

NCSFA 2018 BENCHMARKING SURVEY QUESTIONNAIRE

INTRODUCTION AND INSTRUCTIONS

Thank you for agreeing to be a part of this important 2018 NCSFA benchmarking survey initiative. NCSFA's primary goals and objectives for the survey are to:

1. Inform and educate its members and other fleet professionals with industry information that they can use to improve their fleet management programs;
2. Identify and establish consensus on standards of measurement that are relevant to government fleets;
3. Establish a reference document that will give NCSFA membership the necessary information to leverage with their leadership to improve fleet management programs;
4. Continue to build on NCSFA's position as a respected source of government fleet management practices and performance measurement information.

Your participation strengthens our efforts and will be beneficial to your fellow fleet managers. Please complete your responses to the best of your abilities. You can stop and start as often as you need, but please complete the page you are on to save your changes. Use the original link provided to you in the email whenever you restart the survey.

NCSFA members with paid, active memberships will be provided with a full survey report. Non-members that complete the survey in its entirety are eligible for a \$100 discount* on membership. Non-members that complete the survey and join the organization will then be provided with a copy of the survey results.

Before you launch the questionnaire, please note the following:

1. It is important to answer all questions that appear on the screen. You will receive an error message if you leave any question blank. Throughout the survey, you will have the option of going to the "Next Page" or "Previous Page" to review or change your answers.
2. If you need to suspend answering the questions, you may do so at any time. Upon exiting the browser, all of your answers will be saved automatically. Upon your next login, you will be sent to the last viewed page.
3. The survey will take most respondents between one and two hours to complete in its entirety. In order to minimize the time necessary to complete the survey, we have provided a PDF version in advance so that you can gather the information and data necessary to complete the survey. You can access that PDF again [here](#).
4. If the survey is passed onto an Analyst the Analyst must use the original respondent email address. Then the Analyst can configure their own password.

5. Responses to all questions are required and if you do not have the data available to answer the question, please answer with “don’t know” or 'not available'.

Thank you again for your participation! We appreciate the time you will devote toward completing this survey and trust that you will find the results and final report well worth your efforts.

NCSFA Executive Committee

**TERMS AND CONDITIONS OF DISCOUNT*

RESPONDENT INFORMATION

1. Please enter the following information about yourself and your organization

Name	_____
Organization	_____
Title/Position	_____
Phone Number	_____
Email Address	_____
Organization Web Site Address	_____
Street Address & City	_____
State ---- Select State----	_____
Zip Code	_____

2. Are you an NCSFA member? (check one)

- Associate – Primary
- Associate – Secondary
- Corporate – Bundle
- Corporate – Complimentary
- Corporate – Primary
- Corporate – Secondary
- Government – Primary
- Government – Secondary
- Non-member

3. If you are not currently a member, are you interested in joining NCSFA, and taking advantage of the available discount? (check one)

- Yes
- No
- Don’t know

4. Which of the following best describes the type of entity for which you work (select one)?

- State/provincial government agency/ministry
- State/provincial higher education institution (college/university)
- Local (municipal/county/regional) government agency
- Federal government agency
- Other (describe) _____

INFORMATION ABOUT THE FLEET YOU MANAGE

1. Please indicate the nature of your organization’s role in fleet management (Check *one* that best describes your organization’s role):
 - Central fleet management organization (FMO) managing all fleet assets assigned to and used by all fleet user departments. (go to #6)
 - Individual fleet user department FMO managing only those fleet assets assigned to our organization. (go to #3)
 - Central FMO managing some but not all fleet assets, but with statutory responsibility to promulgate and enforce compliance with and/or report on fleet-related policies, practices, utilization levels, expenditures, etc., for the remainder of fleet assets in your organization (go to #2)
2. What is the size of your jurisdiction’s (e.g., state, province, county, etc.) or institution’s (i.e., college/university) *entire* fleet of assets (*not* just the assets for which you have direct management responsibility)? _____
3. What is the nature of fleet that you manage directly? (check all that apply):
 - Short and/or long-term rental pool vehicles used by multiple departments
 - Certain types of fleet assets (e.g., non-law enforcement light-duty vehicles)
 - Other assets (explain) _____
4. Do you know if the managers of any other portions of the larger jurisdiction’s/institution’s fleet also will be participating in this survey?
 - Not applicable, I am answering for our entire jurisdiction’s/institution’s fleet
 - Yes (list if known) _____
 - No
5. Please indicate the approximate number of different user departments or divisions within your organization, that use fleet assets. _____
6. What is the size of the fleet for which you have direct management responsibility?

7. Which of the following fleet management activities/services are included in your statutory authority responsibilities (check all that apply)?

- Promulgate fleet policies, procedures and standards
 - Chair, Fleet Advisory Committee
 - Perform fleet-related legislative activities and advocacy tasks
 - Purchase/lease assets
 - Oversee EPA Act compliance and reporting
 - Establish fleet-wide maintenance contract/services at commercial shops
 - Establish fleet-wide fueling contracts with commercial service providers
 - Decommission and dispose of fleet assets
 - Manage small fleet of assets/motor pool operation
 - None of the above
 - Other: _____
8. For *the assets you manage*, which of the following fleet management activities/services does your FMO perform (check all that apply)?
- Purchasing/leasing assets
 - Maintaining/repairing assets primarily in shops you operate
 - Maintaining/repairing assets primarily or exclusively at commercial shops
 - Fueling assets primarily at in-house fueling facilities you operate
 - Fueling assets primarily at commercial fuel stations using credit cards you manage
 - Decommissioning and disposing of assets
 - None of the above
 - Other: _____
9. For *the assets you manage*, how many in-house maintenance and repair shops do you operate?
- Not applicable
 - _____ shops
10. For *the assets you manage*, how many in-house fueling facilities do you operate?
- Not applicable
 - _____ facilities
11. Please indicate the approximate number of active assets currently in the fleet *you manage directly* in each of the following categories: (Enter N/A, not applicable or don't know)
- Law Enforcement Sedans _____
 - Non-Law Enforcement Sedans _____

