	1.0	1.0	Automobile	Ford Crown Vic	2006		Sheriff
1237	1	1.0	1.0	Automobile	Chevrolet Impala	2007		Sheriff
1044	1	0.5	0.5	Motorcycle	Harley	1972		Sheriff
1267	1	0.5	0.5	Motorcycle	Harley	2009		Sheriff
1039	1	1.5	1.5	Pickup	Ford Crew Cab	2005		Sheriff
1127	1	1.5	1.5	Pickup	Isuzu	1989		Sheriff
1131	1	1.5	1.5	Pickup	Ford F250	2001		Sheriff
1264	1	1.5	1.5	Pickup	Ford F 250	2009		Sheriff
1283	1	1.5	1.5	Pickup	Ford F250 4WD	2010		Sheriff
1005	1	1.5	1.5	SUV	Ford Expedition	1998		Sheriff
1153	1	1.5	1.5	SUV	Ford Explorer	2000		Sheriff
1169	1	1.5	1.5	SUV	Ford Expedition	2003		Sheriff
1191	1	1.5	1.5	SUV	Jeep Cherokee	2000		Sheriff
1202	1	1.5	1.5	SUV	Chevrolet Blazer	2003		Sheriff
1240	1	1.5	1.5	SUV	Chevrolet Tahoe	2007		Sheriff
1269	1	1.5	1.5	SUV	Chevrolet Suburban	2009		Sheriff
1284	1	1.5	1.5	SUV	Chevrolet Tahoe	2009		Sheriff
1300	1	1.5	1.5	SUV	Chevrolet Tahoe	2010		Sheriff
1268	1	1.5	1.5	SUV	Chevrolet Suburban	2009		Sheriff
1305	1	1.5	1.5	SUV	Chevrolet Suburban	2010		Sheriff
1216	1	1.5	1.5	Van	Chevrolet	2007		Sheriff
1096	1	1.5	1.5	Van	Dodge	2001		Sheriff
1241	1	1.5	1.5	Van	Chevrolet	2007		Sheriff
4404	1	1.0	1.0	Automobile	Crown Victoria	2007		Sheriff DWI
3117	1	1.0	1.0	Automobile	Chevrolet Impala	2007		Social Services
3118	1	1.5	1.0	Automobile	Chevrolet Impala	2008		Social Services
3116	1	1.5	1.5	Van	Dodge Caravan	2007		Social Services
3119	1	1.5	1.5	Van	Chrysler Town & Country	2008		Social Services
3122	1	1.5	1.5	Van	Dodge Caravan	2007		Social Services
3123	1	1.5	1.5	Van	Dodge Caravan	2010		Social Services
2903	1	1.5	1.5	Van	Chevrolet	2007		Transportation
2904	1	1.5	1.5	Van	Chevrolet	2009		Transportation
3810	1	1.5	1.5	Pick Up	GMC Sierra	2004		Weed Control

Ontario County

Automotive Fleet

VEHICLE NUMBER	Class	EVU (Mercury)	EVU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT
2408	1	1.5	1.5	Pick Up	Chevrolet	2000		Weights & Measures
2409	1	1.5	1.5	Pick Up	Chevrolet	2004		Weights & Measures
2407	1	1.5	1.5	Van	Chevrolet	1984		Weights & Measures
1701	2	3.0	3.0	Tractor	Ford	1988		County Parks
0202	2	3.0	3.0	Mower-Tractor	New Holland Ford	1996		Highway Dept
0209	2	3.0	3.0	Mowing Tractor	New Holland Ford	2000		Highway Dept
0212	2	3.0	3.0	Mowing Tractor	New Holland Ford	2004		Highway Dept
0203	2	3.0	3.0	Tractor	John Deere	2007		Highway Dept
0210	2	3.0	3.0	Tractor	Ford Iveco	1998		Highway Dept
0211	2	3.0	3.0	Tractor	Ford Iveco	1999		Highway Dept
1562	3	6.0	8.0	Frontend Loader	John Deere	2008		Bldgs.& Grounds
3324	3	6.0	5.0	Sewer Jet/Vacuum	Vactor	2007		Canandaigua Lake County Sewer District
1711	3	6.0	8.0	Loader	New Holland	2006		County Parks
0113	3	6.0	8.0	Backhoe	Case	2009		Highway Dept
0040	3	6.0	8.0	Bulldozer	John Deere	2001		Highway Dept
0108	3	4.0	5.0	Dump - 10 Wheel	Volvo	2011		Highway Dept
0109	3	4.0	5.0	Dump - 10 Wheel	Volvo	2005		Highway Dept
0110	3	4.0	5.0	Dump - 10 Wheel	Volvo	2000		Highway Dept
0118	3	4.0	5.0	Dump Truck	Ford	2007		Highway Dept
0123	3	4.0	5.0	Dump Truck	Ford	2007		Highway Dept
0137	3	4.0	5.0	Dump Truck	Ford	2007		Highway Dept
0102	3	4.0	5.0	Dump Truck - 10 Wheel	Volvo Dump Bed	2009		Highway Dept
0103	3	4.0	5.0	Dump Truck - 10 Wheel	Volvo Dump Bed	2006		Highway Dept
0104	3	4.0	5.0	Dump Truck - 10 Wheel	Cummins	1999		Highway Dept
0105	3	4.0	5.0	Dump Truck - 10 Wheel	Volvo	2002		Highway Dept
0106	3	4.0	5.0	Dump Truck - 10 Wheel	Mack	2001		Highway Dept
0008	3	4.0	3.0	Dump Truck-6 wheel	International	1999		Highway Dept
0111	3	6.0	8.0	Excavator	Gradall	2008		Highway Dept
0112	3	6.0	8.0	Excavator	Gradall	2000		Highway Dept
0136	3	6.0	8.0	Excavator	John Deere	2001		Highway Dept
0015	3	6.0	8.0	Frontend Loader	John Deere	1997		Highway Dept
0116	3	6.0	8.0	Frontend Loader	New Holland	2008		Highway Dept
0014	3	6.0	8.0	Grader	John Deere	1983		Highway Dept
0131	3	6.0	8.0	Large, Vibratory Roller	Dynapac	1999		Highway Dept
0020	3	6.0	8.0	Paver	Sicard Cat-Snowpusher	1990		Highway Dept
0135	3	6.0	8.0	Paver	Maudlin Deutz	1984		Highway Dept
0049	3	6.0	8.0	Paving Machine	Champion	1995		Highway Dept
0030	3	6.0	8.0	Roller, Small Vibratory	Raygo Romper	1977		Highway Dept
0042	3	6.0	8.0	Roller, Small Vibratory	IR Kabota	1993		Highway Dept
0129	3	6.0	8.0	Roller-Tire	Dynapac	1999		Highway Dept

