City of Milwaukee

Department of Public Works

Operations Division

Buildings & Fleet Services

SECTION "TWO"

COMPTROLLER AUDIT OF DPW FLEET

&

DPW – FLEET MANAGEMENT STUDY

May, 2005

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PART I

Audit of City of Milwaukee Fleet Management: Automobiles and Pickup Trucks

W. MARTIN MORICS
City Comptroller
City of Milwaukee, Wisconsin

September 2004

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City of Milwaukee

W. Martin Morics, C.P.A.
Comptroller

John M. Egan, C.P.A.
Deputy Comptroller

Michael J. Daun
Special Deputy Comptroller

Office of the Comptroller
September 3, 2004

To the Honorable
the Common Council
City of Milwaukee

Dear Council Members:

The attached report summarizes the results of our Audit of City of Milwaukee Fleet Management: Automobiles and Pickup Trucks. The overall objective of the audit was to evaluate policies, organization, management practices and controls in the purchase, assignment, use and repair of the City's automobiles and pickup trucks.

Based on actual miles driven in 2003, the audit disclosed that the City's vehicle fleet is too large, leading to an excessive budget and very high per mile costs. The audit makes 12 recommendations to improve management of the City's automobile and pickup truck fleet.

Audit findings and recommendations are discussed in the Audit Questions and Conclusions section of the report.

The Department of Public Works is preparing a response to the audit which will be transmitted to the Common Council under separate cover.

Appreciation is expressed for the cooperation extended to the auditors by the staff of the Department of Public Works.

Sincerely,

W. MARTIN MORICS
Comptroller

Room 404, City Hall, 200 East Wells Street, Milwaukee, Wisconsin 53202-3567, Phone: (414) 286-3321, Fax: (414) 286-3281

Audit Scope and Objectives

The objective of this audit was to evaluate policies, organization, management practices and controls in the purchase, assignment, use and repair of the City's automobiles and pickup trucks. The two major questions addressed by the audit are:

I. **Are the size and cost of the City of Milwaukee vehicle fleet appropriate?**
II. **Does DPW-Fleet Services prepare and timely execute a regular vehicle maintenance schedule?**

The scope of the audit included 627 City automobiles and pickup trucks in service in 2003. It did not include law enforcement vehicles such as Police patrol cars, or vehicles used for specialized activities such as construction. Also, the audit did not include vehicles owned by related City entities such as the Redevelopment Authority.

The audit included interviews of personnel in the Operations Division of the Department of Public Works (DPW) responsible for purchasing and maintaining vehicles, as well as personnel in the Fire Department, Department of Neighborhood Services, and DPW-Water Works responsible for vehicle operations. The audit reviewed data from DPW fleet management system and how that data is being used to manage the fleet. The audit examined utilization and repair records related to a randomly selected sample of 67 of the 627 City automobiles and pickup trucks. Also, information was obtained on the fleet management practices in other governments from the National Association of Fleet Administrators' Fleet Policy Development Resource Guide, as well as a recent survey of its members.

Organization and Fiscal Impact

The Fleet Services Section in the DPW Operations Division maintains, repairs, and replaces City of Milwaukee fleet equipment, including a variety of specialized vehicles. The automobile and pickup truck fleet totals 627 vehicles, with 584 of these vehicles maintained by DPW and the remainder maintained by the Fire Department, Police Department and the Port of Milwaukee. The 584 vehicles maintained by DPW are either assigned to DPW and other departments' work groups and individual employees, or to the DPW auto pool used by all City departments. DPW utilizes a fleet maintenance information system known as the "Fleet Anywhere" system.

Over the last three years, DPW operating expenditures for fleet maintenance and repairs by the Fleet Service Section have averaged $11.5 million a year. These expenditures relate to all equipment maintained and repaired by DPW Fleet Services, including vehicles assigned to other City departments. Also, over the past three years, DPW capital expenditures for vehicle purchases have averaged $4.0 million a year. The total dollar amount of DPW Fleet Services equipment purchases has grown by 185 percent from 2001 to 2003, or about $1.85 million annually. See Table 1 below for the summary of DPW Fleet Services operating and capital expenditures.

The expenditures cited above do not include vehicle operating and capital expenditures budgeted in the Sewer, Water, and Parking funds, and in other non-DPW departments such as the Milwaukee Police Department, which is responsible for the purchase, maintenance and repair of its own fleet.

Table 1: City Fleet Services Expenditures (2001-2003)

	2001	2002	2003
Operating Expenditures	$11.4M	$11.7M	$11.4M
Capital Expenditures			
- Car Purchases	$ -	$ -	$334K
- Pickup Purchases	$187K	$203K	$203K
- Equipment Purchases	$2M	$3.5M	$5.7M
Total Capital Expenditures	$2.2M	$3.7M	$6.2M
Grand Total	**$13.6M**	**$15.4M**	**$17.6M**

Source: DPW Operations Division Staff

Audit Questions and Conclusions

I Are the size and cost of the City of Milwaukee vehicle fleet appropriate?

The audit indicates that the City's vehicle fleet is too large, resulting in inefficient utilization and excessive cost.

As shown in Table 2 below, 61 percent of the City autos and pickup trucks included in the audit were driven less than 6,000 miles in 2003. Over 85 percent of these vehicles were driven less than 10,000 miles. The total 584 City autos and pickup trucks managed by DPW Fleet Services traveled about 3.4 million miles in 2003, averaging 5,874 miles per vehicle.

Table 2: 2003 Automobile and Pickup Truck Miles Driven

Miles Driven	Number	Percent	Cumulative Percent	Average Miles Driven
Under 2000	74	12.7 %	12.7%	1,166
2000-3999	151	25.9	38.6	2,931
4000-5999	131	22.4	61.0	5,059
6000-7999	83	14.2	75.2	6,960
8000-9999	59	10.1	85.3	9,005
Over 10,000	86	14.7	100	13,135
Totals	584	100%		5,874

Source: DPW Fleet Services "Fleet Anywhere" vehicle information system

The audit sampled 2003 vehicle fleet records on 67 vehicles for an analysis of auto and pickup truck usage. The average mileage per auto in the sample was 4,504. Exhibit C estimates the **total cost per auto mile at $0.70 to $0.95**. The average mileage per pickup truck in the sample was 6,735, with **total cost per pickup truck mile estimated at $0.69 to $0.85**.

In 2003, the National Association of Fleet Administrators (NAFA) surveyed its members regarding mileage standards used to determine whether vehicles are needed[1]. The respondents to that survey included 140 governments, 37 of which reported using a minimum mileage standard to justify the continued retention of a vehicle. **The median standard used by these government respondents was a minimum of 10,000 miles**

[1] NAFA surveyed all members (respondents included 108 Government and 32 Law Enforcement). NAFA personnel stated that the names of the specific respondents are confidential.

driven per vehicle, per year. As shown in Table 2, less than 15 percent of City vehicles would have achieved this minimum usage standard in 2003. In addition, NAFA's Fleet Vehicle Policy Development Resource Guide reports that data from selected corporate, government, university and law enforcement fleets found mileage standards ranging from 6,000-15,000 auto miles per year. Therefore, the average miles driven by City vehicles in 2003 falls well below these minimum fleet industry standards, indicating an excessive number of vehicles in the City's fleet.

The excessive number of City vehicles and resulting low usage lead to an exceedingly high cost per mile driven (see Appendix 1). The Internal Revenue Service's 2004 full cost standard for income tax deductible auto usage totals $0.375 cents per mile[2]. This standard mileage rate is based on an annual study of the fixed and variable costs of operating an automobile. These costs include an annualized cost of purchase, insurance, repair, maintenance, etc. At $0.69 to $0.95 per mile, the average per mile cost of operating a City vehicle in 2003 is 2 to 2 ½ times the IRS cost per mile standard.

Over the last three years, the annual cost of operation and replacement for all vehicles in the City's fleet ranged from $14 million to $18 million. By increasing average automobile and pickup truck utilization to, say, 10,000 miles per vehicle annually, these 3.4 million vehicle miles driven in 2003 could be provided to City department users with as few as 340 vehicles, with a resulting auto and pickup truck fleet reduction of over 40 percent. Therefore, fleet reduction efforts would provide a substantial savings.