- Law Enforcement SUVs/Crossovers _____
- Non-Law Enforcement SUVs/Crossovers _____
- Class 1-3 Light-Duty Trucks _____
- Class 4-6 Medium-Duty Trucks _____
- Class 7-8 Heavy-Duty Trucks _____
- Small Vans (Minivans/Compact Panel Vans) _____
- Large Vans (all vans not included in small) _____
- Construction/Agricultural (off-road) Equipment _____
- Un-Licensed Assets/Attachments _____

12. Please indicate the estimated annual total miles driven for active assets currently in the fleet *you manage directly* for each of the following categories: (Enter N/A, not applicable or don't know)

- Law Enforcement Sedans _____
- Non-Law Enforcement Sedans _____
- Law Enforcement SUVs/Crossovers _____
- Non-Law Enforcement SUVs/Crossovers _____
- Class 1-3 Light-Duty Trucks _____
- Class 4-6 Medium-Duty Trucks _____
- Class 7-8 Heavy-Duty Trucks _____
- Small Vans (Minivans/Compact Panel Vans) _____
- Large Vans (all vans not included in small) _____
- Construction/Agricultural (off-road) Equipment _____
- Un-Licensed Assets/Attachments _____

13. Please indicate the approximate number of alternative fuel/propulsion vehicles in the fleet *you manage directly* in each of the following categories: (Enter N/A, not applicable or don't know)

- E-85/Flex-fuel _____
- Hybrid-electric _____
- Electric _____
- Natural gas _____
- Propane _____
- Other (describe) _____

14. What is the average odometer/meter reading of each of the following types of assets in the fleet *you manage directly*? (Enter N/A, not applicable or don't know)

- Law Enforcement Sedans _____
- Non-Law Enforcement Sedans _____
- Law Enforcement SUVs/Crossovers _____
- Non-Law Enforcement SUVs/Crossovers _____
- Class 1-3 Light-Duty Trucks _____
- Class 4-6 Medium-Duty Trucks _____
- Class 7-8 Heavy-Duty Trucks _____
- Small Vans (Minivans/Compact Panel Vans) _____
- Large Vans (all vans not included in small) _____
- Construction/Agricultural (off-road) Equipment _____
- Un-Licensed Assets/Attachments _____

15. What is the average age (in years) of each of the following types of assets in the fleet *you manage directly*? (Enter N/A, not applicable or don't know)

- Law Enforcement Sedans _____
- Non-Law Enforcement Sedans _____
- Law Enforcement SUVs/Crossovers _____
- Non-Law Enforcement SUVs/Crossovers _____
- Class 1-3 Light-Duty Trucks _____
- Class 4-6 Medium-Duty Trucks _____
- Class 7-8 Heavy-Duty Trucks _____
- Small Vans (Minivans/Compact Panel Vans) _____
- Large Vans (all vans not included in small) _____
- Construction/Agricultural (off-road) Equipment _____
- Un-Licensed Assets/Attachments _____

16. What is the total original purchase cost of all of the assets of each of the following types in the fleet *you manage directly*? (Enter N/A, not applicable or don't know)

- Law Enforcement Sedans \$ _____
- Non-Law Enforcement Sedans \$ _____
- Law Enforcement SUVs/Crossovers \$ _____
- Non-Law Enforcement SUVs/Crossovers \$ _____
- Class 1-3 Light-Duty Trucks \$ _____
- Class 4-6 Medium-Duty Trucks \$ _____
- Class 7-8 Heavy-Duty Trucks \$ _____

- Small Vans (Minivans/Compact Panel Vans) \$ _____
- Large Vans (all vans not included in small) \$ _____
- Construction/Agricultural (off-road) Equipment \$ _____
- Un-Licensed Assets/Attachments \$ _____

17. What is the *average annual* replacement cost value of all assets in the fleet *you manage* in recent years? (3 – 5 years)

- \$ _____

18. What is the total estimated replacement cost value of all assets in the fleet *you manage directly* based on each of the following categories? (Enter N/A, not applicable or don't know)

- Law Enforcement Sedans \$ _____
- Non-Law Enforcement Sedans \$ _____
- Law Enforcement SUVs/Crossovers \$ _____
- Non-Law Enforcement SUVs/Crossovers \$ _____
- Class 1-3 Light-Duty Trucks \$ _____
- Class 4-6 Medium-Duty Trucks \$ _____
- Class 7-8 Heavy-Duty Trucks \$ _____
- Small Vans (Minivans/Compact Panel Vans) \$ _____
- Large Vans (all vans not included in small) \$ _____
- Construction/Agricultural (off-road) Equipment \$ _____
- Un-Licensed Assets/Attachments \$ _____
- Construction/Agricultural (off-road) Equipment \$ _____

19. What is the *average annual* maintenance and repair cost of all assets in the fleet *you manage* in recent years? (3 – 5 years)

- \$ _____

20. What is the estimated *annual* maintenance and repair cost of all of the assets of each of the following types in the fleet *you manage directly*? (Enter N/A, not applicable or don't know)

- Law Enforcement Sedans \$ _____
- Non-Law Enforcement Sedans \$ _____
- Law Enforcement SUVs/Crossovers \$ _____
- Non-Law Enforcement SUVs/Crossovers \$ _____
- Class 1-3 Light-Duty Trucks \$ _____
- Class 4-6 Medium-Duty Trucks \$ _____