Ontario County

Automotive Fleet

VEHICLE NUMBER	Class	EVU (Mercury)	EVU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT
0130	3	6.0	8.0	Roller-Tire	Dynapac	1999		Highway Dept
0017	3	6.0	5.0	Sewer Cleaner	Ford	1998		Highway Dept
0120	3	6.0	5.0	Snowblower Truck	Oshkosh Cumins	1964		Highway Dept
0122	3	10.0	8.0	Street Sweeper	Ford Sunvac	1998		Highway Dept
0143	3	10.0	8.0	Street Sweeper	GMC Sunvac	1995		Highway Dept
0124	3	10.0	8.0	Sweeper	Elgin	2010		Highway Dept
3506	3	6.0	5.0	Sewer Cleaner	Ford	2001		Honeoye Lake Sewer District
3801	3	4.00	3.00	Dump Truck	GMC	1987		Weed Control
TOTAL EVUs		**504.50**	**522.00**					

Ontario County

Small and Miscellaneous Equipment

VEHICLE NUMBER	EVU (Mercury)	EVU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT
1558	0.50	0.50	Avenger ?	Advance	2008		Bldgs.& Grounds
1561	0.50	0.50	Bushhog	John Deere	2008		Bldgs.& Grounds
1547	0.50	0.50	Electric Generator	Generac Cummins	2005		Bldgs.& Grounds
1521	0.50	0.50	Forklift	Halla Cont.	1999		Bldgs.& Grounds
1500	0.50	0.50	Lift	JLG34 - Lift	2000		Bldgs.& Grounds
1522	0.50	0.50	Riding Mower	Toro Kibota	2001		Bldgs.& Grounds
1504	0.50	0.50	Riding Mower	Jacobson	1990		Bldgs.& Grounds
1542	0.50	0.50	Riding Mower w/ b broom & cab	Toro Kibota	2003		Bldgs.& Grounds
1543	0.50	0.50	Riding Mower-4WD	Toro Kibota	2004		Bldgs.& Grounds
1552	0.50	0.50	Salt Spreader	Western	2007		Bldgs.& Grounds
1534	0.50	0.50	Salt Spreader Bed	Smith	1998		Bldgs.& Grounds
1544	0.50	0.50	Salt Spreader Bed	Sno-Way	2004		Bldgs.& Grounds
1549	0.50	0.50	Sander	Sno-Way	2006		Bldgs.& Grounds
1563	0.50	0.50	Snowpusher	John Deere	2008		Bldgs.& Grounds
1551	0.50	0.50	Trailer	Cam	2006		Bldgs.& Grounds
1555	0.50	0.50	Trailer	Cam	2008		Bldgs.& Grounds
3319	0.50	0.50	Pump Wheel	ONAN	1999		Canadaigua Lake County Sewer District
3320	0.50	0.50	Snowblower	Steiner Linamar	1994		Canadaigua Lake County Sewer District
3310	0.50	0.50	Trailer	NUWAY	1991		Canadaigua Lake County Sewer District
3311	0.50	0.50	Trailer	JETAW	1993		Canadaigua Lake County Sewer District
3323	0.50	0.50	Trailer	Cam	2008		Canadaigua Lake County Sewer District
2007	0.50	0.50	Specialty	Freightlin Cumins	2006		Civil Defense
2003	0.50	0.50	Trailer (24 ft)	Hallmark	2004		Civil Defense
2004	0.50	0.50	Trailer (24 ft)	Wellscargo	2004		Civil Defense
1712	0.50	0.50	Flexmower	Landpride	2006		County Parks
1705	0.50	0.50	Gator	John Deere	2000		County Parks
1713	0.50	0.50	Gator		2009		County Parks
1707	0.50	0.50	Mower Tractor	Toro Kibota	2003		County Parks
1701	0.50	0.50	Tractor	Ford	1988		County Parks
1709	0.50	0.50	Tractor w/ mower	New Holland	2006		County Parks
0025	0.50	0.50	Air Compresser	Leroi J.D.	1991		Highway Dept
0050	0.50	0.50	Air Filtrator	AQE	2006		Highway Dept
0058	0.50	0.50	Auger		2001		Highway Dept
0047	0.50	0.50	Cutsaw	Stone Honda	1991		Highway Dept
0054	0.50	0.50	Forklift	Halla Cont.	1999		Highway Dept
0068	0.50	0.50	Forset	New Holland	2008		Highway Dept
0061	0.50	0.50	Grapple Bucket		2007		Highway Dept
0066	0.50	0.50	Grapple bucket	New Holland	2008		Highway Dept
0067	0.50	0.50	Grapple Bucket	New Holland	2008		Highway Dept
0063	0.50	0.50	Grinder		2007		Highway Dept