The major reasons why City fleet size and per mile costs are excessive include:

A. **There is a lack of Citywide fleet management standards and enforcement.** Little emphasis is placed on cost control.
B. **City vehicles are assigned to City departments in a manner that may lack sufficient flexibility, leading to low utilization.** Too many individuals and small work groups may be assigned vehicles. More vehicles may need to be assigned to the City-wide vehicle pool and larger departmental work groups.
C. **The annual budget process provides little opportunity for a "zero based" analysis of vehicle needs in user departments.** Budgeting for City vehicles is fragmented and for many City departments, minimizes their incentive to lower vehicle related costs.

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[2] www.irs.gov ~ The IRS mileage rate is based on a study conducted by Runzheimer International of automobile operating costs.

These issues are explained further below with related recommendations to address the issues.

A. There is a lack of Citywide fleet management standards and enforcement.

The current operation of the City's vehicle fleet is decentralized with little central guidance or oversight. Most decisions regarding vehicle retention and assignment are made by user departments without the aid of Citywide policies or standards. DPW and other user departments request vehicle acquisitions as part of the annual budget process without the aid of meaningful Citywide policies or standards.

DPW Fleet Services Section sees its role as principally a service provider to DPW Divisions and other vehicle user departments. This service orientation is a strength. However, the audit found little evidence of fleet management and cost control by DPW.

- No manual of City vehicle usage policies exists. DPW's current practices indicate neither a perceived responsibility to establish vehicle usage standards nor the authority to enforce those standards.
- There are no minimum mileage standards for justifying continued user department vehicle retention.
- DPW Fleet Services Section maintains a vehicle management information system with the capability to provide a variety of useful information which would assist in evaluating vehicle cost, usage and assignment. However, for the most part, this capability has not been utilized.
- The personal use of City of Milwaukee vehicles is prohibited based on a statement in a DPW Buildings & Fleet Safety Manual. However, there is no clear definition of "personal use", making it likely that City departments are applying different rules related to the use of City vehicles for trips to and from work, to and from lunch, personal trips during work hours, after-work usage, etc.
- The use of City vehicles for commuting to and from work is permitted in some City departments where an employee's supervisor believes that the nature of that employee's job demands it. Commuting to and from work by individuals who take City vehicles home is not considered personal use. Further, logs of commuting mileage incurred by individuals assigned a City vehicle are not required.

  State of Wisconsin rules require employees to reimburse the State for personal use of State vehicles, including commuting to work[3].

[3] Fleet Management Polices: Wisconsin State Government (Date of Release – July 1, 2004; pg.13).

Department of Neighborhood Services inspectors who are assigned vehicles are required to complete a daily activity report. This report lists locations visited, work completed and vehicle mileage. This is the exception rather than the rule in the City. In most cases, employees who are allowed to take City vehicles home are not required to report commuting mileage to and from their homes. A report of vehicle usage by DPW personnel who take vehicles home was made available by Fleet Services. However, the vehicle usage in this report was based on employee estimates rather than actual logs of commuting miles driven.

Recommendation 1: Assign DPW Fleet Services full authority to manage the City fleet

The Mayor and Common Council should assign DPW overall authority and responsibility for the management of the City's vehicle fleet. DPW Fleet Services could then assume responsibility to minimize the cost of the City's vehicle fleet, as well as providing user departments with the needed vehicles, repairs and maintenance. This would include the development and enforcement of City vehicle assignment, retention and replacement standards and a clearly defined written policy regarding the personal use of City vehicles.

Recommendation 2: Survey fleet management practices of comparable organizations

Once the Mayor and Common Council have approved this consolidation of City fleet management authority, DPW should survey the practices of other vehicle fleets comparable to those of the City to establish minimum mileage standards for all user vehicles. Failing to meet this standard would require return of the department assigned vehicle to the City's vehicle fleet. Exceptions could be granted where a unique department service requirement, such as for minimum coverage requirement, short response time, etc., can be demonstrated.

Recommendation 3: Develop a Vehicle Usage Policy and Procedures Manual

DPW should develop policies and procedures defining and guiding the assignment and use of City vehicles. These should be documented in a Vehicle Usage Policy and Procedures Manual, including a glossary defining all terms used. These policies and procedures should define and guide the personal use of City vehicles by City employees

including City reimbursement requirements. All personal miles should be reported to and monitored by DPW Fleet Services throughout the year based upon employee logs of miles driven in City vehicles. All commuting miles should be reported and monitored.

B. City vehicles are assigned to departments in a manner that may lack flexibility, leading to low utilization.

A review of DPW vehicle assignments to individual employees and work groups demonstrates that such assignments do bear a reasonable relation to the job duties assigned to those persons and groups. Typically, vehicles are assigned to inspectors, meter readers, and other jobs requiring extensive day-to-day travel. However, vehicles can be under utilized when assigned to individuals and small work groups without extensive day-to-day travel requirements. The audit sample showed that the highest average auto mileage (over 7,600 miles per auto) was achieved by vehicles in the Citywide auto pool – the vehicle assignment method providing the most flexibility. Providing more flexibility in vehicle assignment will be necessary if the size of the City fleet is to be reduced substantially.

DPW Fleet Services reviews annual department requests for replacement, looking at the age, condition and mileage of the existing vehicle. However, often due to budget constraints, vehicle replacement is not permitted. DPW Fleet Services attempts to keep the vehicle fleet as close to its optimal average age as possible. The audit sample determined that 41 of the 67 vehicles in the sample were beyond their DPW defined optimal (8-10 yr.) replacement age.

Recommendation 4: Conduct a study to reduce fleet size for the 2005 budget

Following the consolidation of vehicle management authority in DPW Fleet Services and the establishment of fleet assignment and retention policies, DPW and the Department of Administration (DOA) Budget and Policy Division should conduct a comprehensive study of the current vehicle fleet with the objective of reducing fleet size.

Aided by an established minimum mileage standard, this study would identify unneeded vehicles for transfer (eg, to the Citywide pool or a larger work group) or sale. As older vehicles are removed from the fleet, this would reduce the age of the fleet and associated

repair and maintenance costs. Vehicle replacement costs would also be reduced as vehicles are pared from the fleet.

This study would include the usage review of all vehicles currently assigned to individuals for consistency with demonstrated job travel demand and the "minimum mileage" criterion. The study should produce added revenue from vehicle sale proceeds and operations cost reductions to begin in the 2005 budget. A similar examination should no doubt also be initiated for Sanitation vehicles as another large City vehicle fleet.

Recommendation 5: Prepare an Annual City Fleet Management Utilization Report

Beginning as soon as possible, DPW should prepare an Annual City Fleet Management Utilization Report to the Mayor and Common Council. This report would present and analyze essential cost and availability information and trends, including trends in key fleet performance indicators (see recommendation 12 below). The report would anticipate the next year's budget, including initiatives to improve fleet services, reduce fleet size and control other operational or capital costs.

C. The annual budget process provides little opportunity for a "zero based" analysis of vehicle needs in user departments.

DOA-Budget and Policy Division analysis of DPW budget requests focuses on the programmatic changes necessary to meet DPW's budget allocation. With regard to budgeted vehicle purchases, DOA-Budget attempts to keep the average age of each class of vehicle as close as possible to the optimal average age determined by DPW-Fleet Services Section. The number of vehicles purchased in a given year is often limited by City tax levy constraints.

In addition to DPW Fleet Services, four other City departments purchase vehicles for their own use: Milwaukee Police Department, Milwaukee Fire Department, Water Works and Port of Milwaukee. These departments include the purchase cost, maintenance and repair costs of their vehicles entirely within their respective department budgets.

DPW-Water Works personnel stated that vehicle replacement decisions are based on an evaluation of the condition of current vehicles. Water Works-Distribution Section uses a seven year replacement cycle which is tracked on a manual spreadsheet. This Section indicated that mileage, repair and maintenance records are reviewed as part of replacement decisions.

Milwaukee Fire Department personnel stated that vehicles are replaced based on their history, age and condition. All vehicles are categorized into the following four classes: suburbans, passenger vehicles, pickups and specialty vehicles. Fire Department Bureau of Construction and Maintenance personnel stated that their intention is to replace two vehicles in each class annually. However, this schedule is often modified due to budget limitations.

