

# ICMA Benchmarking Project FY 2006 Data Report

Business Development & Procurement  
Services and Equipment & Building Services

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# About ICMA Benchmarking

- Dallas is entering its 4<sup>th</sup> year of participation in the International City/County Management Association (ICMA) Center for Performance Measurement
- The Center's purpose is to help local governments improve the effectiveness and efficiency of public services through the collection, analysis, and application of performance information
- The Center outlines a method for systematically collecting performance data for each participating organization's program or service.
- Over 160 jurisdictions participate with populations from 5,000 to 3.1 million



# ICMA Benchmarking Project FY 2006 Data Report

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# Survey Summary

## The ICMA Purchasing Survey:

- 110 jurisdictions provided responses to 43 purchasing related questions
- BDPS used the “peer jurisdictions” provided by Strategic Customer Service – Pop > 500k
  - 6 counties
  - 11 cities



# Dallas' Relative Position FY 2004 to FY 2006

- ICMA listed twelve core measures that all jurisdictions should measure in purchasing
- We maintained our strong position in the reported areas
  - Average processing time from Req. to P.O.
    - FY04 - 3 days      FY05 – 3 days      FY06 - 5days
  - Transactions per FTE
    - FY04 – 804      FY05 - 885      FY06 – 902
  - Dollars processed per FTE
    - \*FY04 - \$2.4m      FY05 - \$14.3m      FY06 - \$20.1m
    - Reported to CMO that BDPS change the methodology to report all purchase orders as well as master agreement encumbrances to better benchmark with peer jurisdictions



# Dallas' Comparative Position to other Jurisdictions in the FY 2006 data

- BDPS continues to show well in the following critical areas
  - Figure 14.2- Calendar days from Req. to PO – 5 calendar days
    - We were number one out of our peer jurisdictions
      - Denver, CO was the closest to Dallas at 6 calendar days
      - While Farmers Branch is not in our peer group, they reported 2 calendar days. Farmers Branch was contacted and it was found that they have a decentralized purchasing process. As a decentralized purchasing office user departments obtain quotes and the purchasing office issues the purchase orders.
    - All jurisdiction
      - Mean 10.6
      - Median 7.0



# Dallas' Comparative Position to other Jurisdictions in the FY 2006 data

- BDPS continues to show well in the following critical areas (cont.)
  - Figure 14.5 - Percentage of Purchases awarded to M/WBE companies
    - 8.27% (Does not include construction, A&E, Professional Services)
      - Second out of peer jurisdictions (that did not include const.)
        - Nassau County, NY, first out of peer jurisdictions reports 9.62%
      - Sixth out of peer jurisdictions (including construction, A&E)
        - Portland, OR, reported 18.3% but they included construction, A&E
      - All jurisdiction
        - Mean 7.8%
        - Median 8.3%
  - **NOTE:** IF Dallas reported based on ALL dollars including construction, A&E and Professional services, we would report 16.2%. ICMA survey captures, but does not report, citywide M/WBE number. This percentage represents all purchases handled in the Central Purchasing Office not construction, A&E, professional services.



# Dallas' Comparative Position to other Jurisdictions in the FY 2006 data

- BDPS continues to show well in the following critical areas (cont.)
  - Figure 14.8 – Total amount of Centralized Purchases per FTE - \$20,159,530
    - 2<sup>nd</sup> out of peer group
      - Previously 6<sup>th</sup> out of peer group
    - Austin, TX - \$22,369,993
    - All jurisdiction
      - Mean \$14.4m
      - Median \$11.0m



# Dallas' Comparative Position to other Jurisdictions in the FY 2006 data

- BDPS continues to show well in the following critical areas (cont.)
  - Figure 14.7 - Number of transactions per FTE
    - 902
      - Number one out of peer jurisdictions
      - Austin, TX, second in peer jurisdiction at 192 per FTE
      - All jurisdiction
        - Mean 1,059
        - Median 486