Ontario County

Small and Miscellaneous Equipment

VEHICLE NUMBER	EVU (Mercury)	EVU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT
0246	0.50	0.50	Hydroseeder	Reinco	1990		Highway Dept
0159	0.50	0.50	Loader (Skidsteer)	Skidsteere Bobcat	2007		Highway Dept
2741	0.50	0.50	Mower-Batwingmower	Almo Batwingmower	2006		Highway Dept
0307	0.50	0.50	N/A	Redightlin	2009		Highway Dept
0062	0.50	0.50	Planer		2007		Highway Dept
2740	0.50	0.50	Post Hole Digger	Stanley	2003		Highway Dept
0064	0.50	0.50	Salt Spreader	Western	2007		Highway Dept
0065	0.50	0.50	Snowblower	Bobcat	2008		Highway Dept
0069	0.50	0.50	Snowblower		0		Highway Dept
0060	0.50	0.50	Trailer	Cam	3006		Highway Dept
0128	0.50	0.50	Trailer	Cam Trailer	2005		Highway Dept
0226	0.50	0.50	Trailer	Bame	1989		Highway Dept
021B	0.50	0.50	Trailer (Low Boy)	Talbert	1996		Highway Dept
00045	0.50	0.50	Welder	Miller	2005		Highway Dept
0232	0.50	0.50	Woodchipper	Bandit Perkins	1999		Highway Dept
1262	0.50	0.50	Boat	Brunswick	2008		Sheriff
1189	0.50	0.50	Childseat Trailer	Hallmark	2004		Sheriff
1244	0.50	0.50	Marine Trailer	Middle	2008		Sheriff
1183	0.50	0.50	Trailer	EZL	2003		Sheriff
1187	0.50	0.50	Trailer	EZL	2004		Sheriff
1188	0.50	0.50	Trailer	TC/TRL	1996		Sheriff
1194	0.50	0.50	Trailer	Triton	N/A		Sheriff
1243	0.50	0.50	Trailer	Shorelande	2008		Sheriff
1245	0.50	0.50	Trailer	Middle	2008		Sheriff
1286	0.50	0.50	Trailer	Monitor	2007		Sheriff
1287	0.50	0.50	Trailer	B&W	2008		Sheriff
1288	0.50	0.50	Trailer	Fabrique	2009		Sheriff
1170	0.50	0.50	Trailer (Marine)	Carmate	2002		Sheriff
1263	0.50	0.50	Trailer (Marine)	Boatmaster	2008		Sheriff
1266	0.50	0.50	Trailer (Radar)		2008		Sheriff
3804	0.50	0.50	Boat	Gruman	1989		Weed Control
3803	0.50	0.50	Trailer	Calkins	1989		Weed Control
3805	0.50	0.50	Trailer	Aq/Ma Trl	1987		Weed Control
3806	0.50	0.50	Weed Harvester		2001		Weed Control
2410	0.50	0.50	Trailer	Cam	2008		Weights & Measures
TOTAL EVUs	**37.50**	**37.50**					

APPENDIX 5

Civil Service Job Descriptions of City School District Employee Positions

AUTOMOTIVE MECHANIC - BUS DRIVER

DISTINGUISHING FEATURES OF THE CLASS: These duties require the ability to perform maintenance and repair work of a skilled nature on buses and other automotive equipment and also require skill in the operation of a school bus. Insofar as the repair work is concerned, thorough knowledge of the automotive repair trade is required. General instructions are received concerning bus routes and maintenance and repair tasks with the incumbent exercising his own judgment in the normal course of his duties. Does related work as required.

TYPICAL WORK ACTIVITIES: (Illustrative only)

Performs skilled operations in the repair and overhaul of school buses and other automotive equipment owned by the school system;
Repairs or replaces motor pumps, fuel pumps, generators, carburetors and shock absorbers;
Repairs ignition systems, transmissions, brake systems, clutches and front and rear axles;
Makes a variety of other repairs on automotive equipment;
Operates a school bus on a regular schedule or on special occasions;
Checks the operating condition of the bus before starting on a trip;
Reports any mechanical defect to immediate superior;
Instructs or informs children about safety practices when entering and leaving bus;
Maintains orderly conduct of children on bus.

FULL PERFORMANCE KNOWLEDGE, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS: Thorough knowledge of standard automotive repair methods and the terminology and tools of the trade; demonstrated ability to make difficult repairs to heavy automotive equipment; good knowledge of driving safety practices and traffic laws and regulations; ability to operate a bus under all driving and road conditions; ability to get along well with children and command their respect; mechanical aptitude; manual alertness; dependability; physical condition commensurate with the demands of the position.

MINIMUM QUALIFICATIONS: Two years of experience as a skilled automotive repairman or its part-time or volunteer equivalent.

SPECIAL REQUIREMENT FOR APPOINTMENT: Possession of appropriate New York State Operator's license at the time of appointment and maintenance of such license throughout the tenure of employment in the position.

NOTE: Candidates must be at least at 21 year of age.

NOTE: In addition, candidates must satisfy the requirements for School Bus Driver set forth in the Rules and Regulations of the New York State Commissioner of Education.

REVISED: October 3, 2002
CIVIL SERVICE CLASSIFICATION: NON-COMPETITIVE

HEAD AUTOMOTIVE MECHANIC

DISTINGUISHING FEATURES OF THE CLASS: Work involves responsibility for laying out and supervising the work of Automotive Mechanics, and for personally performing the more difficult jobs which require a higher degree of skill. The work may involve the supervision of bus drivers or mechanics. General policies are determined by a superior, but except for unusual problems such as whether to repair or discontinue use of equipment, wide opportunity is afforded for independently assigning tasks and making job decisions. The work is subject to administrative review for the economical and efficient operation and maintenance of the equipment. Does related work as required.

TYPICAL WORK ACTIVITIES: (Illustrative only)

Exercises general supervision over an automotive garage;
May supervise bus drivers or mechanics and keeps time records;
Inspects equipment and assigns jobs to mechanics;
Causes units to be dismantled and advises mechanics on parts to be repaired or replaced;
Inspects work in progress to see that repairs and replacements are properly made and that units are satisfactorily assembled;
Makes shop and road tests of equipment repaired before returning it to service;
Advises and instructs mechanics and personally performs highly skilled work on motors and accessories; does incidental spray painting;
Requisitions repair parts, tools and supplies as required and maintains a variety of records and reports covering the work of an automotive garage;
Performs related work as required.