- Class 7-8 Heavy-Duty Trucks \$ _____
- Small Vans (Minivans/Compact Panel Vans) \$ _____
- Large Vans (all vans not included in small) \$ _____
- Construction/Agricultural (off-road) Equipment \$ _____
- Un-Licensed Assets/Attachments \$ _____
- Construction/Agricultural (off-road) Equipment \$ _____

21. What is the *average annual* fuel cost of all assets in the fleet you manage in recent years? (3 – 5 years)

- \$ _____

22. What is the estimated *annual* fuel cost of all of the assets of each of the following types in the fleet *you manage directly*? (Enter N/A, not applicable or don't know)

- Licensed (on-road) Vehicles and Equipment \$ _____
- Construction/Agricultural (off-road) Equipment \$ _____
- Stationary (E.g. generators) Equipment \$ _____

23. What is the estimated *annual* insurance (i.e., collision, 3rd party property damage and liability) cost or risk management program charge/allocation of all of the assets of each of the following types in the fleet *you manage directly*? (Enter N/A, not applicable or don't know)

- Licensed (on-road) Vehicles and Equipment \$ _____
- Construction/Agricultural (off-road) Equipment \$ _____
- Stationary (E.g. generators) Equipment \$ _____

21. The remaining questions in this survey pertain to fleet management *practices*, not fleet size, composition, costs, or other demographic *data*. Please indicate if you will answer the questions to the fullest extent possible for your jurisdiction's/institution's entire fleet, or only for the portion of the fleet which you manage directly? (check one)

- Entire fleet
- Only for the portion that my FMO manages

ASSET ALLOCATION AND UTILIZATION MANAGEMENT PRACTICES

Asset Requirements Definition and Allocation (e.g., rent versus own versus reimburse)

1. Is there a formal asset allocation process that requires fleet user departments to (check all that apply)?

- explain/justify how an asset will be used
- consider alternative ways of meeting the need for the asset (e.g., rental, mileage reimbursement)

- meet a minimum annual utilization (e.g. mileage, trips, etc.) level
 - None of the above
 - Don't know
2. Is there an online tool to estimate the least expensive transportation option for business travel or a specific business trip?
- Yes
 - No
 - Don't know

Personally-Owned Vehicle (POV) Use and Reimbursement

1. Are there written policies and procedures specifically governing the use of employee POVs?
- Yes
 - No
 - Don't know
2. Is appropriate vehicle insurance coverage required of employees operating POVs on jurisdiction/institution business?
- Yes (go to #3)
 - No (go to #4)
 - Don't know (go to #4)
3. Is appropriate vehicle insurance documentation required to be submitted prior to use of POV?
- Yes
 - No
 - Don't know
4. Are employees reimbursed for using POVs on jurisdiction/institution business?
- Yes (go to #5)
 - No (go to next section "Asset Utilization Management")
 - Don't know (go to next section "Asset Utilization Management")
5. What is (are) the current reimbursement rate(s) paid to POV users?
- IRS Standard Mileage Rate
 - \$ _____ per mile (Rate Tier 1)
 - \$ _____ per mile (Rate Tier 2)
 - Other (explain): _____
6. Approximately how much is spent per year on POV mileage reimbursement

- Don't know
- \$_____ per year

Asset Utilization Management

1. Are there minimum annual use (e.g., mileage) standards in place for different types of vehicles and equipment in the fleet?
 - Yes (go to #2)
 - No (go to #3)
 - Don't know (go to #3)
2. What are the minimum use standards? _____
3. Is the utilization of vehicles and equipment tracked to determine if retaining each asset continues to be justified?
 - Yes (go to #4)
 - No (go to next section "Personal Use Management")
 - Don't know (go to next section "Personal Use Management")
4. What actions are taken when vehicles or equipment do not meet established utilization guidelines? Check all that apply
 - Placed on watch list for close monitoring
 - Remove from service and dispose
 - Reassign to another agency or motor pool
 - Require POV use as alternative
 - Don't know
 - Other: Please explain _____

Personal Use Management

1. Are there policies and procedures in place governing the personal/take-home use of vehicles that comply with IRS rules governing taxable fringe benefits (*IRS Publication 15B*)?
 - Yes (go to #2)
 - No (go to #3)
 - Don't know (go to #3)
2. If you answered "yes" above, please describe _____
3. Is the personal/take-home use of vehicles audited routinely to ensure that it is cost justified?
 - Yes (go to # 4)
 - No (go to next section "Motor Pool Operation and Management")

Don't know (go to next section "Motor Pool Operation and Management")

4. If answered "yes" above, please explain how? _____

Motor Pool Operation and Management

1. Is (are) there (a) motor pool(s) that afford employees access to vehicles and equipment to meet short-term and intermittent needs?

Yes (go to #2)

No (go to next section "Asset Acquisition & Disposal Practices")

2. Is there a process in place to determine the optimal number of motor pool vehicles necessary based on usage patterns?

Yes

No

3. If "yes" above, please explain how? _____

4. Is motor pool asset usage charged: (check all that apply)

Per Mile

Per Hour

Per Day

Per Week

Per Month

Not available

Don't know/Not available

Best Practice Rating

1. In order to help drive future NCSFA educational & training initiatives, on a scale from 1 to 5, how would you rate the overall cost-effectiveness of your Asset Allocation and Utilization Management Practices? Enter number between 1 and 5, with 1 being Poor and 5 being Outstanding

ASSET ACQUISITION AND DISPOSAL PRACTICES

Asset Specification, Sourcing, and Selection

1. Who has *primary* responsibility for developing asset purchase specifications? (select one)

Your fleet management organization (FMO)

Central jurisdiction/institution-wide FMO

Team of key fleet stakeholders, "Spec Committee"