# Dallas' Comparative Position to other Jurisdictions in the FY 2006 data

- BDPS remains in the middle of the pack in the following area
  - Figure 14.4 – Calendar Days from Requisition to Purchase Order: Formal Bids - 56
    - 3<sup>rd</sup> out of peer groups
    - Nassau County, NY – 16
      - State law requires minimum of 14 days to advertise in Texas. Nassau County was contacted for information related to their procurement process. Their formal bid process consists of 1 day advertising, bid opens after 5 days, \$100k procurements go before governing body for approval. Most of the County's procurements are less than \$100k.
    - Fulton County, GA - 79
    - All jurisdiction
      - Mean 50.9
      - Median 47.0



# Customer Feedback

- As part of the City customer service initiative, BDPS launched a survey in an effort to obtain internal customer feedback related to the core services provided by BDPS
  - **Overall Result of Survey:**
    - The result of the survey showed that an average of 68.7% of respondents are satisfied or strongly satisfied and an average of 31.3% being dissatisfied or strongly dissatisfied with the services provided by BDPS



# Customer Feedback

- **Action taken to improve customer service & service level:**
  - Installed dual-line phones in high call areas to ensure more calls are answered and fewer calls go to voicemail
  - During the implementation of the Advantage Financial upgrade, the printing of PO's & DO's was previously restricted to BDPS; this functionality is now being made available to all departments to print on-site
  - Developed various reports that will assist buyers to:
    - Efficiently monitor master agreements
    - Efficiently process requisitions
    - Monitor & track procurements
  - Ongoing training provided for Procurement personnel and departments



# ICMA Benchmarking Project FY 2006 Data Report

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Fleet Management



# Fleet Management

- FY07 action item review
- Comparison of fleet maintenance (total vs. equipment class)
  - Number of vehicles
  - Age of fleet
  - Maintenance cost per mile
  - Average cost of preventive maintenance per vehicle
  - Average cost of maintenance per vehicle
- Billable hours
- Percent of expenditures contracted
- Alternative fuel use
- Customer satisfaction
- FY08 proposed action items



# FY07 Action Item Review

Citywide internal customer survey to be completed	Annual – Equipment Services participated in the Citywide Internal Customer Survey in March 2007.
Identify other opportunities to benchmark besides just ICMA – including private sector	On-going - Joined NAFA (National Association of Fleet Administrators); attempts made with Waste Management.
Work with E-Team to identify vehicle needs	On-track – as part of BFO process, E-Team began review of vehicle needs. Focus so far has been Police.
Work with DPD to determine number of vehicles needed to meet operations and identify if more mechanics are needed	Complete – FY07 budget adds, FY07 mid-year adds, and FY08 budget adds = 217 marked and 51 unmarked for total of 268 additional units. 16 mechanics added for FY08 with 4 more to be added in subsequent years. Also added DPD liaison position.
Request ICMA consortium or hold regional meeting of fleet managers to include Oklahoma City, Austin and San Antonio	On-track – first meeting held June 18, 2007 with Austin, Dallas, Oklahoma City, and San Antonio in attendance.
Strategic plan for fleet & fuel	Complete – Clean Fleet Policy adopted by Council; consultant developed basic fleet and fuel plan which requires ongoing update and expansion
Equipment and Building Services selected as second department to implement ISO 9001, Quality Management System	On-track – registration expected in FY08



# Total Vehicles & Heavy Equipment

	Number of Vehicles	Average Total Maintenance Cost per Vehicle
Dallas FY04	4,615	\$4,069
Dallas FY05	4,620	\$3,499
Dallas FY06	4,720	\$3,866

Note: Numbers do not include Landfill and Fire/EMS, but does include light equipment.