FULL PERFORMANCE KNOWLEDGE, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS: Thorough knowledge of the standard practices, methods, tools and equipment of the automotive mechanic trade; considerable knowledge of the operating principles and mechanism of internal combustion engines; considerable knowledge of the occupational hazards and safety precautions of the trade; ability to make estimates of time and materials needed for automotive repair work; ability to plan, assign, supervise and inspect the work of automotive mechanics; ability to establish and maintain effective working relationships with other employees; ability to determine whether replacement of parts or equipment is more economical than making the indicated repairs; skill in locating and correcting defects in automotive equipment; skill in the care and use of the standard tools and equipment of the trade and in the operation of the machines and equipment used in testing, repairing and adjusting motors and parts.

MINIMUM QUALIFICATIONS: Three years of experience as a skilled Automotive Mechanic, one year of which shall have been in a supervisory capacity.

NOTE: Documented part-time or volunteer experience will be accepted on a prorated basis.

APPROVED: NOVEMBER 13, 1997
CIVIL SERVICE CLASSIFICATION: COMPETITIVE

BUILDING MAINTENANCE ASSISTANT

DISTINGUISHING FEATURES OF THE CLASS: This is semi-skilled work involving responsibility for independently performing a variety of mechanical and other building maintenance tasks or for serving as a helper to a higher level maintenance employee. In either case, although a working knowledge of one or more trades is necessary, a maintenance assistant does not utilize the more skilled journeyman techniques for any considerable portion of his time. In addition, the work may involve the part-time operation of a truck, automobile or other automotive equipment. General instructions are received and work is performed under immediate or general supervision, depending upon the nature of the task. Does related work as required.

TYPICAL WORK ACTIVITIES: (Illustrative only)

Performs semi-skilled work in masonry, carpentry, electrical or painting operations;
Repairs windows, doors, floors, walls and other parts of buildings;
Does interior and exterior painting where quantity rather than fine quality of work performed is the principal object;
May help to install and repair general plumbing equipment, such as sinks, toilets and baths;
Assists in cleaning and repairing boilers, pumps, heaters, pipe lines, valves and traps;
Mixes plaster and concrete and assists in laying brick, plastering walls, finishing concrete work, etc.;
Operates trucks, automobiles, air compressors, and other motorized equipment;
Takes part in general grounds maintenance activities;
Serves as general handyperson performing a variety of semi-skilled duties.

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS: Good knowledge of modern buildings and grounds maintenance and repair practices; knowledge of the practices and techniques of one or more of the standard trades; mechanical aptitude; industry; physical condition commensurate with the demands of the position; dependability; manual dexterity.

MINIMUM QUALIFICATIONS: Two years of experience in either general building construction or maintenance work in one or more of the standard trades, such as carpentry, plumbing and electrical.

NOTE: Documented part-time or volunteer experience will be accepted on a prorated basis.

ONTARIO COUNTY APPLICANTS ONLY:

SPECIAL REQUIREMENT FOR APPOINTMENT: Possession of a valid New York State Operator's license at the time of appointment, and maintenance of such license throughout the tenure of employment in the position.

APPROVED: May 7, 1990
CIVIL SERVICE CLASSIFICATION: NON-COMPETITIVE

APPENDIX 6

City School District's Existing Fleet

Canandaigua City School District

Bus/Student Transportation Fleet

VEHICLE NUMBER	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT / USE
C-1	Automobile (4 Passenger)	CHEVY-Impala	2010	11,615	Student Transportation
SW-9	SUV (4 Passenger)	DODGE-DURANGO	2008	55,030	Student Transportation
SW-3	SUV (8 Passenger)	FORD - SUBN.	2009	38,422	Student Transportation
SW-4	SUV (8 Passenger)	FORD - SUBN.	2009	47,218	Student Transportation
46	Bus (20 Passenger)	FORD-Thomas	2006	99,761	Student Transportation
29	Bus (22 Passenger)	CHEVY-COREIL	2001	154,070	Student Transportation
59	Bus (22 Passenger)	FORD-Thomas	2008	105,686	Student Transportation
57	Bus (27 Passenger) +2WC	C-2-Thomas	2007	59,607	Student Transportation
58	Bus (27 Passenger) +2WC	C-2-Thomas	2008	66,225	Student Transportation
45	Bus (30 Passenger)	FRTLNR -Thomas	2005	146,085	Student Transportation
47	Bus (30 Passenger)	FORD-Thomas	2006	137,769	Student Transportation
48	Bus (30 Passenger)	FORD-Thomas	2006	124,001	Student Transportation
75	Bus (30 Passenger) + 2WC	C-2-Thomas	2010	22,053	Student Transportation
77	Bus (36 Passenger) +1WC	C-2-Thomas	2011	11,247	Student Transportation
78	Bus (36 Passenger) +1WC	C-2-Thomas	2011	6,379	Student Transportation
79	Bus (36 Passenger) +1WC	C-2-Thomas	2011	10,648	Student Transportation
74	Bus (45 Passenger) +1WC	C-2-Thomas	2010	15,137	Student Transportation
56	Bus (48 Passenger)	C-2-Thomas	2008	71,037	Student Transportation
60	Bus (48 Passenger)	C-2-Thomas	2008	57,009	Student Transportation
68	Bus (48 Passenger)	C-2-Thomas	2009	58,571	Student Transportation
26	Bus (54 Passenger) +1WC	FRTLNR -Thomas	2002	118,720	Student Transportation
76	Bus (66 Passenger)	C-2-Thomas	2010	13,312	Student Transportation
12	Bus (72 Passenger)	FRTLNR -Thomas	2001	88,128	Student Transportation
13	Bus (72 Passenger)	FRTLNR -Thomas	2001	91,589	Student Transportation
14	Bus (72 Passenger)	FRTLNR -Thomas	2001	85,459	Student Transportation
15	Bus (72 Passenger)	FRTLNR -Thomas	2001	92,959	Student Transportation
19	Bus (72 Passenger)	MVP - THOMAS	2001	51,314	Student Transportation
20	Bus (72 Passenger)	MVP - THOMAS	2001	72,853	Student Transportation
21	Bus (72 Passenger)	FRTLNR -Thomas	2002	132,047	Student Transportation
22	Bus (72 Passenger)	FRTLNR -Thomas	2002	124,806	Student Transportation
23	Bus (72 Passenger)	FRTLNR -Thomas	2002	123,767	Student Transportation
24	Bus (72 Passenger)	FRTLNR -Thomas	2002	126,700	Student Transportation
25	Bus (72 Passenger)	FRTLNR -Thomas	2002	111,226	Student Transportation