DPW Fleet Services purchases vehicles in the Citywide vehicle pool as well as vehicles assigned to all other departments except the above. **These user departments are charged only for maintenance and repair costs, excluding any vehicle purchase cost.** DPW divisions which use Fleet Services vehicles are not charged at all for their use. **In failing to include a portion of the vehicle purchase price each year, this budgeting approach minimizes user department incentives to reduce vehicle related costs.**

To meet budget allocation caps, DPW has limited the number of vehicles purchased by DPW Fleet Services in recent years. This has resulted in both reducing past years' vehicle purchase budgets in Fleet Services and extending the useful life of the existing vehicle fleet. For example, while $334,000 worth of autos were purchased in 2003 by Fleet Services, no autos were purchased during 2001 or 2002.

The audit sample determined that 41 of the 67 vehicles in the sample were beyond their DPW-targeted 8-10 year replacement age. But based on the historic low annual mileage for current City vehicles, it is unclear what if any impact this aging fleet has had on repair costs, vehicle downtime, etc. **No information was available from DPW - Fleet Services to assist in answering this question.**

The overriding City objective must be to provide the needed employee transportation services at minimum taxpayer cost. In certain instances this could mean considering transportation alternatives to the use of City owned vehicles.

Recommendation 6: Implement minimum mileage and preventive maintenance policies

City departments should be subject to the same minimum mileage and preventative maintenance policies as established by DPW Fleet Services for City owned vehicles.

Recommendation 7: Charge vehicle usage at full cost including depreciation

DPW Fleet Services should add an annual vehicle depreciation charge in its vehicle usage charge schedule to reflect an annual purchase cost factor. Without increasing total City costs, this charge will more than double the current charges assessed to user departments, thereby providing a new incentive for vehicle user organizations to minimize the number of vehicles assigned to each department.

Recommendation 8: Examine vehicle repair and downtime data

DPW Fleet Services should analyze available repair and downtime information to determine the net financial and operational impact of extending the useful life of City vehicles beyond the recommended 8-10 years. Lower mileage vehicles could reasonably be expected to have a longer useful life. Presumably, once the City vehicle fleet has been reduced to an appropriate size, any downtime caused by vehicle aging condition would be minimized.

Recommendation 9: Explore personal vehicle reimbursement and leasing alternatives

In certain instances, ready employee access to a vehicle is mandatory in spite of low vehicle mileage due to unique "on-call", response time or other requirements. In such instances, DPW Fleet Services and the Budget Office should consider the following alternatives to a City owned vehicle:

- Use of an employee's personal vehicle with City reimbursement on a per-mile basis. ($0.375/mile reimbursement versus current $0.69 or more per mile now with City owned vehicle) Issues such as personal liability would need to be resolved. However, the City of Milwaukee and virtually all comparable cities already use this method of business travel reimbursement successfully.
- Leasing vehicles to replace aging City owned vehicles.

Recommendation 10: Consider a separate fleet budget

To raise the visibility and accountability of the fleet management function and its related costs, the Mayor and Common Council should consider separating the Vehicle Fleet budget from that of City building repair and maintenance.

II Does DPW-Fleet Services prepare and timely execute a regular vehicle maintenance schedule?

The audit concludes that a regular preventative maintenance schedule is prepared and preventative maintenance performed. However, documentation supporting the specific work completed and items checked was not available.

An audit sample provided evidence that routine maintenance is performed according to a planned schedule. Departments are required to bring automobiles and pickup trucks to DPW-Fleet Services for maintenance every six months or 3,000 miles. The "Fleet Anywhere" system identifies for Fleet Services personnel when vehicles are scheduled for preventive maintenance. Needed repairs beyond routine maintenance noted by mechanics are performed at the same time.

DPW staff indicated that vehicle problems discovered by vehicle users or the repair technician between scheduled maintenance dates are repaired by Fleet Services as needed.

DPW management also indicated that since defined standard preventive maintenance procedures are performed at each scheduled date, the specific maintenance procedures completed are not recorded on the information system. Instead, the audit sample found that only a "preventive maintenance" notation is indicated. Necessary repairs beyond scheduled maintenance are recorded. The Fleet Anywhere information system is capable of producing a report that shows what preventive maintenance was completed and when. However, this capability is not currently used. The system now reports only when preventive maintenance was performed, not what specific preventative maintenance work was completed.

The preventive maintenance procedures performed at scheduled intervals for automobiles and pickup trucks consist of changing each vehicle's oil, replacing the oil filter, and lubricating the vehicle. Mechanics also perform needed repairs of problems they notice at the time of preventive maintenance. However, mechanics do not use a checklist to guide or record the specific items examined on the vehicle. (Such a checklist is used to identify necessary repairs to heavy equipment.)

A recent article in American City and County[4] magazine recommends tracking and reporting several performance indicators to measure the effectiveness of fleet

[4] American City & Country Magazine; "Measuring Fleet Performance" (May 2004); pg. 48

maintenance and repair operations. The Fleet Anywhere information system is capable of providing these indicators. However, that capability is not currently used, so the performance is now unavailable.

Recommendation 11: Standardize and document vehicle maintenance

DPW-Fleet Services should develop and use checklists to guide mechanics' examination of automobiles and pickup trucks when scheduled maintenance is performed. Use of such checklists would ensure that all mechanics perform the same examination and provide assurance that needed repairs are identified. Also, the specific preventative maintenance work completed should be documented and entered into the Fleet Anywhere information system.

Recommendation 12: Develop and report fleet management performance indicators

DPW Fleet Services should develop a set of Fleet Management Performance Indicators based on data maintained in its current "Fleet Anywhere" information system to support its monitoring and reporting of fleet usage and cost. Examples of such indicators:

- Total cost per vehicle classified into annual capital (depreciation) and operating costs. This could be further classified by vehicle type.
- Total cost per vehicle mile – could be further classified and monitored by vehicle type and department.
- Preventative maintenance hours vs. repair hours – measures effectiveness of preventative maintenance program.
- Fleet availability and downtime – measures extent to which needed vehicles are available when needed. Again, this could be monitored City-wide and by department.

2003 Estimated Cost Per Mile Driven, Automobiles and Pickup Trucks

Automobiles

Estimated 2004 purchase cost: $16,000 to $19,000
Estimated useful life: 7 to 10 years
Estimated annual depreciation: $1,600 to $2,700

Estimated annual maintenance costs: $1,200 (DPW-Fleet Services' 2003 automobile maintenance charge is $99.90 per month.)

Estimated miles per gallon: 24
Average miles driven per year for audit sample: 4,504
Estimated gallons used per year: 188
Estimated cost per gallon: $1.90
Estimated fuel cost per year: $357

Total estimated annual costs

	Low	High
Depreciation	$1,600	$2,700
Maintenance	$1,200	$1,200
Fuel	$357	$357
Total	$3,157	$4,257

Estimated cost per mile: $.70 to $.95

Pickup Trucks

Estimated 2004 purchase cost: $18,000 to $20,000
Estimated useful life: 7 to 10 years
Estimated annual depreciation: $1,800 to $2,900

Estimated annual maintenance costs: $1,964 per year (DPW Fleet Services' 2003 pickup truck maintenance charge is $163.70 per month.)