Individual fleet user departments/divisions

Procurement department

- Third-party service provider (e.g., vendor, consultant, fleet management company)
 - Other (explain) _____
2. Are purchasing consortiums or cooperative purchasing programs/agreements used? (check all that apply)
- National Joint Powers Alliance (NJPA)
 - Houston/Galveston Buy (HG-Buy)
 - NASPO Value Point (formerly Western States Contracting Alliance (WSCA))
 - None of the above: Please explain _____
 - Don't know/Not applicable
3. In order of priority, please rank the factors below that influence asset selection from most to least important: Rank from 1 to 7
- Lowest total cost of ownership
 - Lowest bid purchase price
 - Quickest delivery time and immediate availability
 - Existing make/model available for fleet standardization
 - Readily accessible using cooperative purchasing agreements
 - Previous experience with a local trusted supplier
 - Other: _____

New Asset Commissioning (including Upfitting)

1. Who is responsible to upfit new assets with accessory equipment? Check all that apply
- In-house shop personnel
 - Local third-party supplier
 - OEM "drop-ship" supplier
 - Other: _____
2. Are there formal policies and procedures governing the asset delivery acceptance and in-servicing/commissioning process?
- Yes
 - No
 - Don't know

Used Asset Decommissioning and Remarketing

1. Are there formal policies and procedures in place that outline the asset decommissioning process?

- Yes
 - No
 - Don't know
2. Generally speaking, are used assets reconditioned before being sold?
- Yes
 - No
 - Don't know
3. Generally speaking, are used assets cannibalized for parts before being sold?
- Yes
 - No
 - Don't know
4. How are used assets disposed of? (Check all that apply)
- Organization's surplus property agency "live" and/or on-line auctions [triggers need to answer #5 & #6]
 - On-site "live" auctions using a third-party company [triggers need to answer #7 & #8]
 - Online auction company (e.g., GovDeals, eBay, etc.) [triggers need to answer #9]
 - Dealer trade-in to purchase new assets
 - Sealed bid process
 - Private party sales to employees or private individuals
 - Other (explain) _____
5. If a surplus property agency disposes of used fleet assets via live auctions, approximately how many times per year are such auctions held? _____
6. What commission or holdback, as percentage of the used asset sale price or flat fee, does the surplus property agency charge?
- _____ %
 - Flat fee \$ _____
 - Not applicable
7. What commission or holdback, as percentage of the used asset sale price or flat fee, does the third-party auction company charge?
- _____ %
 - Flat fee \$ _____
 - Not applicable

8. If a third party disposes of used assets are disposed of via live auctions, approximately how many times per year are such auctions held? _____
9. What commission or holdback, as percentage of the used asset sale price or flat fee, does the online auction company charge?
- _____ %
 - Flat fee \$ _____
 - Not applicable
10. Are used asset sale proceeds (residual values) compared against some type of benchmark to determine if fair market values are being realized?
- Yes (go to #11)
 - No (go to #12)
 - Don't know (go to #12)
11. What sources of benchmarks are used to determine if fair market values are being achieved through the asset disposal process? (check all that apply)
- Kelly Blue Book
 - Black Book
 - NADA
 - Recent online auction results (GovDeals, eBay, etc.)
 - Other: Please explain _____
12. Are any other metrics, such as average days to sell, used in managing the used asset disposal process?
- Yes (describe) _____
 - No
 - Don't know
13. What happens to the proceeds received from used asset sales? (select one)
- Returned to the fleet replacement reserve fund
 - Returned to fleet fund (not separated from fleet operating cost charge-back funds)
 - Returned to the user department
 - Returned to the general fund of the department or jurisdiction/institution
 - Other (explain) _____

Best Practice Rating

1. In order to help drive future NCSFA educational & training initiatives, on a scale from 1 to 5, how would you rate the overall cost-effectiveness of your Asset Asset

Acquisition and Disposal Practices? Enter number between 1 and 5, with 1 being Poor and 5 being Outstanding

FLEET SAFETY MANAGEMENT PRACTICES

Driver Management

1. Are there formal policies and procedures in place to guide the performance of the following activities? (check all that apply)
 - Accident review committee to determine employee responsibility (preventable vs. non-preventable)
 - Employee driver license / certifications
 - Medical certificates required for commercial drivers
 - Hours-of-service restrictions for commercial drivers
 - Employee motor vehicle reports (MVR) annually
 - Random/probable cause employee drug tests
 - Employee pre / post trip vehicle inspections
 - Employee behavior metrics using telematics data
 - Progressive discipline for preventable accidents
 - Other: Please explain _____
2. Are there formal policies and procedures in place to govern the safe operation and use of assets in the fleet?
 - Yes (describe) _____
 - No
 - Don't know
3. Is a defensive driver training certification required of employee(s) who operate non-CDL vehicles and equipment assets?
 - All employees
 - Some employees (explain)_____
 - No employees
 - Don't know

Crash Management

1. Are there formal policies and procedures governing the following crash management program elements and activities? (check all that apply)
 - Immediate notification of crash to supervisors
 - Random drug testing for crashes
 - 24-hour accident report submittal requirement

- Subrogation procedures to recover losses from third-parties
 - Third-party contracts with emergency roadside and towing services
 - Glovebox accident/incident kits and driver manual
 - Short-term rental programs to provide substitute vehicles
 - Regular root-cause analysis/review for all crashes
2. Is the effectiveness of fleet safety management policies and procedures measured using any quantitative performance measures and benchmarks?
- Yes (go to #3)
 - No (go to next section)
 - Don't know (go to next section)
3. Is there a formal definition of an "accident" or "crash?"
- Yes (explain and go to #4))
 - No (go to next section)
 - Don't know (go to next section)
4. What is the accident or crash rate for the fleet?
- _____ accidents/crashes per _____ miles drive,
 - Other (explain)
 - Don't know