Canandaigua City School District

Bus/Student Transportation Fleet

VEHICLE NUMBER	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT / USE
30	Bus (72 Passenger)	MVP - THOMAS	2004	80,634	Student Transportation
31	Bus (72 Passenger)	FRTLNR -Thomas	2003	107,647	Student Transportation
32	Bus (72 Passenger)	FRTLNR -Thomas	2003	115,555	Student Transportation
33	Bus (72 Passenger)	FRTLNR -Thomas	2003	111,069	Student Transportation
34	Bus (72 Passenger)	FRTLNR -Thomas	2003	110,236	Student Transportation
35	Bus (72 Passenger)	MVP - THOMAS	2004	83,707	Student Transportation
36	Bus (72 Passenger)	MVP - THOMAS	2004	82,440	Student Transportation
37	Bus (72 Passenger)	FRTLNR -Thomas	2004	123,981	Student Transportation
38	Bus (72 Passenger)	FRTLNR -Thomas	2004	112,625	Student Transportation
39	Bus (72 Passenger)	FRTLNR -Thomas	2004	130,561	Student Transportation
40	Bus (72 Passenger)	FRTLNR -Thomas	2005	75,280	Student Transportation
41	Bus (72 Passenger)	FRTLNR -Thomas	2005	73,466	Student Transportation
42	Bus (72 Passenger)	FRTLNR -Thomas	2005	83,448	Student Transportation
43	Bus (72 Passenger)	FRTLNR -Thomas	2005	77,738	Student Transportation
44	Bus (72 Passenger)	FRTLNR -Thomas	2005	89,208	Student Transportation
49	Bus (72 Passenger)	MVP - THOMAS	2007	57,276	Student Transportation
50	Bus (72 Passenger)	FRTLNR -Thomas	2007	62,185	Student Transportation
51	Bus (72 Passenger)	FRTLNR -Thomas	2007	82,746	Student Transportation
52	Bus (72 Passenger)	FRTLNR -Thomas	2007	73,008	Student Transportation
53	Bus (72 Passenger)	MVP - THOMAS	2008	49,518	Student Transportation
54	Bus (72 Passenger)	MVP - THOMAS	2008	51,268	Student Transportation
55	Bus (72 Passenger)	MVP - THOMAS	2008	58,856	Student Transportation
61	Bus (74 Passenger)	C-2-Thomas	2008	38,538	Student Transportation
62	Bus (74 Passenger)	C-2-Thomas	2008	23,303	Student Transportation
63	Bus (74 Passenger)	C-2-Thomas	2008	38,473	Student Transportation
64	Bus (74 Passenger)	C-2-Thomas	2008	38,554	Student Transportation
65	Bus (74 Passenger)	C-2-Thomas	2009	26,948	Student Transportation
66	Bus (74 Passenger)	C-2-Thomas	2009	45,291	Student Transportation
67	Bus (74 Passenger)	C-2-Thomas	2009	47,581	Student Transportation
69	Bus (72 Passenger)	MVP - THOMAS	2010	21,694	Student Transportation
70	Bus (72 Passenger)	MVP - THOMAS	2010	22,084	Student Transportation
71	Bus (74 Passenger)	C-2-Thomas	2010	14,830	Student Transportation
72	Bus (74 Passenger)	C-2-Thomas	2010	15,015	Student Transportation

Canandaigua City School District

Bus/Student Transportation Fleet

VEHICLE NUMBER	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT / USE
73	Bus (74 Passenger)	C-2-Thomas	2010	18,283	Student Transportation
80	Bus (74 Passenger)	C-2-Thomas	2011	6,736	Student Transportation
81	Bus (74 Passenger)	C-2-Thomas	2011	5,591	Student Transportation
82	Bus (74 Passenger)	C-2-Thomas	2011	6,601	Student Transportation
SW-3	SUV	Ford Suburban	2009	38,422	Student Transportation
SW-4	SUV	Ford Suburban	2009	47,218	Student Transportation
SW-9	SUV	Dodge Durango	2008	55,030	Student Transportation
C-1	Automobile	Chevy Impala	2010	11,615	Student Transportation