Estimated miles per gallon: 15
Average miles driven per year for audit sample: 6,735
Estimated gallons used per year: 449
Estimated cost per gallon: $1.90
Estimated fuel cost per year: $853

Total estimated annual costs

	Low	High
Depreciation	$1,800	$2,900
Maintenance	$1,964	$1,964
Fuel	$853	$853
Total	$4,617	$5,717

Estimated cost per mile: $.69 to $.85

PART II

Fleet Management Study

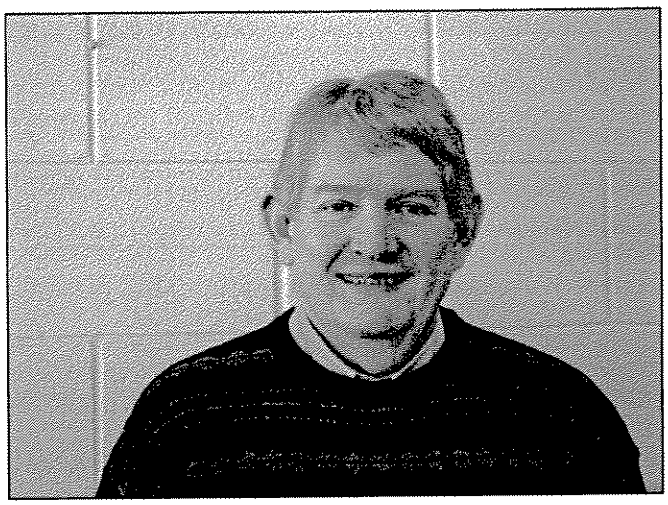
With a Multi-Year Equipment Replacement Schedule

Prepared by Fleet Services

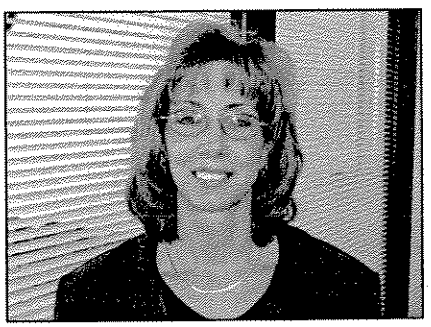
March 4, 2005

City of Milwaukee

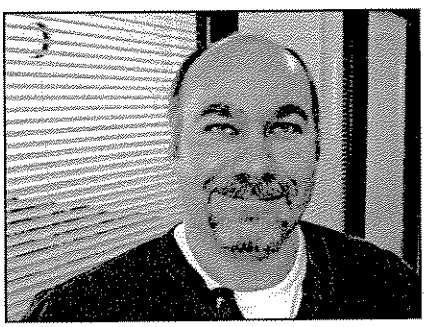
Contributors to the Fleet Management Study



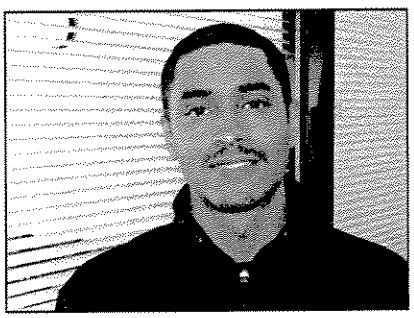
Dan Blosser,
Fleet Services Manager



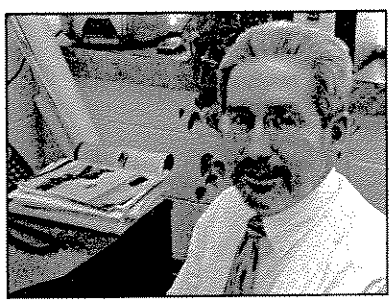
Kathy Baily, Program Assistant II



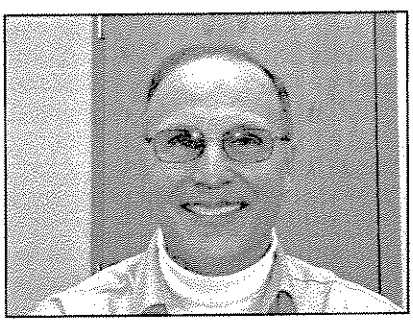
Timothy E. Lambrecht, Intern



Kenneth D. Velasco, Intern



Mike O'Donnell, Quality Assurance Coordinator



Rich Pollack, Driver Trainer Instructor

Peter Joneth, Driver Trainer Instructor

Introduction to the *2005 Fleet Management Study*

This *2005 Fleet Management Study* and the associated *Multi-Year Replacement Schedule* is designed to respond to two (2) facts: one, the *Comptroller's Audit of City of Milwaukee Fleet Management: Automobiles and Pickup Trucks* (2004); and two, the need to perform a periodic update of the *Fleet Study* which was last performed in 2001.

This current *Study* takes into account several current dilemmas presently facing the City's fleet operations:

- Rising fuel prices will continue to impact both the cost of operating motor equipment and the size of the "slice of the budget pie" for Fleet Services.
- The tax limitations (TABOR) being pushed at the state level bide for the City to reduce costs where ever possible, and fleet operations offer a good candidate for these proactive reductions.
- The City's fleet(s) of equipment has for years been mechanically cared for and maintained, but very little strategic planning has occurred. This *Study* is strongly suggesting that now is a propitious time to begin to centrally plan and control this large fleet of equipment *on a City-wide basis*.
- The State of Wisconsin has been in the public's eye due to the large number of take-home passenger vehicles. Many of these take-home vehicles have had many "personal" commute miles placed on them with relatively few State "business" miles in comparison. The State of Wisconsin has been cutting back on these vehicles during the past year and continues to do so today under public/news media scrutiny.

It has been said that "City services arrive on wheels". The public pays for these mechanical wheeled servants, and we owe it to the Citizens of Milwaukee to run our fleet operations like an efficient business. I hope that this *2005 Fleet Management Study* contributes to further efficiencies at Fleet Services.

Respectfully,

Dan Blosser

Dan Blosser, Fleet Services Manager
City of Milwaukee, Wisconsin
March 4, 2005

City of Milwaukee, WI
Fleet Services
March, 2005

Executive Summary Recommendations

- Establish a Passenger Vehicle Use **Bench Mark of 300 miles/month** (3,600 miles/year) & Reduce the fleet size accordingly.
- Require that all City **Motor Equipment be Purchased through Fleet.** Services with subsequent Accurate Record Keeping.
- **Sell Under-Utilized** Surplus Equipment
- Replacement program Emphasis on **Lowering the Age of Refuse Trucks,** particulary Rear Flipper Trucks
- **Reduce the Taken-Home Vehicles** being taken home at night.
- **Establish a Pool of Vehicles** at the VMB (and other locations) to serve multiple departments/divisions.
- **Reduce the Number of Salter/Plow Trucks** by 14 old units.
- **Establish a Damage & Abuse Program** to charge user departments for abnormal wear and tear repairs.
- **Install Hour Meters** on all trucks/equipment above 2-tons.
- **Reduce Overtime** at Fleet Services by 25% during the next 12 months.
- **Enhance the Preventive Maintenance** Program to reduce Unscheduled Repairs over the next two (2) years by 10%.
- **Maintain a Multi-Year Replacement Sche**dule to smooth out the annual budget for equipment replacements.
- **Establish a Flat Monthly Vehicle Allowance** of $275/month to assist in elimination of take-home vehicles and of low use vehicles.
- **Consolidate all Equipment** paid for by the citizens of Milwaukee into one department.

Executive Summary Recommendations—*Fleet Management Study*

- All City **equipment should be numbered and decaled** (liveried) so it cannot be used for profit.
- No department should be allowed to retain an old equipment unit once its new replacement unit has been placed in service (**fleet creep**).
- Establish a Fleet Internal Service Fund to assist in separating fleet funds from other funds, and to make it clear what the true cost of the fleet operations are.
- Accurately budget the projected true cost of fuel: cheap fuel is a thing of the past.

Parking Ramp Survey

One aspect of this Fleet Management Study has been to take a brief 'snapshot' look at the vehicles parking in the Municipal Building's parking areas, both indoor and outdoor parking. This survey was done on three (3) days over a two-week period of time: Friday, January 14, 2005; Thursday, January 20, 2005; and Tuesday, January 25, 2005. This survey is admittedly seasonal in nature in that there was not sufficient time allotted for this study to do the survey over all four (4) seasons. Further, staffing levels did not allow for the survey to be conducted every hour of each survey day.

However, this survey is valuable in that it illuminates how long each vehicle is parked at this City facility on three (3) different days of a week. On the attached Exhibit A you will find the data of this survey. Those cells on the spreadsheet marked as shaded gray ▒ indicate an hour of time on a particular day when a particular vehicle was parked at the Municipal Building. A cell with a [—] in it indicates that the vehicle was in use and not parked at the Municipal Building. Those cells with a [NC] in them indicate that No Check of the vehicle was made for that hour. On the spreadsheet those vehicle #'s shaded in [ ] have an assigned parking spot on the Upper Parking level of the Municipal Building. Those vehicle #'s shaded in ▒ have assigned parking spots on the Lower Level of the Municipal Building.