- FY06 compared to FY04 - 5% less cost per vehicle
- During FY05, significant focus on lowering cost with limited regard for customer satisfaction or equipment availability
  - Less cost per vehicle in FY05 during same period salary/pension cost increased
- Concern – balancing cost with customer satisfaction & equipment availability
- Action – finalize Service Level Agreements that have been drafted



# Total Vehicles & Heavy Equipment

	Number of Vehicles	Average Total Maintenance Cost per Vehicle
Dallas FY06 (Numbers reported in ICMA)	4,575	\$4,958
Dallas FY06 (without Landfill, Fire/EMS, light equipment)	4,381	\$4,103
ICMA FY06	1,705	\$3,677

- Dallas cost 35% higher than ICMA average when Landfill and Fire/EMS included
  - Only 12% higher than ICMA average when Landfill and Fire/EMS excluded
- All cities with lower costs have at least 46% fewer units (4,381 vs. 2,384)
  - More units typically means greater diversity and complexity
  - Lake County, IL – population 703,000, 665 units, \$1,575 average cost
- Better analysis comes from equipment class rather than “totals”
  - Dallas began reporting separate equipment class rather than just total in FY05



# Police Vehicles

(Marked Sedans, SUVs, Motorcycles)

	Number of Vehicles	Age (Months)	Cost per Mile	Average PM Cost per Vehicle	Avg. Total Maintenance Cost per Vehicle
Dallas FY05	797	34	25¢	\$531	\$4,700
Dallas FY06	833	39	31¢ (18¢ without accidents)	\$612	\$5,809 (\$3,312 without accidents)
ICMA FY06	318	43	26¢	\$950	\$3,637

- Dallas average cost per mile - 31¢ or 19% above ICMA average
  - 31% below ICMA average when accident work orders are excluded
  - 43% of Dallas cost reflected as accident work orders; most other jurisdictions do not report the same
- Comparison to peer cities
  - Oklahoma City cost is 17¢ per mile – 80% of vehicles are take-home thus work only one shift per day; and replacement criteria has been 80,000 miles but is changing to 100,000 miles
  - San Antonio cost is 20¢ per mile – they replace marked squads at 60,000 miles (20 month average age), PM at 3,000 miles instead of 5,000, & did not report Paint and Body
  - Phoenix 25¢, San Jose 26¢, and Austin 27¢
- Concern – accidents result in significant cost
- Action – Zoom process improvement to focus on EBS Paint and Body Shop
  - Actual accident outside control of EBS



# Light Vehicles I & II

(Automobiles, Vans, Pickups, SUVs)

	Number of Vehicles	Age in Months	Cost per Mile	Average PM Cost per Vehicle	Average Total Maintenance Cost per Vehicle
Dallas FY05	2129	69	17¢	\$136	\$1,422
Dallas FY06	2179	72	18¢	\$139	\$1,403
ICMA FY06	848	75	19¢	\$383	\$1,433

- Dallas cost slightly better than ICMA average
  - Oklahoma City (10¢) and San Antonio (13¢) better
    - San Antonio did not report paint and body cost
  - Phoenix (25¢), San Jose (26¢), and Austin (35¢) worse



# Solid Waste

(Automatic side-, front- and rear-loaders, Transfer Trailers, Roll-offs, Brush Trucks, and Rotobooms; Excludes Landfill)

	Number of Vehicles	Age in Months	Cost per Mile	Average PM Cost per Vehicle	Average Total Maintenance Cost per Vehicle
Dallas FY05	431	71	\$2.29	\$171	\$15,932
Dallas FY06	416	69	\$1.67	\$269	\$17,373
ICMA FY06	92	71	\$1.89	\$1,558	\$17,884

- Dallas cost per vehicle 3% better than average
  - San Antonio cost (\$13,315) better; they have 334 units but had only 5 automated trucks; now at 37 automated (Dallas has 114 automated)
- Dallas cost per mile decreased as result of average miles driven increased by 49%
- In FY06 (Jan 2006), maintenance of about 300 vehicles was privatized; rotobooms, transfer trucks/trailers, brush trucks/trailers, & rearloaders
- Concern – customer complaint regarding make ready process
- Action – Zoom process improvement under-way focused on Make Ready process