Canandiagua City School District

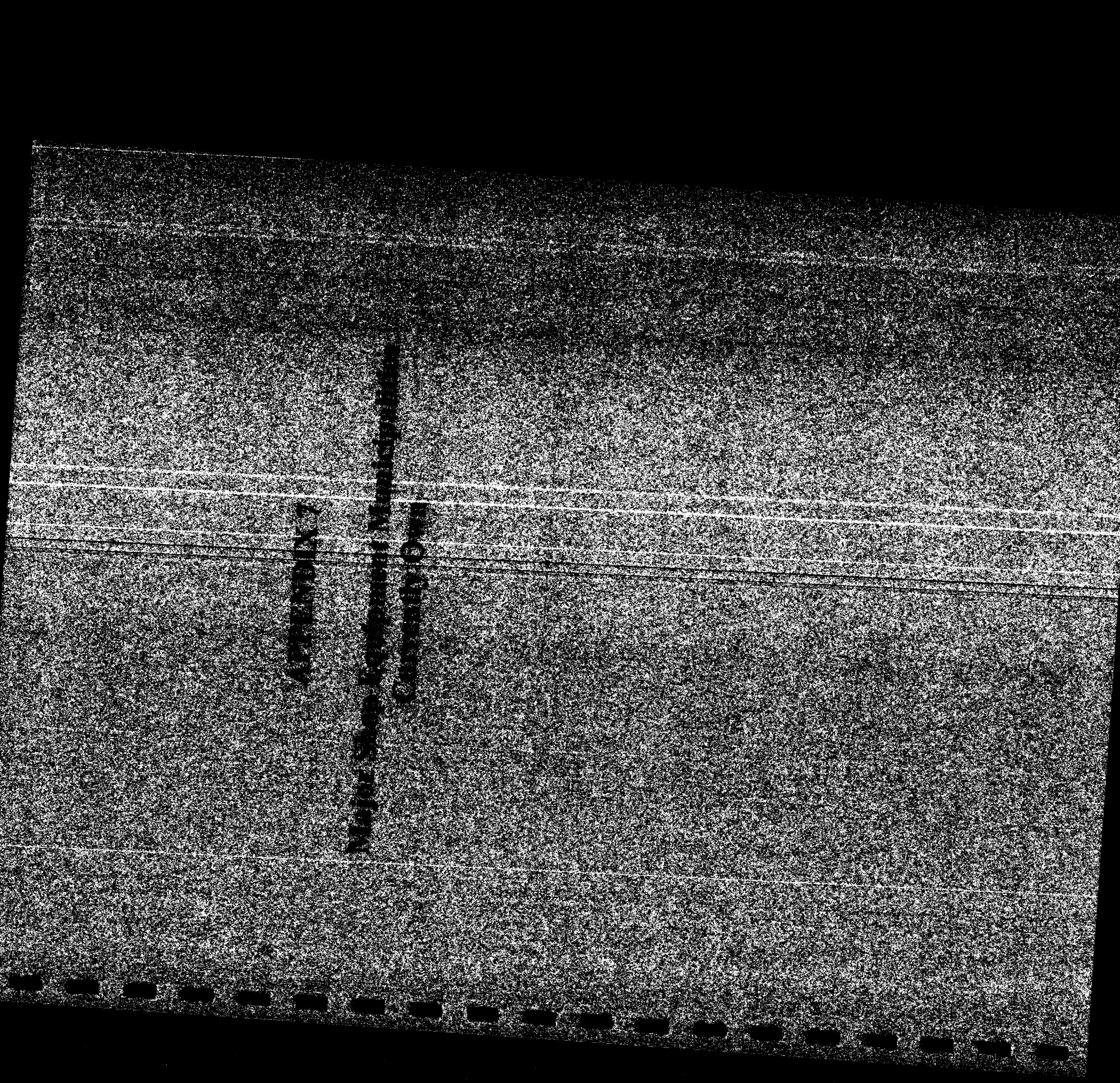
Facilities and Operations Fleet and Miscellaneous Small Equipment

VEHICLE NUMBER	Class	VEU (Mercury)	VEU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT / USE
PE-1	1	1.00	1.00	Automobile	Ford Taurus Wagon	2002	118,366	Facilities & Operations
S-1	1	1.00	1.00	Automobile	Ford Taurus	2002	81,683	Facilities & Operations
MC-8	1	1.50	1.50	Box Truck	Dodge	1991	54,308	Facilities & Operations
MC-17	1	4.00	3.00	Bucket Truck	Ford	1993	106,588	Facilities & Operations
MC-11	1	1.50	1.50	Pick-up (Stake Body) w/plow	Ford F350	2008	22,632	Facilities & Operations
MC-4	1	1.50	1.50	Pickp w/ plow	Chevy 2500	1998	50,691	Facilities & Operations
MC-5	1	1.50	1.50	Pickp w/ plow	Chevy 2500	2000	67,612	Facilities & Operations
MC-2	1	1.50	1.50	Pickp w/ plow	Ford F250	2010	15	Facilities & Operations
MC-12	1	1.50	1.50	Pickp w/ plow	Dodge 2500	1999	68,303	Facilities & Operations
MC-2	1	1.50	1.50	Pickup	Ford F250	2010	4,593	Facilities & Operations
MC-3	1	1.50	1.50	Pickup	Ford F250	2003	38,893	Facilities & Operations
MC-14	1	1.50	1.50	Pickup	Ford F150	1997	49,867	Facilities & Operations
MC-15	1	1.50	1.50	Pickup	Ford F250	2008	16,062	Facilities & Operations
MC-7	1	1.50	1.50	Pickup	Ford F250	2001	70,980	Facilities & Operations
MC-1	1	1.50	1.50	SUV	Dodge Durango	2002	145,327	Facilities & Operations
MC-6	1	1.50	1.50	SUV	Ford Explorer	2000	89,153	Facilities & Operations
MC-9	1	1.50	1.50	Van	Chevy Van (SW 2)	2003	111,714	Facilities & Operations
MC-10	1	1.50	1.50	Van	Chevy Astro (SW1)	2003	150,232	Facilities & Operations
MC-16	2	1.50	3.00	Dump Truck	Ford F800 .	1995	48,756	Facilities & Operations
NA	2	3.00	3.00	Tractor w/snow blower	Ford 3930	1993	2933H	Facilities & Operations
NA	2	3.00	3.00	Tractor w/snow blower	Ford 1310	1987	690H	Facilities & Operations
MC-19	3	6.00	8.00	Loader	JCB Model 21OS	1998	3,537H	Facilities & Operations
MC-18	3	6.00	8.00	Tractor w/ backhoe	New Holland LB75.B	2002	1084H	Facilities & Operations
NA		1.00	1.00	6' Diesel Sweeper	Cushman 6' Diesel Sweeper	1991	502H	Facilities & Operations
NA		0.50	0.50	Trailer	Anderson (Top Brand)	2008	N/A	Facilities & Operations
NA		0.50	0.50	Dump Trailer	Bri-Mar	2008	N/A	Facilities & Operations
NA		0.50	0.50	Field Maintainer	Kromer	1996	1,196H	Facilities & Operations
NA		0.50	0.50	Lawn Tractor	John Deere 318	1989	723H	Facilities & Operations