Eighty-nine (89) vehicles on this survey are passenger cars, five (5) are SUV's, nine (9) are pickup trucks, 14 are small vans, three (3) are passenger vans, and one (1) is a 1-Ton dump truck.

Conclusions

Hourly usage on the vehicles surveyed ranged from zero (0) use for the times and days surveyed, to 89% usage (in the case of four [4] vehicles). Most importantly, the combined group of all 121 vehicles surveyed **had a collective usage for this survey of 26.3%.** Stated in a reverse manner, and for the purposes of this survey only, this fleet of vehicles is almost four (4) times as large as it needs to be to provide the hours of use, during this survey period of three (3) days. Further, it appears some of these vehicles are used primarily to commute to home and back, and a fewer number see additional use during the lunch hour for the survey period.

Recommendations

The City should greatly reduce the number of vehicles assigned/parked at the Municipal Building and assigned to individuals and divisions. The number of very low-use vehicles identified in this survey indicates a significant opportunity to save funds.

The City should establish two (2) new programs (probably through its Fleet Services section). First, a pool of approximately 12 passenger vehicles should be set up adjacent to the Garage Custodian desk on the Upper Parking level of the Municipal Building. These vehicles would be reserved by computer by any City department and "rented" on an hourly basis. The Garage Custodians would check the vehicles in and out, and each month Fleet Services would "bill" the user departments for the amount of use. Two (2) or more of these vehicles could be suitable for longer state-wide travel for use on business trips out of the Milwaukee urban area. This new program should be instituted by written policy approved by the Common Council.

Second, for those individuals who currently have a vehicle permanently assigned to them, but who do not utilize the vehicle sufficiently on City business and who are pay range 13 and above, a flat monthly vehicle allowance could be instituted to compensate these individuals for the loss of the City-assigned vehicle. This flat monthly vehicle allowance should be set by the City at an amount lower than the cost to operate, maintain, and replace the City-owned vehicle, but high enough to equitably compensate the individual employee losing the City-assigned vehicle. Each such assignment of the flat monthly allowance should have to prove a certain minimum level of vehicle use on City business (unless the vehicle is assigned to pay grade 13 and above on a fringe benefit basis). Note: not all individuals losing a City-assigned vehicle would have to be so compensated; such decisions should be done on a case-by-case basis and only when the City vehicle was originally assigned as a professional or hiring benefit/bonus (written documentation should be required to prove this). Those employees/divisions that can demonstrate historic usage data to show that a vehicle should be retained by the employee/division on a permanent assignment should be allowed to keep the vehicle assignment, but quarterly reviews should be conducted by Fleet Services to verify a continuing need. In certain rare cases, retaining a low usage vehicle may be deemed necessary in a division to meet specific needs, irregardless of the usage criteria established by the City. For those individuals below pay range 13 who lose the use of a City-assigned vehicle, they would be expected to utilize a pool vehicle, or be compensated for the City-business use of their personal vehicle.

A written policy should be approved by the Common Council instituting this flat monthly vehicle allowance program which would include details on how the program would work and how future decisions as to assignment of the flat monthly allowance would be reviewed equitably in the future.

Parking Ramp Survey

Municipal Building

Exhibit A

Vehicle Type	Year	Vehicle #	Division Assigned	Person Assigned	Friday, January 14, 2005 Hour of Day									Thursday, January 20, 2005 Hour of Day									Tuesday, January 25, 2005 Hour of Day								
					8	9	10	11	12	1	2	3	4	8	9	10	11	12	1	2	3	4	8	9	10	11	12	1	2	3	4
Car, Compact	1989	20003	Pool		N/C													N/C						-							
Car, Compact	1989	20012	Pool		N/C			-	-			-	-	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
Car, Compact	1990	20024	Neighborhood Services	Matthew Marciniak	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-			-	-	-	-	-	-	-
Car, Compact	1990	20030	DPW Safety	Eunice Thomas	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C				-	-	-	-	-					-
Car, Compact	1991	20070	B+F Buildings	Brian Gates	N/C													N/C													
Car, Compact	1991	20078	DPW Administration	Gerry Froh	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C													
Car, Compact	1991	20079	Infra Construction	Dan Kolander	N/C													N/C													
Car, Compact	1991	20081	DPW Safety	Michael Leszczynski	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-	-	-	-					-
Car, Compact	1991	20084	Infra Transportation	Raymond Russell	N/C		-					-				-		N/C			-										
Car, Compact	1992	20088	Pool	Forestry	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C				-	N/C	N/C	N/C	N/C	N/C				-
Car, Compact	1992	20091	City Attorney		N/C									N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C							-	-	
Car, Compact	1992	20094	Infra Transportation	Joseph Bondowski	N/C									-				N/C			-	-		-	-	-					
Car, Compact	1993	20099	Infra Transportation	Tom Manzke	N/C									-	-			N/C													
Car, Compact	1993	20100	Pool	Buildings Staff	N/C													N/C													
Car, Compact	1993	20101	Pool	Infra Construction	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-		-		N/C	-				-	-	-	-					-
Car, Compact	1993	20103	Forestry	Mike Munson	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C		-	-	-
Car, Compact	1993	20104	Pool		N/C									-	-			N/C									-	-	-		
Car, Compact	1995	20108	Water	Mark Scheller	N/C													N/C													
Car, Compact	1995	20111	Neighborhood Services	Brian Vincent	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C					-	-	-	-	-
Car, Compact	1995	20113	Infra Underground	Robert Rehm	N/C			-										N/C			-										-
Car, Compact	1995	20114	Infra Transportation	James Ito	N/C					-	-			-	-			N/C													
Car, Compact	1995	20117	Neighborhood Services	Richard Husar	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-	-	-	-	-	-
Car, Compact	1995	20119	Infra Transportation	Marcia Lindholm	N/C	N/C	N/C	N/C	N/C								-	N/C													
Car, Compact	1995	20121	Infra Transportation	John Schwiesow	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-	N/C							-		-				
Car, Compact	1995	20124	Infra Streets	Otto Tesch	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C				-	-	-	-	-	-
Car, Compact	1995	20125	Infra Underground	Mark Rosolek	N/C				-	-	-	-						N/C			-	-	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
Car, Compact	1995	20129	Infra Construction	Martin Aquino	N/C	N/C	N/C	N/C	N/C									N/C													
Car, Compact	1995	20130	Infra Transportation	Robert Bryson	N/C													N/C					-							-	-
Car, Compact	1995	20131	Infra Transportation	? (was Mantes)	N/C													N/C		-											
Car, Compact	1995	20132	Pool		N/C													N/C	-	-	-										
Car, Compact	1997	20134	Water	Jason Biasiola	N/C							-	-	N/C	N/C	N/C	N/C	N/C					-	-	-		-	-		-	-
Car, Compact	2000	20135	B+F Buildings	Len Moye	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C					N/C	N/C	N/C	N/C	N/C		-	-	-
Car, Compact	2000	20136	Sanitation	Mary Bengsch	N/C	N/C	N/C	N/C	N/C					-	-			N/C						-	-	-	-				
Car, Compact	2000	20137	Infra Underground	Bob Brooks	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C					N/C			-	-	-					-	-	-	-