# Medium Duty Vehicles

(One-ton Service Trucks, Personnel Lifts)

	Number of Vehicles	Age in Months	Cost per Mile	Average PM Cost per Vehicle	Average Total Maintenance Cost per Vehicle
Dallas FY05	204	40	19¢	\$185	\$1,176
Dallas FY06	240	44	19¢	\$173	\$1,493
ICMA FY06	109	85	44¢	\$562	\$2,666

- Dallas cost per vehicle 44% better than ICMA
  - Dallas 3<sup>rd</sup> best city out of 28 with population over 100,000
- Dallas age of fleet is 48% better than ICMA



# Heavy Duty Vehicles

(12-yd. Dump Trucks, Large Personnel Lifts, 3-ton Trucks)

	Number of Vehicles	Age in Months	Cost per Mile	Average PM Cost per Vehicle	Average Total Maintenance Cost per Vehicle
Dallas FY05	536	66	44¢	\$163	\$2,423
Dallas FY06	529	72	34¢	\$140	\$1,982
ICMA FY06	83	95	\$1.30	\$537	\$5,961

- Dallas cost per vehicle 67% better than ICMA
  - Dallas 2<sup>nd</sup> best city out of 29 with population over 100,000
  - Only jurisdiction better is Tualatin Hills, OR, population 212,985, average cost \$1,873, only 1 vehicle in this class
- Dallas age of fleet is 24% better than ICMA



# Heavy Equipment

(Construction Equipment, Gradalls, includes Landfill)

	Number of Vehicles	Age in Months	Average PM Cost per Vehicle	Avg. Total Maintenance Cost per Vehicle
Dallas FY05	215	70	\$1,329	\$13,345
Dallas FY05 without Landfill	182	69	\$348	\$4,125
Dallas FY06	217	79	\$420	\$16,305
Dallas FY06 without Landfill	184	79	\$90	\$5,698
ICMA FY06	104	102	\$550	\$4,518

- Dallas is most costly City reporting when Landfill costs are included
- 21<sup>st</sup> out of 27 when landfill excluded
  - McCommas Landfill Heavy Shop operated by Sanitation Services has 33 pieces of equipment with very high maintenance cost; skews average cost per vehicle



# Fire Apparatus and EMS

	Average Total Maintenance Cost per Vehicle	Average PM Cost per Vehicle	Cost per Mile
Dallas FY06 – Fire	\$17,611	\$7,632	\$2.15
ICMA FY06 – Fire	\$15,840	\$3,303	\$3.03
Dallas FY06 – EMS	\$13,574	\$4,303	54¢
ICMA FY06 – EMS	\$10,069	\$2,889	87¢

- Fire & EMS fleet maintenance managed by Dallas Fire-Rescue Department
- Fire Apparatus
  - Dallas spends 11% more than ICMA average on maintenance
  - Dallas spends 131% more than ICMA average on preventive maintenance
  - However, Dallas spends less per mile driven than ICMA
- EMS Equipment
  - Dallas spends 35% more than ICMA average on maintenance
  - Dallas spends 49% more than ICMA average on preventive maintenance
  - However, Dallas spends less per mile driven than ICMA



# Hours Billed as % of Hours Available

	Hours Billed as a Percentage of Hours Available
Dallas FY04	77.2%
Dallas FY05	78.7%
Dallas FY06	72.7%
ICMA FY05	68.3%

- Percent of 2,080 hours per mechanic that are charged to work orders
- Dallas 6% better than ICMA,
  - Dallas percent of billable hours less than FY04
- San Antonio reports 85.8% billable (2<sup>nd</sup> on list)
  - They calculate off of 1,700 hours per mechanic (their goal)
  - Would be 70.1% if calculated off of 2,080 hours
- 26.3% indirect includes: vacation, sick, holiday & other leave; training & supervision; and breaks
- Concern – decline in efficiency since FY04
- Action – continue implementation of ISO 9001, QMS