Best Practices Rating

1. In order to help drive future NCSFA educational & training initiatives, on a scale from 1 to 5, how would you rate the overall cost-effectiveness of your Fleet Safety Management Practices? Enter number between 1 and 5, with 1 being Poor and 5 being Outstanding

FLEET MAINTENANCE AND REPAIR PRACTICES

Preventive Maintenance (PM)

1. Is your PM program documented formally?
- Yes (go to #2)
 - No (go to #4)
 - Don't know (go to #4)
2. Does your documented PM program include (check all that apply)?
- detailed PM service intervals by asset class
 - training manuals (if not checked, skip #3 below)
 - technician/vendor certification

- standard repair times
 - performance/compliance metrics
 - quality assurance requirements
 - None of the above
 - Don't know
3. Does your documented program above have a PM manual with detailed step-by-step instructions used to train and certify fleet staff?
- Yes
 - No
 - Don't know
4. Do your PM services follow original equipment manufacturers' recommended services for the different types of assets in the fleet?
- Yes
 - No
 - Don't know
5. Do you have a multi-echelon PM program (A, B, C, etc.) where inspection tasks increase in number and intensity?
- Yes
 - No
 - Don't know
6. Generally speaking, what are the prescribed oil change intervals for passenger vehicles in the fleet (check and complete all that apply)
- Every _____ month(s)
 - Every _____ miles/engine hours
 - Other (explain) _____
 - Don't know _____
7. Is PM schedule adherence or compliance measured?
- Yes (explain) _____ (go to #8)
 - No (go to #9)
 - Don't know (go to #9)
8. What is the average percentage of PMs completed on time?
9. Does the fleet for which you are answering this questionnaire have an in-house maintenance and repair program?
- Yes

- No (go to *Outsourced Fleet M&R Practices* section)

Fleet Maintenance Resources (facilities and staff)

1. How would you describe the overall condition of the maintenance facility(ies)? (check one)
 - Excellent
 - Good
 - Fair
 - Poor
 - Don't know
2. How many maintenance technicians are employed? _____
3. How would you describe the overall technical skills or competency of the maintenance technician workforce? (check one)
 - Excellent
 - Good
 - Fair
 - Poor
 - Don't know
4. How many maintenance supervisors are employed? _____
5. Generally speaking, do maintenance supervisors spend the majority (more than 50 percent) of their time on (check one):
 - Supervising and training maintenance technicians, troubleshooting repair problems and performing quality assurance inspections?
 - Performing administrative activities like dealing with vendors and closing work orders?
 - Something else? (describe) _____
6. How many parts management technicians are employed? _____

Employee Performance Management

1. Is there a line item in the budget for training managers/supervisors?
 - Yes (go to #2)
 - No (go to #3)
 - Don't know (go to #3)
2. Approximately how many hours of such training per management/supervisory employee per year are budgeted? _____
3. Do you have a line item in your budget for training maintenance technicians?

- Yes (go to #4)
 - No (go to #5)
 - Don't know (go to #5)
4. Approximately how many hours of such training per technician per year are budgeted? _____
 5. Are there employee professional development plans in place?
 - Yes
 - No
 - Don't know
 6. Is maintenance technician *productivity* (the amount of time technicians spend on direct maintenance and repair work) measured?
 - Yes (explain) _____
 - No
 - Don't know
 7. Are there productivity goals for technicians?
 - Yes (explain) _____
 - No
 - Don't know
 8. Is maintenance technician *efficiency* (the amount of time technicians take to perform specific tasks or maintain and repair specific types of vehicles) measured?
 - Yes (explain) _____
 - No
 - Don't know
 9. Is maintenance technician *effectiveness* (quality of the work they perform) measured?
 - Yes (explain) _____
 - No
 - Don't know

Maintenance and Repair Parts Management

1. Is parts management insourced or outsourced?
 - Insourced (go to #4)
 - Outsourced (go to #2)
2. What is the name of the parts management services provider? (e.g., NAPA IBS)

3. Please gauge the level of satisfaction with the quality and costs of the service provider:

Quality (select one)

- High
- Medium
- Low
- Don't know

Costs (select one)

- High
- Medium
- Low
- Don't know

4. Is the efficiency and effectiveness of parts management activities measured?

- Yes (explain) _____
- No
- Don't know

Customer Service Management

1. Is there a formal Fleet Advisory Committee in place comprised of key customers and stakeholders?

- Yes
- No
- Don't know

2. Are customer feedback mechanisms such as customer surveys used to assess the quality of fleet maintenance and repair services?

- Yes
- No
- Don't know

3. Is customer satisfaction measured?

- Yes (explain) _____
- No
- Don't know

Best Practice Rating

1. In order to help drive future NCSFA educational & training initiatives, on a scale from 1 to 5, how would you rate the overall cost-effectiveness of your In-House

Maintenance and Repair Practices? Enter number between 1 and 5, with 1 being Poor and 5 being Outstanding

OUTSOURCED FLEET MAINTENANCE AND REPAIR PRACTICES

Vendor Utilization and Performance Management

1. Are there formal contracts and service level agreements in place with the majority of the vendors used for fleet maintenance and repair services?
 - Yes
 - No
 - Don't know

2. Which of the following best describes current policy regarding vendor authorization to perform maintenance and repair services? (select one)
 - Required for every vendor transaction
 - Generally required for transactions projected to cost more than \$ _____
 - No advance authorization required
 - Don't know

3. What types of maintenance and repair work are typically outsourced? (check all that apply)
 - All M&R work
 - Major component repair (engine, transmissions)
 - Paint and body repair
 - Glass repair
 - Tire repair and replacement
 - Emissions and smog checks
 - Other: (explain) _____
 - Don't know