Canandiagua City School District

Facilities and Operations Fleet and Miscellaneous Small Equipment

VEHICLE NUMBER	Class	VEU (Mercury)	VEU (Walker)	TYPE OF VEHICLE	MAKE AND MODEL	YEAR	MILEAGE / HOURS	DEPARTMENT / USE
NA		0.50	0.50	Lawn Tractor	John Deere 345	1997	1,588H	Facilities & Operations
NA		0.50	0.50	Lawn Tractor	John Deere 345	1998	677H	Facilities & Operations
NA		0.50	0.50	Lawn Tractor	blade	2008	8H	Facilities & Operations
NA		0.50	0.50	Riding mower	Jacobsen HR-15	1991	2,844H	Facilities & Operations
NA		0.50	0.50	Riding mower	Jacobsen Turf Cat - 6' front line	1995	1,281H	Facilities & Operations
NA		0.50	0.50	Riding mower	Jacobsen Turf Cat - 6' front line	1996	1,165H	Facilities & Operations
NA		0.50	0.50	Riding mower	Jacobsen HR5111	1999	2,391H	Facilities & Operations
NA		0.50	0.50	Riding mower	John Deere 1600 TWA Mower	2010	N/A	Facilities & Operations
NA		0.50	0.50	Utility vehicle	John Deere Gator 4x2	1997	N/A	Facilities & Operations
NA		0.50	0.50	Utility vehicle	John Deere Gator 6x4 w/plow	2001	574H	Facilities & Operations
NA		0.50	0.50	Utility vehicle	John Deere Gator 6x4	2006	210H	Facilities & Operations
NA		0.50	0.50	Zero-turn mower	John Dkeere X830A	2009		Facilities & Operations
NA		0.50	0.50	Zero-turn mower	John Dkeere X830A	2010		Facilities & Operations
	TOTAL EVUs	**57.50**	**62.00**					



MAJOR SHOP EQUIPMENT

CITY OF CANANDAIGUA Central Garage	
TYPE OF EQUIPMENT	**COMMENTS**
Smart Washer Parts Washer	
Snap On Wheel Balancer	
Snap On Tire Machine	
Mohawk Vehicle Lift	12,000 #capacity.
Sefac Vehicle Lift	60,000 # capacity (mobile)
Rotary Dual Post Vehicle Lift	6,000 # capacity (in floor)
Hypertherm Plasma Cutter	
Snap On Vehicle Scanner	
Lincoln MIG Welder	
Lincoln Arc Welder	
Shop Crane	4,000 #eapacity
Gantry Wallace	10,000 #capacity
Norco Hi-lift Wheel Dolly	1,000 #capacity V
Hein Werner Trans Jack	2,000 #capacity
OTC Auto Trans Jack	600 # capacity
Sefac jack Stands (4)	30,000 #capacity each
Enerpac Hydraulic press	
Grizzly Drill Press/Mill	

MAJOR SHOP EQUIPMENT

ONTARIO COUNTY	
Transportaiton Center	
TYPE OF EQUIPMENT	**COMMENTS**
Battery Tester\Analyzer	Digital Analyzer for starting and charging
Coats 706EX Tire Changer	Up to 20 inch rims
Coats 950 Wheel Balancer	Up to 24 inch rims
6626 Smoke Machine\Leak Master	Check for evap leaks
Castle Coolant Service Machine	Perform coolant flush
Castle Transmission Service Machine	Perform transmission flush
IBM Thinkcentre (Nyvip unit)	Perform NYSI
Landa #HOT3-1500 Pressure Washer	
Buffalo Drill Press Variable	18 Speed - 1/2 inch chuck
3/4 H.P. Motor Drill Press	12 Speed - 3/4 inch chuck
Vehicle Lift\Mohawk 6-90	90,000 Pound 6 Mobil post wheel lift
ARX5500 Generator w/elec Start	Mobil generator for service truck
Electrical System Analyzer	Check truck electrical systems
Millermatic 251 Welder, MIG	With 30A spool gun for welding aluminum
Portable Air Filter System	Used when welding to remove fumes
Plasma Cutting Torch	Metal cutting
50 Ton Shop Press	Press apart or together bearings or gears
12 Ton Shop Press	Press apart or together bearings or gears
Lincoln Electric MIG Welder	Welding fabrication
OTC Pegusus System Analyzer	Electronic systems analyzer (automotive)
OTC Genesis System Analyzer	Electronic systems analyzer (automotive)
Branick 7200 Strut Spring Compressor	For changing struts

MAJOR SHOP EQUIPMENT

CANANDAIGUA CITY SCHOOL DISTRICT	
Bus Garage	
TYPE OF EQUIPMENT	**COMMENTS**
Grizzly	Four-ton hand notcher
Jet	Bench model hand brake 16ga x 48"
Jet	Material Comparison Equivalent 48" 16ga, 18ga, 20ga
Niagara comparison equivalent 24"	
Peckstow & Wilcox hand brake 24"	
Rotary support stands 15,000 lbs. (2)	Adjustment height 56" to 82"
Half-ton transmission Jack	
Engine stand	
Ballymore safety ladder	
Synergic wire welder	
Robin air cooltech recovery, recycling, recharging unit	(Air conditioning)
Plasma Cutting torch	
Acetylene torch	
Portable battier charger	
Coats	Model 5060 tire machine
Coats	Model 1250 tire balancer
Two-ton folding engine hoist	
Start all for jump starting buses in lot. Mounted on service truck.	
Service truck	

APPENDIX 8

Proposed Intermunicipal Agreement for Jointly Purchasing and Sharing Automatic Stop Equipment

INTERMUNICIPAL AGREEMENT FOR THE JOINT PURCHASE AND SHARING OF AUTOMOTIVE SHOP EQUIPMENT

THIS AGREEMENT, made this _____ day of _____, 2012 by, between and among the following parties, the COUNTY OF ONTARIO on behalf of the Ontario County Highway Department, having its County seat at 20 Ontario Street, Canandaigua, New York 14424, (hereinafter referred to as "County") and the City of Canandaigua, a municipal corporation having its principal place of business at 2 North Main Street Canandaigua, New York 14424 (hereinafter referred to as "City") and the Canandaigua City School District, a municipal corporation having its principal office at 143 North Pearl Street, Canandaigua, New York 14424 (hereinafter referred to as "School District").