Form Updated
January 31, 2005

Parking Ramp Survey

Municipal Building

Exhibit A

Vehicle Type	Year	Vehicle #	Division Assigned	Person Assigned	Friday, January 14, 2005 Hour of Day									Thursday, January 20, 2005 Hour of Day								Tuesday, January 25, 2005 Hour of Day								
					8	9	10	11	12	1	2	3	4	8	9	10	11	12	1	2	3	4	8	9	10	11	12	1	2	3	4
Car, Compact	2000	20138	Infra Construction	Mike Chaplock	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C							-	-
Car, Compact	2000	20141	Sanitation	Rick Leonard	N/C	-	-				-	-	-	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-		-	-					-
Car, Compact	2000	20145	Health	Paul Biedrzycki	N/C											-		N/C	-				N/C	N/C	N/C	N/C	N/C	-	-		-
Car, Compact	2000	20147	DPW Administration	Thomas Miller	N/C					-								N/C			-				-	-	-	-	-		-
Car, Compact	2003	20153	Infra Bridges	Paul Novotny	N/C	N/C	N/C	N/C	N/C	N/C	N/C		-	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
Car, Compact	2003	20154	Infra Construction	Robert Viktora	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C							-	-	-
Car, Compact	2003	20155	Infra Construction	Thomas Rach	N/C													N/C				-									
Car, Compact	2003	20156	Infra Construction	Ghassen Korban	N/C	-					-	-	-	-	-	-		N/C					-	-	-	-					-
Car, Compact	2003	20158	Infra Streets	Daryl Sobczak	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-	-			N/C	-	-	-	-	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
Car, Compact	2003	20160	Infra Streets	Jeff Dellemann	N/C										-	-	-	N/C									-	-	-		-
Car, Compact	2003	20161	Water		N/C													N/C													
Car, Compact	2003	20162	Infra Construction	Samir Amin	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C				-							-	-	-
Car, Compact	2003	20163	Forestry	Jeff Boeder	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-	-	-		N/C					-	-						-	-
Car, Compact	2003	20164	Forestry	Bob McFadyen	N/C				-				-				-	N/C	-	-	-	-			-	-					-
Car, Compact	2003	20165	Sanitation	Mike Engelbart	N/C	-												N/C							-	-	-	-			
Car, Compact	2003	20166	Neighborhood Services	Burgess McMillian	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-	-	-	-	-	-
Car, Compact	2003	20167	Neighborhood Services	Foster Finco	N/C		-	-	-	-	-						-	N/C	-								-	-	-		-
Car, Compact	2003	20168	Neighborhood Services	Hal Jenkins	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C							-	-	-
Car, Compact	2003	20169	Neighborhood Services	Michele Burke	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C				-	-	-	-	-	-
Car, Compact	2003	20170	Neighborhood Services	Bill Jaworski	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C				-	-	-	-	-	-
Car, Compact	2003	20171	Health	Richard Linnemeier	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C					-	-	-	-	-
Car, Compact	2003	20172	B+F Electrical Services	Andrew Hilgendorf	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-				N/C	-	-	-	-	-	-			-	-	-	-	-
Car, Compact	2003	20173	B+F Buildings	Mike Sanders	N/C													N/C													
Car, Compact	2003	20175	DPW Safety	Donald Stone	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C					N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
Car, Compact	2005	20176	Parking	Mark Lueck	N/C	-					-							N/C		-	-				-						
Car, Compact	1988	20366	DCD	Jim Waldera	N/C	N/C	N/C											N/C	-	-			N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
Car, Intermediate	1989	20827	Water	Supinski or Rolof	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-			-	-	-		-	-	-	-	-	-
Car, Compact	1991	20835	Infra Streets	Paul Fudaly	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-	-	-	-	-	-
Car, Intermediate	1992	20837	Pool		N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-	-	-						
Car, Compact	1992	20838	Pool		N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C									
Car, Full Size	1996	20860	Neighborhood Services	Martin Collins	N/C									N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	
Car, Intermediate	1999	20861	Pool		N/C							-					-	N/C	-	-	-					-			-	-	-
Car, Intermediate	1999	20862	Infra Transportation	Clark Wantoch	N/C													N/C	-	-											
Car, Intermediate	1999	20863	Pool		N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-	N/C	-					-	-	-	-	-	-	-	-

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Exhibit A

Vehicle Type	Year	Vehicle #	Division Assigned	Person Assigned	Friday, January 14, 2005 Hour of Day									Thursday, January 20, 2005 Hour of Day								Tuesday, January 25, 2005 Hour of Day								
					8	9	10	11	12	1	2	3	4	8	9	10	11	12	1	2	3	4	8	9	10	11	12	1	2	3	4
Car, Intermediate	1999	20864	Forestry	Preston Cole	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C					N/C	-	-											
Car, Intermediate	1999	20865	Infra Administration	Dale Mejaki	N/C					-	-	-	-			-		N/C											-		
Car, Intermediate	1999	20866	Buildings and Fleet	Venu Gupta	N/C													N/C								-	-	-	-		-
Car, Intermediate	2003	20867	Infra Administration	Jeff Polenske	N/C													N/C	-	-											
Car, Intermediate	2003	20868	DPW Administration	James Purko	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C					N/C					-								
Car, Intermediate	1991	20901	B+F Buildings	Loading Dock	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-												
Car, Compact	1992	20904	Infra Transportation	George Roemer	N/C													N/C						-	-						
Car, Compact	1992	20905	Pool	Neighborhood Services	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C		-	-	-	-	-	-	-	-
Car, Compact	1992	20906	Pool		N/C				-	-	-	-			-	-	-	N/C	-	-						-	-	-	-	-	-
Car, Intermediate	1996	20911	Water	Pat Glodowski	N/C													N/C													
Car, Intermediate	1996	20915	Pool		N/C													N/C													
Van, Passenger	1996	20953	Common Council		N/C			-	-	-	-	-	-	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
SUV + Carryall	1994	21055	Infra Construction	Karen Rogney	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C					N/C													
Truck - Pickups 2x2 + 4x4	1986	22028	Health	Gordon Hofman	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C				-
Truck - Pickups 2x2 + 4x4	1986	22030	Infra Construction	Tom Runnells	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-									-
Truck - Pickups 2x2 + 4x4	1989	22058	Infra Construction	Jane Simons	N/C								-					N/C			-										
Truck - Pickups 2x2 + 4x4	2000	22121	Pool	Forestry	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-	-	-			-	-	-	-
Truck - Pickups 2x2 + 4x4	2000	22127	Sanitation	Alan Kerr	N/C								-	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
Truck - Pickups 2x2 + 4x4	2001	22134	Pool	B+F Communications	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-	-			N/C			-	-	-	-	-	-	-	-	-	-	-
Truck - Pickups 2x2 + 4x4	2004	22154	Neighborhood Services		N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C		-	-	-	-	-	-	-	-
Truck - Pickups 2x2 + 4x4	1992	22338	Pool	B+F Operations	N/C												-	N/C													
Truck - Pickups 2x2 + 4x4	1995	22348	B+F Buildings	Casey Dominiak	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-	-	-	-		-	-	-	-
Van, Small	2004	23004	DPW Administration	Ken Walker	N/C								-				-	N/C	-												
Van, Small	1993	23025	B+F Electrical Services	Clyde Battle	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-	-		-	-	-	-	-	-
Van, Small	1993	23029	B+F Communications	Robert Morales	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C								-	-
Van, Small	1994	23039	Health	Nancy Wicker	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C		-	-	-	-	-	-	-	-
Van, Small	1994	23040	Pool	Library	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
Van, Small	1990	23200	B+F Electrical Services	Paul Muccio	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-							-	-	-
Van, Small	1990	23201	B+F Electrical Services	Steve Barbier	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-								-	-
Van, Small	1996	23245	B+F Electrical Services	Lance Liska	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
Van, Small	1994	23251	Purchasing	Willie Ruffin	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-	-	-	-		-	-	-	-
Van, Small	2001	23253	B+F Buildings	Glenn Alioto	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-					-	-	-	-	-
Van, Small	2001	23255	Health	Les Silvernail	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C				-
Van, Small	2002	23265	B+F Buildings	Nestor Rioko	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-	-						-		-	-

Parking Ramp Survey

Municipal Building

Exhibit A

Vehicle Type	Year	Vehicle #	Division Assigned	Person Assigned	Friday, January 14, 2005 Hour of Day									Thursday, January 20, 2005 Hour of Day									Tuesday, January 25, 2005 Hour of Day								
					8	9	10	11	12	1	2	3	4	8	9	10	11	12	1	2	3	4	8	9	10	11	12	1	2	3	4
Van, Small	2003	23271	B+F Buildings	Douglas Schmitt	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C						-	-	-
Van, Small	2004	23273	B+F Communications	Deborah Wilichowski	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C								-
Van, Passenger	1988	23300	Common Council	Gary Dennis	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C					N/C													
Van, Passenger	1995	23308	Infra Administration	Gerri Schmidt	N/C	N/C	N/C	N/C	N/C				-	N/C	N/C	N/C	N/C	N/C													
Van, Passenger	1997	23316	Health		N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C					N/C					N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
SUV + Carryall	1991	24123	DCD	Todd Slusar	N/C	N/C	N/C	N/C	N/C					N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	-	-							
SUV + Carryall	1993	24125	B+F Buildings	Jesse Delgadillo	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C		-	-	-
SUV + Carryall	1995	24134	Water		N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C									
SUV + Carryall	2004	24157	DPW Administration	Jeff Mantes	N/C											-	-	N/C	-	-	-	-			-						
Dump Truck - 1 Ton	1996	25079	B+F Buildings		N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C			-			N/C	N/C	N/C	N/C

Form Updated
January 31, 2005

Passenger Vehicle Mileage

There are 469 passenger vehicles on the attached schedule (Exhibit B) of which 151 have less than 3,600 miles accrued during the past 12 month period. Using the proposed bench mark of 3,600 miles/year (300/month), the "low use" vehicles amount to 32% of the passenger vehicle fleet.