4. Is the performance of vendors measured in any way?
 - Yes (explain) _____
 - No
 - Don't know

5. What is the estimated average labor rate paid at dealerships and other commercial repair shops?
 - For light-duty vehicles \$ _____ per hour
 - For heavy trucks and specialty equipment \$ _____ per hour

- Don't know

Call Center Practices

1. Is a call center used to facilitate the management and administration of vendor-performed maintenance and repairs services?
 - Yes (go to #2)
 - No (go to *Contractor Utilization* section)
 - Don't know (go to *Contractor Utilization* section)
2. Is the call center operation insourced or outsourced?
 - Insourced (go to #5)
 - Outsourced (go to #3)
3. How are the fees paid to the call center operator structured (e.g., Flat fee per vehicle month? Fixed or percentage markup on vendor charges? etc.) Please explain_____
4. Are regular audits conducted of call center operator invoices to ensure that its charges reflect the actual amounts paid for services?
 - Yes
 - No
 - Don't know
5. Is the performance of the call center measured and benchmarked in any way?
 - Yes (explain) _____
 - No
 - Don't know

Contractor Utilization and Performance Management

1. Is the maintenance and repair of the fleet outsourced to a third-party contractor that operates jurisdiction/institution-owned shops?
 - Yes; please name the contractor? (e.g., First Vehicle Services) _____
 - No (go to *Fleet Fueling Practices* section)
2. Please gauge the level of satisfaction with the quality and costs of the service provider:
 - Quality (select one)
 - High
 - Medium
 - Low
 - Don't know
 - Costs (select one)

- High
- Medium
- Low
- Don't know

3. Is the performance of the maintenance and repair services provider measured in any way?

- Yes (explain) _____
- No
- Don't know

Best Practice Rating

1. In order to help drive future NCSFA educational & training initiatives, on a scale from 1 to 5, how would you rate the overall cost-effectiveness of your Outsourced Fleet Maintenance and Repair Practices? Enter number between 1 and 5, with 1 being Poor and 5 being Outstanding

FLEET FUELING PRACTICES

In-House Fueling

1. Are there in-house fueling facilities?
 - Yes (how many) _____
 - No (go to *Commercial Fueling* section)
2. Are there formal policies and procedures in place governing the operation, maintenance, regulatory compliance of the facilities?
 - Yes (describe) _____
 - No
 - Don't know
3. Is the cost-effectiveness of operating in-house fleet fueling facilities measured in any way?
 - Yes (explain) _____
 - No

Commercial Fueling

1. Which of the following elements of a commercial fuel credit card program are in place? (check all that apply)
 - Personal identification number (PIN) assigned to individual employees
 - PIN sharing restrictions
 - Cards assigned to individual vehicles

- Fuel product type restrictions
 - Commodity code/product restrictions
 - Fraud/misuse identification and prevention
 - Data analytical tools and ad hoc reporting abilities
 - Access to nationwide network of fuel suppliers
 - Ability to identify and audit fuel transactions
 - Tax management and exemption services
 - Volume-based price discounts and rebates
 - None of the above
2. What is (are) the name(s) of the commercial fuel card supplier(s)? (check all that apply)
- FleetCor (e.g., Gascard, Fuelman, Comdata)
 - WEX (formerly Wright Express)
 - Voyager
 - Oil company (e.g., ExxonMobil, Shell, etc.)
 - Other (explain) _____
3. Is the performance of the commercial fleet fuel card program measured and benchmarked in any way?
- Yes (explain) _____
 - No
 - Don't know

Best Practice Rating

1. In order to help drive future NCSFA educational & training initiatives, on a scale from 1 to 5, how would you rate the overall cost-effectiveness of your Fleet Fueling Practices? Enter number between 1 and 5, with 1 being Poor and 5 being Outstanding

FLEET SUSTAINABILITY MANAGEMENT PRACTICES

1. Is there a requirement that a certain number or percentage of vehicles purchased each year by alternative fuel, electric, and/or zero emission vehicles?
- Yes (explain) _____
 - No
 - Don't know
2. Does the jurisdiction/institution/department currently comply with Energy Policy Act (EPAAct) mandates?

- Yes (got to #3)
 - No (go to #4)
 - Don't know (go to #4)
3. Which methods of EPA Act compliance are employed (check all that apply)
- Acquiring alternative fuel vehicles (AFVs)
 - Acquiring creditable non-AFV electric vehicles
 - Investing in alternative fuel infrastructure, alternative fuel non-road equipment, or emerging technology
 - Purchasing biodiesel
 - Using or buying alternative fuel vehicle credits
 - Using alternative compliance method of submitting and implementing a plan to reduce petroleum consumption
 - Don't know
4. Which of the following "alternative fuel" or "fuel efficient" vehicle types does the jurisdiction/institution/department plan to acquire during the next purchasing cycle? (check all that apply)
- Ethanol or E85 compatible
 - Bi-fuel propane
 - Dedicated Propane
 - Bi-fuel CNG
 - Dedicated CNG
 - Electric
 - Hybrid electric
 - Other (please specify): _____
 - Don't know
4. What fuel reduction strategies are currently used to reduce overall fuel consumption and costs? (check all that apply)
- Alternative fuel vehicles
 - Reduced vehicle sizes/weights
 - Downsizing to 4-cylinder engines
 - Educating drivers or green driving
 - Telematics
 - Other (explain) _____
 - Don't know

Best Practice Rating

1. In order to help drive future NCSFA educational & training initiatives, on a scale from 1 to 5, how would you rate the overall cost-effectiveness and greenhouse gas reduction of your Fleet Sustainability Initiatives and Practices? Enter number between 1 and 5, with 1 being Poor and 5 being Outstanding