WHEREAS, the City, County and School District participated in a joint shared services study in 2011 of their separate automotive fleet maintenance operations with the intent of identifying and evaluating measures that the parties working in concert could jointly undertake to increase the efficiency and effectiveness of maintaining their respective automotive fleets and reduce the cost of such automotive maintenance; and

WHEREAS, the study identified and recommended the joint purchase and sharing of automotive shop equipment as a cost-saving measure that would enable the parties to reduce their respective automotive fleet maintenance costs; and

WHEREAS, the City, County and School District wish to implement said study recommendation to jointly purchase and share automotive fleet maintenance shop equipment.

NOW THEREFORE, the parties agree as follows:

1. **Term**. This agreement shall commence on _____, _____ and shall run for a term of five (5) years from the date of commencement.
2. **Renewal**. This agreement shall automatically renew at the end of the first five (5) year period or a second five (5) year term, but any party may terminate the agreement at the end of the first 5-year term by providing the other parties with written notice at least 90 days in advance of the end of the first five (5) year term. This agreement shall automatically renew at the end of the second five (5) year term and may be terminated in like manner by the parties.

3. **Cost Sharing:** Each party may decide to participate jointly in the purchase of certain automotive shop equipment for which it has a use while deciding to not participate jointly in the purchase of other shop equipment for which it has no use, thus any two of the parties may jointly purchase some shop equipment without the participation of the third party in such purchase. Accordingly, the terms and conditions of this agreement apply to each party only with regard to the joint purchase or purchase in which each participated.
4. **Indentifying Equipment to be Purchased Jointly:** Annually, the parties will identify shop equipment that each intends to purchase or is considering purchasing during the upcoming fiscal year and will ascertain which, if any, of the other parties would like to jointly participate in the purchase of such equipment. Any two parties may jointly decide to participate in a joint purchase without the financial participation of the third party.
5. **Cost Sharing:** The parties intending to make a joint purchase or purchases shall negotiate a cost-share formula for each piece of shop equipment under consideration for purchase taking into consideration the amount of time each party will utilize the equipment in relation to the other parties that are considering participating in the joint purchase. If the parties are capable of agreement in the cost sharing, the cost sharing formula shall be reduced to writing with a representative of each party participating in the joint purchase signing the document after obtaining the approval of their respective legislative bodies as necessary and each such signed cost sharing formula shall be attached to and made a part of this Agreement.
6. **Lead Agency and Lead Agency Responsibilities**: The party that will utilize the equipment to the greatest extent and that will contribute the largest proportion of the funds toward the purchase of such equipment, shall serve as the Lead Agency and shall purchase said equipment. The Lead Agency shall serve as the custodian of the equipment, shall securely store or house the equipment when not in use to avoid theft or damage to the equipment, shall maintain and make normal, routine repairs to the equipment, and shall insure such equipment against theft and loss in fire or other perils whether through commercial insurance coverage or though its own self-insurance program.
7. **Non-Lead Agency Responsibilities:** The non-Lead Agency parties when utilizing the jointly purchased equipment shall exercise due caution to safely store and house the equipment while in its custody and to utilize the equipment in a manner that will not unduly result in the equipment being damaged.

8. **Sharing of Maintenance and Repair Costs:** Each party shall contribute toward the cost of normal routine maintenance and repair in the same proportion that it participated in the initial joint purchase of the equipment. Necessary maintenance shall be determined by the Lead Agency.
9. **Damage Resulting from Negligence or Improper Use**: Should any damage occur to a shared piece of equipment that results from the negligence and/or the improper use by the party in possession of the equipment at the time such damage occurs, such party shall have the sole financial responsibility for repairing the equipment. Should the damage render the equipment irreparable or should such repair not be cost-effective to have performed, the party responsible for the damage, shall reimburse the other party or parties that participated in the joint purchase of the equipment for the loss of the equipment. Such reimbursement shall be based on the residual market value that the equipment commonly referred to as "book value" and shall be in proportion to the proportion that the parties contributed toward the original purchase of the equipment.
10. **Establishing Priorities and Scheduling Use of the Equipment:** The parties will confer with each other as necessary to ensure that the shared equipment is available to the other party or parties that participated in the joint purchase of such equipment when needed. However, should a conflict arise as to need for the equipment and the parties cannot reach an agreement as to which party shall have priority use at the time, the parties shall draw lots to determine which party shall have use of the equipment at the time. The party that wins the drawing of lots shall relinquish the equipment as soon as practicable to the party that lost the draw of the lots.
11. **Indemnification:** At all times while this agreement is in force, the parties shall indemnify and hold harmless the other parties for all liability, loss, costs, damages, including attorney's fees or other expenses sustained or that may arise, directly or indirectly from the action or conduct of the other party or parties, their agents or assigns.
12. **Disposition of Equipment Upon Termination of the Agreement**: Should one or more of the parties duly terminate the agreement in accord with the provisions of Paragraph 2, the residual value ("book" value) or scrap value, if any, of the jointly purchased equipment shall be determined by the Lead Agency for the equipment. Any party that wishes to retain a piece or pieces of equipment shall reimburse the other party or parties that participated in the

original purchase of such equipment in a total amount equal to the residual or scrap value in accord with the original proportion of the purchase of said equipment. If none of the parties wish to retain such equipment, it shall be sold at auction or disposed of by other means that the parties may agree upon and the proceeds, if any, from such sale or disposition shall be divided between or among the parties in the same proportion as the parties participated in the original purchase of such equipment.

13. **Successors**: All of the terms, covenants and conditions hereof included in this Agreement shall be binding upon and inure to the benefit of the heirs, executors, administrators, successors and assigns of the parities hereto.

14. **Miscellaneous**: The paragraph captions in this Agreement are for convenience only and shall not in any way limit or be deemed to construe or interpret the terms and provisions hereof.

IN WITHNESS WHEREOF, the parties have signed and sealed this Agreement to date first above written.

CITY OF CANANDAIGUA

by:_____

date:_____

COUNTY OF ONTARIO

by:_____

date:_____

CANANDAIGUA CITY SCHOOL DISTRICT

by:_____

date:_____