# Percent Contracted

	Percent of Fleet Expenditures Contracted
Dallas FY04	18.5%
Dallas FY05	20.8%
Dallas FY06	29.8%
ICMA FY06	18.4%

- Services contracted include paint and body work, glass, transmissions, exhaust, component rebuild, upholstery, & differentials;
- In FY06, percentage increased due to privatization pilot with Sanitation Heavy Equipment class
- Only 2 (McAllen and Tyler) jurisdictions out of 18 contract more than Dallas
- Concern – Private vendor performance
- Action – Address contract issues with private vendor



# Alternative Fuel Use

	Percent of vehicles and heavy equipment using alternative fuel	Percent of light vehicles (up to 10,000 GVW) using alternative fuel	Percent of heavy equipment using alternative fuel
Dallas FY04	30.7%	N/A	N/A
Dallas FY05	56.3%	60.3%	84.7%
Dallas FY06	27.2%	51.3%	0.5%
ICMA FY06	18.5%	14.5%	33.7%

- Dallas ahead of ICMA average in use of alternative fuels
  - Dallas is 7<sup>th</sup> out of 37 jurisdictions
- Biodiesel was added to ICMA alternative fuel list in FY05
  - All diesel equipment (except Landfill) used biodiesel during part of FY05
  - In FY06, instead of biodiesel, Dallas used Texas Low Emission Diesel (TXLED) which is not on ICMA list of alternative fuels
  - TCEQ now approved biodiesel additive that achieves NOX reduction, so Dallas resumed use of some biodiesel again in FY07



# Customer Satisfaction

	Percent of customers/ respondents rating quality of service as:			
	Excellent	Good	Fair	Poor
Dallas (March 2007)	22%	44%	24%	10%
ICMA FY06	57.4%	32.8%	7.9%	2.0%

- Dallas 27% behind ICMA for customers satisfied with service
- Concern – dissatisfaction of customers
- Action - Customer service reps now in place at each fleet maintenance facility – improve communication with customers



# FY08 Proposed Action Items

- Participate in second annual Citywide Internal Customer Survey
- Continue to work with E-Team in evaluation of fleet assigned to various departments
- Hold additional meetings with peer cities (Austin, Oklahoma City, and San Antonio)
- Finalize Service Level Agreements
- Conduct Zoom process improvement at Paint and Body Shop
- Complete Zoom process improvement at Make Ready
- Obtain registration in Quality Management System, ISO 9001
- Address Sanitation Heavy Equipment contract issues
- Continue to use Customer Service Reps at each fleet maintenance facility to improve relationships and customer satisfaction



# ICMA Benchmarking Project FY 2006 Data Report

Equipment & Building Services  
Facilities Management



# Introduction

- FY07 action item review
- Review of facilities includes:
  - Custodial service
  - Maintenance and repair service
  - Energy conservation measures
  - Focused on jurisdictions with population greater than 100,000
- FY08 Proposed action items



# FY07 Action Item Review

<p>2006 Bond Program will help address major maintenance backlog</p>	<p>On-track - 2006 Bond Program begins to address years of deferred maintenance by including almost \$70m for roofing projects and major facility repairs.</p> <p>On-track – Facility Condition Assessment being implemented through 2006 Bond Program which will identify other needs that have been deferred.</p>
<p>Citywide internal customer survey to be completed</p>	<p>Annual - Building Services participated in the Citywide Internal Customer Survey in March 2007.</p>
<p>Identify other opportunities to benchmark besides just ICMA</p>	<p>On-track – Participated in BOMA conference and obtained materials to use for comparative purposes.</p> <p>On-track – Joining EPA Green Power Partnership which will rank City among other green power users.</p>
<p>Implement new work order system</p>	<p>Deferred to FY08 - New system delayed due to CIS effort to implement enterprise-wide software.</p>
<p>Improve maintenance &amp; repair emergency response time</p>	<p>Complete - Centralized dispatch and work order management function.</p> <p>On-track - Began implementation of Quality Management System, ISO 9001 with registration expected in FY08.</p>
<p>Track custodial in-house emergency response time</p>	<p>Complete – Began to track in-house custodial response time in October 2006. The average response time is 15 minutes.</p>