FLEET REPLACEMENT PRACTICES

Replacement Cycle Guidelines

1. Are fleet assets generally replaced in accordance with established replacement cycle guidelines?
 - Yes (go to #2)
 - No (go to next section "Fleet Replacement Planning")
 - Don't know (go to next section "Fleet Replacement Planning")
2. What are the current vehicle replacement cycle guidelines or criteria (expected service lives) for the following asset classes?
 - Passenger sedan _____ years, (select one) *and* _____ miles *or* _____ miles
 - Pickup truck _____ years, (select one) *and* _____ miles *or* _____ miles _____
 - Heavy-duty truck _____ years, (select one) *and* _____ miles *or* _____ miles _____
3. Is empirical analysis of asset lifecycle costs and other data used to determine the optimal replacement cycles for specific types or classes of assets in the fleet?
 - Yes (explain) _____
 - No
 - Don't know

Fleet Replacement Planning

1. Which of the following tools (policies, guidelines, analytical methods, software, etc.) are used in making decisions about the replacement of fleet assets? (check all that apply)
 - Replacement cycle policies or guidelines for specific types of assets based on formal analysis of the life cycle costs of those assets in your department's fleet.
 - Replacement cycle policies or guidelines for specific types of assets based on subjective judgment, professional experience, past practice, industry rules of thumb, etc.

- Multi-year fleet replacement plans showing future replacement dates and costs by asset and for the fleet as a whole (if checked, answer #2, otherwise skip #2)
 - Replacement eligibility lists or reports identifying specific assets that meet or exceed pre-defined criteria (e.g., age, mileage, LTD maintenance and repair costs) for replacement
 - A methodology for prioritizing specific assets for replacement in the next budget year when total fleet replacement spending requirements are expected to exceed available replacement funds
 - A repair versus replace policy or decision-making tool that is applied to specific assets requiring expensive repairs to remain operational
 - Other (explain) _____
 - None of the above
2. Is there a multi-year replacement plan in place that is prepared and updated annually?
- Yes, a _____ (number of years) plan
 - No
 - Don't know
3. Which is the most important of the tools you checked in answering the previous question in making fleet replacement decisions? (select one)
- Replacement cycle policies or guidelines for specific types of assets based on formal analysis of the life cycle costs of those assets in your department's fleet
 - Replacement cycle policies or guidelines for specific types of assets based on subjective judgment, professional experience, past practice, industry rules of thumb, etc.
 - Multi-year fleet replacement plans showing future replacement dates and costs by asset and for the fleet as a whole
 - Replacement eligibility lists or reports identifying specific assets that meet or exceed pre-defined criteria (e.g., age, mileage, LTD maintenance and repair costs) for replacement
 - A methodology for prioritizing specific assets for replacement in the next budget year when total fleet replacement spending requirements are expected to exceed available replacement funds
 - A repair versus replace policy or decision-making tool that is applied to specific assets requiring expensive repairs to remain operational
 - The other method(s) or tool(s) described above
4. How often is the most important method as indicated by your previous answer used for making fleet replacement decisions?

- All the time
- Most of the time
- Occasionally
- Seldom
- Don't know

Replacement Prioritization and Budgeting

1. Is there a formal process in place for prioritizing specific fleet assets for replacement each fiscal year (or biennium)?
 - Yes (describe) _____
 - No
 - Don't know

2. In whose budget do funds spent on fleet asset acquisition generally appear? (check the primary accounting entity used)
 - Internal service, reserve, or revolving fund
 - General fund
 - Special revenue (e.g., highway trust/road) fund
 - Enterprise fund
 - Other (explain) _____

3. Are the funds budgeted for fleet asset acquisition accounted for using line items or object codes just for this purpose or line items that include amounts for other spending purposes?
 - Budget amounts for fleet asset acquisition have their own distinct object code(s) in the budget and financial management system
 - Budget amounts for fleet asset acquisition are combined in object codes with amounts for other fleet-related costs such as fuel, maintenance, and repair
 - Budget amounts for fleet asset acquisition are combined in object codes with amounts for both fleet and non-fleet-related costs such as the acquisition or improvement of other types of capital assets
 - Other (explain) _____

Replacement Financing

1. What is the primary method used to finance the capital costs of acquiring the assets in the fleet? (check one)
 - Outright purchase using funds appropriated for this purpose through the annual (or other) budget process (go to Best Practice Rating)

- Outright purchase using money accumulated in a fund or account specifically created for this purpose, such as a fleet replacement reserve fund (got to #2, and skip #4 & #5; answer BP rating)
 - Outright purchase using borrowed funds (go to #4)
 - Leasing (got to #4)
 - Don't know (got to next section "Fleet Management Information Technology")
2. If a fleet replacement reserve fund is used, what is the approximate current unencumbered cash balance in the fund? \$_____
 3. If the costs of acquiring the assets in the fleet are financed using a replacement reserve or revolving fund, how are the monies in this fund obtained?
 - Through lump-sum appropriations or transfers of monies to the fund
 - Through revenues from the payment of charge-back (or "lease" or "rental") rates specifically identified as being for asset capital cost recovery only
 - Through revenues from the payment of charge-back rates intended to recover both asset capital and operating (maintenance, fuel, etc.) costs
 - Other (explain) _____
 4. If the costs of acquiring the assets in the fleet are financed using borrowed funds, how are these funds borrowed? (check all that apply)
 - Master lease-purchase agreement
 - Revolving line of credit
 - General obligation bonds
 - Certificates of participation
 - Other (describe) _____
 - Don't know
 5. If your fleet agency uses debt financing, over what period of time (in years) are asset purchase costs typically financed? _____ years

Best Practice Rating

1. In order to help drive future NCSFA educational & training initiatives, on a scale from 1 to 5, how would you rate the overall cost-effectiveness of your Fleet Replacement Practices? Enter number between 1 and 5, with 1 being Poor and 5 being Outstanding