Please note: Cars, pickup trucks, SUV's, and passenger vans were included in this data. No police vehicles were included in this data nor were Parking Checker jeeps or non-passenger vans.

Conclusions

Stated another way, this passenger vehicle fleet is 1/3rd larger than is needed to meet the 3,600 miles/year recommended bench mark. The bench mark of 3,600 miles/year is set lower than some other similar municipal fleets in this country, but fully 32% of the existing passenger vehicles in the City fleet still cannot meet this standard. Thirty-three (33) low use vehicles fall between 3,000 and 3,600 miles/year; the remaining low use vehicles (118) fall below 3,000 miles/year.

Recommendations

It is recommended that the City establish an annual/monthly minimum mileage bench mark for its fleet of passenger vehicles (Shown on the attached Exhibit B). Excluded from this standard would be police vehicles and all other "work" vehicles not used primarily for people transport.

This proposed bench mark should be used by Fleet Services as a guideline with exceptions being granted for those few low use vehicles that are vital to the needs of the service and not rising to the level of mileage use set by the bench mark.

The monthly and annual guideline that is recommended is 300 miles/month or 3,600 miles/year. Fleet Services should review vehicle mileage use quarterly and notify the using department when a particular vehicle's usage is below the standard. Any vehicle not meeting the mileage standard for two (2) quarters in a row would be eligible for transfer or elimination. (On a one-time basis it is recommended that those vehicle falling below the 3,600 mile/year bench mark and above 3,000 miles/year should not be immediately eliminated but should be studied for six (6) months to see what the mileage is at that time.)

The recommendation to set the bench mark at 300 miles/month is based on the survey of municipalities conducted as part of this report, on the maintenance and

design life of passenger vehicles in this country, and upon the experience and expertise of the Fleet Services Manager(32 years). The 300 miles/month bench mark is a very low standard which is only 15 miles/workday, and the bench mark takes into account the geographical size of the City of Milwaukee (96 sq. miles and 1,400 lane-miles of roads).

Please see Exhibit B for a listing of passenger vehicles and their current mileage for the past 12 months (those vehicles shaded in yellow ☐ do not meet the recommend bench mark of 3,600 miles/year.

If all low use (151) passenger vehicles were eventually eliminated from the City fleet, it would represent a savings in replacement funds of approximately $2,265,000 (@ $15,000 replacement/unit). In addition, the surplus sale of the existing units should bring into the City approximately $150,000. Further, the cost of operating these vehicles and of maintaining them would have a further positive impact on the Fleet Services and City budgets.

City of Milwaukee
DPW Fleet Services

Passenger Vehicle Mileage
for
12 Months

Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
20100	1993 PONT SUNBIRD	CAR - COMPACT + SUBCOMPACT	BUILDINGS	3,330
20135	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	BUILDINGS	6,091
20173	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	BUILDINGS	6,316
20901	1991 OLDS CUTLASS	CAR - INTERMEDIATE	BUILDINGS	13,405
24125	1993 GMC TT10516	SUV + CARRYALL	BUILDINGS	5,647
22335	1992 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	BUILDINGS	2,958
22348	1995 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	BUILDINGS	1,807
22358	1996 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	BUILDINGS	5,607
22608	1987 GMC TR20903	TRUCK - PICKUPS - 2X4 + 4X4	BUILDINGS	1,365
22832	1988 CHEV CC30903	TRUCK - PICKUPS - 2X4 + 4X4	BUILDINGS	4,654
23313	1991 DODGE B250	VAN - PASSENGER	BUILDINGS	2,902
20866	1999 FORD TAURUS	CAR - INTERMEDIATE	BUILDINGS AND FLEET	5,273
20091	1992 PLYM SUNDANCE 4DR	CAR - COMPACT + SUBCOMPACT	CITY ATTORNEY	656
20953	1996 PLYM GRD VOYAGER	VAN - PASSENGER	COMMON COUNCIL	2,351
23300	1988 CHEV G11306	VAN - PASSENGER	COMMON COUNCIL	947
22043	1988 CHEV S10603	TRUCK - PICKUPS - 2X4 + 4X4	COMMUNICATIONS	3,959
22619	1986 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	COMMUNICATIONS	4,472
20366	1988 CHEV CAVALIER 2DR	CAR - COMPACT + SUBCOMPACT	DEPARTMENT OF CITY DEVELOPMENT	2,581
24123	1991 GMC TS10516	SUV + CARRYALL	DEPARTMENT OF CITY DEVELOPMENT	1,089
20078	1991 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	DPW ADMINISTRATION	1,585
20147	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	DPW ADMINISTRATION	1,495
20868	2003 FORD TAURUS	CAR - INTERMEDIATE	DPW ADMINISTRATION	6,011
20080	1991 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	DPW SAFETY	3,687

City of Milwaukee
DPW Fleet Services

Passenger Vehicle Mileage
for
12 Months

Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
22134	2001 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	B+F COMMUNICATIONS	1,885
20859	1996 DODGE INTREPID 4DR	CAR - FULL SIZE	B+F FLEET SERVICES	2,260
21041	1988 CHEV CR10906	SUV + CARRYALL	B+F FLEET SERVICES	793
21046	1989 CHEV 1500	SUV + CARRYALL	B+F FLEET SERVICES	644
21051	1990 GMC TR10906	SUV + CARRYALL	B+F FLEET SERVICES	2,157
22339	1992 GMC TK20903	TRUCK - PICKUPS - 2X4 + 4X4	B+F FLEET SERVICES	5,796
22834	1990 CHEV CC31003	TRUCK - PICKUPS - 2X4 + 4X4	B+F FLEET SERVICES	3,037
22107	1995 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	B+F OPERATIONS	5,635
22109	1995 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	B+F OPERATIONS	4,709
22338	1992 GMC TK20903	TRUCK - PICKUPS - 2X4 + 4X4	B+F OPERATIONS	6,667
20050	1990 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	BRIDGES	1,785
20153	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	BRIDGES	2,936
22124	2000 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	BRIDGES	4,733
22228	1990 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	BRIDGES	1,703
22230	2003 GMC TC25903	TRUCK - PICKUPS - 2X4 + 4X4	BRIDGES	4,961
22349	1995 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	BRIDGES	9,300
22367	1997 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	BRIDGES	4,557
22387	2000 GMC TC30943	TRUCK - PICKUPS - 2X4 + 4X4	BRIDGES	4,039
22642	1988 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	BRIDGES	4,095
22715	1989 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	BRIDGES	7,342
22877	1990 CHEV CC31002	TRUCK - PICKUPS - 2X4 + 4X4	BRIDGES	3,562
22881	1991 CHEV CC31003	TRUCK - PICKUPS - 2X4 + 4X4	BRIDGES	2,052
20070	1991 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	BUILDINGS	1,631