# Custodial

	Cost/Sq.Ft. Total	Cost/Sq.Ft. In-house	Cost/Sq.Ft. Contract	Customer Satisfaction (Excellent or Good)
Dallas 2004	\$1.36	\$1.33	\$1.38	N/A
Dallas 2005	\$1.09	\$0.64	\$1.43	72.4%
Dallas 2006	\$1.44	\$0.65	\$1.00	91.1% (79% in 2007)
ICMA 2006	\$1.72	\$1.98	\$0.96	66.5%

- Dallas cost (total) 16% less than ICMA; ranks 7<sup>th</sup> out of 28 jurisdictions over 100,000
  - Dallas total cost increase in 2006 is due to including Security as required by ICMA template (not included in 2005)
    - If security were excluded, Dallas 2006 cost would indicate \$0.89 and rank 4<sup>th</sup> out of 28
  - In 2005 and part of 2006, contract cost were less, but services were inadequate and contract had to be canceled
  - In 2004, contract oversight cost and supervision were reflected as in-house cost rather than as part of the contract cost (\$425,540, 11.75 FTEs)
  - Dallas contract cost in 2006 now includes Arts District Garage square footage which impacts the per square foot cost calculation



# Custodial

- In-house custodial at all facilities is not cost effective
  - In-house custodial is provided only at a few larger facilities – such as Central Library
  - Providing in-house staffing at same level as contractor provides would cost more due to City minimum salary and workers' comp costs
  - Action item – evaluate possibility of reducing cost by bringing service in-house for specific large facilities such as City Hall and OCMC beginning in FY09
- Dallas customer satisfaction from March 2007 survey is 79%



# Maintenance and Repair

	Cost/ Sq.Ft.	Customer Satisfaction	Non-Emergency Response Time in Days
Dallas 2004	\$0.97	N/A	5
Dallas 2005	\$1.10	N/A	5
Dallas 2006	\$1.21	91.3% (81% in 2007)	5
ICMA 2006	\$2.20	85%	3.7

- Dallas cost 45% less than ICMA; ranks 5<sup>th</sup> out of 24 jurisdictions over 100,000
  - Cost increase due to more square footage maintained and cost increases such as merit pay, pension, etc.
- Dallas customer satisfaction from March 2007 survey is 81%



# Maintenance and Repair

- Non-emergency response time ranks 13<sup>th</sup> out of 17
  - Implementation of new work order system delayed
  - In FY07, centralized building services dispatch and work order management to improve response time, productivity and staff accountability
  - Continue implementation of Quality Management System, ISO 9001, to improve service and response time



# Energy Conservation Measures

	Number of Strategies Implemented	Percent of Strategies Implemented
Dallas 2004	14 of 14	100%
Dallas 2005	42 of 44	95%
Dallas 2006	44 of 44	100%
ICMA 2006	19 of 44	43%

- Dallas is the only jurisdiction with all 44 strategies implemented



# FY08 Proposed Action Items

- Continue implementation of 2006 Bond Program
- Implement Facility Condition Assessment
- Participate in second annual Citywide Internal Customer Survey
- Work with CIS to identify new or upgraded work order system
- Obtain registration in Quality Management System, ISO 9001
- Evaluate in-house custodial for City Hall and OCMC for possible implementation in FY09



# Next Steps in ICMA Benchmarking

- Participating City Departments are preparing to report FY 2007 data
- Meeting with participating North Texas Cities to benchmark service delivery - Winter 2007-08
- Departments continue to contact other jurisdictions to research best practices and methods to improve service delivery