FLEET MANAGEMENT INFORMATION TECHNOLOGY

Fleet Management Information System

1. Is a computerized fleet management information system (FMIS) used?
 - Yes (got to #2)

- No (go to *Fleet Telematics* section)
2. What fleet management software vendor/package is used? (check one)
 - AssetWorks (FleetFocus FA, M4, or M5)
 - Chevin (FleetWave)
 - Faster
 - RTA
 - CFA
 - CollectiveData
 - SAP
 - Maximo
 - In-house developed system
 - Other (explain) _____
 3. Does the system run in the cloud or on agency-owned servers?
 - Cloud
 - Agency-owned
 - Don't know
 4. On a scale from 1 to 5, with 1 being Not at All Satisfied and 5 being Very Satisfied, how would you rate the overall level of satisfaction with the FMIS software functionality? Enter number between 1 and 5 with the capabilities of your FMIS?
 5. On a scale from 1 to 5, with 1 being Not at All Satisfied and 5 being Very Satisfied, how would you rate the overall level of satisfaction with the FMIS software vendor's support of their product(s)? Enter number between 1 and 5

Fleet Telematics System

1. Is a telematics solution deployed on any of the assets in the fleet?
 - Yes, on approximately _____ percent of the assets
 - No
 - Don't know
2. What telematics solution(s) are being used (E.g. GPS, remote diagnostics tools, etc.)? _____
3. What telematics vendor/package is used? _____
4. What is the *primary* reason the telematics solution was acquired? (check one)
 - Capture odometer reading data
 - Improve fleet utilization
 - Improve driver behavior and fleet safety

- Improve fleet sustainability (e.g., reduce idling and fuel consumption)
- Improve management of mobile workforce
- Other (explain) _____

Best Practice Rating

1. In order to help drive future NCSFA educational & training initiatives, on a scale from 1 to 5, how would you rate the overall cost-effectiveness of your Fleet Management Information Technology Practices? Enter number between 1 and 5, with 1 being Poor and 5 being Outstanding

FLEET COST CHARGE-BACK PRACTICES

1. Is your fleet management organization classified as an internal service fund (ISF)?
 - Yes (go to #2)
 - No (go to the next section "Fleet Industry Trends, Challenges and Opportunities")
 - Don't know (go to #2)
2. Are *all* fleet user organizations/departments/agencies/divisions charged for fleet services provided by the FMO?
 - Yes. All fleet user organizations/departments/agencies/divisions are charged for fleet services (go to # 3)
 - Mixed. Some fleet user organizations/departments/agencies/divisions are charged for fleet services; others are not (go to #3)
 - No. Fleet expenses are paid out of the FMO budget and not charged back to fleet user organizations/departments/agencies/divisions (go to next section "Fleet Industry Trends, Challenges and Opportunities")
3. For what types of fleet costs is the ISF used? (check all that apply)
 - Operating costs (M&R, fuel) (answer question 4)
 - Capital (i.e., replacement) costs (answer question 5)
4. Which of the following best describes the cost charge-back rate structure for asset *operating* (e.g., maintenance and repair, fuel, etc.) costs? (select one)
 - Time and materials ("actual") charges for goods and services consumed (e.g., for each fuel or M&R transaction)
 - Fixed monthly charge by type of asset for operating costs only
 - Fixed monthly charge for operating *and* capital costs
 - Per-mile or per-hour charge by type of asset for operating costs only
 - Per-mile or per-hour charge by type of asset for operating *and* capital costs
 - Other (explain) _____

5. Which of the following best describes the cost charge-back rate structure for asset *capital* or replacement costs? (check one)
- Fixed monthly charge by type of asset
 - Per-mile or per-hour charge by type of asset
 - Other (explain) _____

Best Practice Rating

1. In order to help drive future NCSFA educational & training initiatives, on a scale from 1 to 5, how would you rate the overall cost-effectiveness of your Fleet Cost and Financial Management Practices? Enter number between 1 and 5, with 1 being Poor and 5 being Outstanding

FLEET INDUSTRY TRENDS, CHALLENGES, AND OPPORTUNITIES

Automotive Technology Impacts

1. How are the rapid advances in automotive technology impacting fleet costs, maintenance and repair practices, and vehicle performance? (select all that apply)
- Increased capital costs
 - Increased operating costs
 - Increased technician training costs
 - Increased downtime
 - Increased spare assets needed
 - Increased technicians required
 - Increased use of M&R vendors required
 - Don't know
 - Other (explain) _____

AFVs and Electric Vehicles

2. How is fleet electrification and in the integration of other types of alternative fuel vehicles into fleets impacting your fleet? (select all that apply)
- Increased capital costs
 - Increased operating costs
 - Increased technician training costs
 - Increased operator training costs
 - Increased use of M&R vendors required
 - Don't know
 - Other (explain) _____

Impact of Economic Conditions

3. Describe how the improvement in general economic and business conditions since the last survey and its effect on the relative importance fleet managers attach to cost control (essential in tight economic times) versus service level and quality (more affordable in good economic times). (select all that apply)
- Less executive pressure to do more with less
 - Increased vehicle replacement funding available
 - Easier to make infrastructure/information technology investments
 - More time to invest in employee and/or customer engagement
 - Other (explain) _____

Management/Technician Shortage Impacts

4. Explain how the ever-shrinking supply of qualified fleet management personnel due to the baby-boomer exit from the workforce coupled with the loss of institutional knowledge as older workers retire is impacting the fleet and fleet management practices. (select all that apply)
- Difficulty finding qualified managers and supervisors
 - Difficulty finding qualified technicians
 - Budget challenges to transfer institutional knowledge
 - Higher employee costs / pension commitments
 - Bargaining unit labor issues
 - Other: Please explain. _____