Fe y 4, 2005

City of Milwaukee
DPW Fleet Services

Passenger Vehicle Mileage
for
12 Months

Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
20081	1991 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	DPW SAFETY	2,242
20175	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	DPW SAFETY	2,568
20105	1993 PONT SUNBIRD	CAR - COMPACT + SUBCOMPACT	FLEET OPERATIONS	8,111
20112	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	FLEET OPERATIONS	7,720
20833	1990 PLYM ACCLAIM	CAR - COMPACT + SUBCOMPACT	FLEET OPERATIONS	4,570
22147	2003 CHEV CS10653	TRUCK - PICKUPS - 2X4 + 4X4	FLEET OPERATIONS	4,819
22376	2000 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FLEET OPERATIONS	14,809
20072	1991 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	FLEET SERVICES	1,299
20098	1993 PONT SUNBIRD	CAR - COMPACT + SUBCOMPACT	FLEET SERVICES	1,072
20858	1995 PONT GRAND AM 4DR	CAR - INTERMEDIATE	FLEET SERVICES	2,645
22203	1996 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	FLEET SERVICES	7,703
22204	1996 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	FLEET SERVICES	5,888
22378	2000 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FLEET SERVICES	7,096
22379	2000 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FLEET SERVICES	21,443
22644	1988 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	FLEET SERVICES	4,169
20002	1989 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	FORESTRY	6,281
20010	1989 CHEV CAVALIER 2DR	CAR - COMPACT + SUBCOMPACT	FORESTRY	1,143
20103	1993 PONT SUNBIRD	CAR - COMPACT + SUBCOMPACT	FORESTRY	14,303
20115	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	FORESTRY	8,908
20122	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	FORESTRY	20,800
20139	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	FORESTRY	4,229
20140	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	FORESTRY	3,274
20163	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	FORESTRY	11,324

Passenger Vehicle Mileage
for
12 Months

Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
20164	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	FORESTRY	5,668
20864	1999 FORD TAURUS	CAR - INTERMEDIATE	FORESTRY	3,564
22040	1987 CHEV CS10603	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	1,455
22086	1992 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	3,132
22106	1995 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	6,890
22121	2000 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	3,281
22136	2001 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	7,720
22227	1990 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	5,486
22231	2003 GMC TC25903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	7,465
22306	1990 FORD F250HD	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	9,403
22308	1990 FORD F250HD	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	3,874
22318	1991 DODGE D350	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	3,809
22322	1991 DODGE D350	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	3,371
22325	1991 DODGE D350	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	343
22327	1991 DODGE D350	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	7,539
22329	1991 DODGE W350	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	4,965
22332	1992 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	4,863
22334	1992 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	6,478
22341	1995 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	7,287
22342	1995 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	7,109
22350	1995 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	8,567
22353	1995 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	6,597
22354	1995 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	7,147

Passenger Vehicle Mileage
for
12 Months

Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
22359	1996 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	7,451
22360	1996 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	10,128
22366	1996 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	4,624
22370	2000 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	9,031
22478	1991 DODGE D250	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	1,867
22480	1995 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	3,741
22481	1995 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	5,765
22483	1995 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	8,486
22484	1996 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	5,520
22623	1986 GMC TK20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	1,578
22643	1988 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	5,684
22711	1988 GMC TC30903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	5,986
22713	1989 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	5,487
22718	1989 CHEV 2500	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	5,860
22726	1989 CHEV 2500	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	3,890
22731	1993 GMC TC30903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	6,957
22732	1993 GMC TC30903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	7,092
22733	1993 GMC TC30903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	6,447
22825	1987 CHEV CR20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	3,615
22827	1987 CHEV CR20903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	4,309
22833	1988 CHEV CC30903	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	9,658
24126	1993 GMC TT10516	TRUCK - PICKUPS - 2X4 + 4X4	FORESTRY	9,423
20145	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	HEALTH DEPARTMENT	1,200

Passenger Vehicle Mileage
for
12 Months

Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
20171	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	HEALTH DEPARTMENT	8,232
21045	1989 CHEV 1500	SUV + CARRYALL	HEALTH DEPARTMENT	5,671
22028	1986 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	HEALTH DEPARTMENT	4,421
22105	1995 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	HEALTH DEPARTMENT	7,695
22313	1990 CHEV CK20903	TRUCK - PICKUPS - 2X4 + 4X4	HEALTH DEPARTMENT	8,786
23316	1997 GMC TG11406	VAN - PASSENGER	HEALTH DEPARTMENT	863
20079	1991 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE - CONSTRUCTION	3,814
20101	1993 PONT SUNBIRD	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE - CONSTRUCTION	5,718
20129	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE - CONSTRUCTION	3,425
20138	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE - CONSTRUCTION	10,794
20154	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE - CONSTRUCTION	11,034
20155	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE - CONSTRUCTION	7,903
20156	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE - CONSTRUCTION	5,540
20162	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE - CONSTRUCTION	9,522
21002	1992 GMC TC10906	SUV + CARRYALL	INFRASTRUCTURE - CONSTRUCTION	5,214
21052	1990 GMC TR10906	SUV + CARRYALL	INFRASTRUCTURE - CONSTRUCTION	1,826
21055	1994 GMC TC1006	SUV + CARRYALL	INFRASTRUCTURE - CONSTRUCTION	1,582
21062	2003 CHEV CC15906	SUV + CARRYALL	INFRASTRUCTURE - CONSTRUCTION	6,029
21063	2003 CHEV CC15906	SUV + CARRYALL	INFRASTRUCTURE - CONSTRUCTION	6,572
21064	2003 CHEV CC15906	SUV + CARRYALL	INFRASTRUCTURE - CONSTRUCTION	5,702
21065	2004 CHEV CC15906	SUV + CARRYALL	INFRASTRUCTURE - CONSTRUCTION	5,583
21066	2004 CHEV CC15906	SUV + CARRYALL	INFRASTRUCTURE - CONSTRUCTION	5,735
22030	1986 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	INFRASTRUCTURE - CONSTRUCTION	6,936

Passenger Vehicle Mileage
for
12 Months

Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
22058	1989 GMC S15	TRUCK - PICKUPS - 2X4 + 4X4	INFRASTRUCTURE - CONSTRUCTION	1,270
20113	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE - UNDERGROUND	2,784
20125	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE - UNDERGROUND	5,634
20137	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE - UNDERGROUND	9,017
21057	1994 GMC 2500	SUV + CARRYALL	INFRASTRUCTURE - UNDERGROUND	8,511
22111	1995 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	INFRASTRUCTURE - UNDERGROUND	10,545
22118	1997 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	INFRASTRUCTURE - UNDERGROUND	4,020
22119	2000 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	INFRASTRUCTURE - UNDERGROUND	8,460
22326	1991 DODGE D350	TRUCK - PICKUPS - 2X4 + 4X4	INFRASTRUCTURE - UNDERGROUND	6,126
24147	2002 CHEV CT10506	TRUCK - PICKUPS - 2X4 + 4X4	INFRASTRUCTURE - UNDERGROUND	4,773
23310	1983 DODGE B250	VAN - PASSENGER	INFRASTRUCTURE - UNDERGROUND	1,231
20865	1999 FORD TAURUS	CAR - INTERMEDIATE	INFRASTRUCTURE ADMINISTRATION	6,147
20867	2003 FORD TAURUS	CAR - INTERMEDIATE	INFRASTRUCTURE ADMINISTRATION	2,610
21001	1992 GMC TC10906	SUV + CARRYALL	INFRASTRUCTURE ADMINISTRATION	5,365
21042	1988 CHEV CR10906	SUV + CARRYALL	INFRASTRUCTURE ADMINISTRATION	1,339
21049	1990 GMC TR10906	SUV + CARRYALL	INFRASTRUCTURE ADMINISTRATION	5,301
21050	1990 GMC TR10906	SUV + CARRYALL	INFRASTRUCTURE ADMINISTRATION	1,553
21054	1991 CHEV CR10906	SUV + CARRYALL	INFRASTRUCTURE ADMINISTRATION	8,551
21058	1995 GMC TC10906	SUV + CARRYALL	INFRASTRUCTURE ADMINISTRATION	3,053
21059	1995 GMC TC10906	SUV + CARRYALL	INFRASTRUCTURE ADMINISTRATION	5,561
21060	1995 GMC TC10906	SUV + CARRYALL	INFRASTRUCTURE ADMINISTRATION	5,677
23308	1995 GMC TG21306	VAN - PASSENGER	INFRASTRUCTURE ADMINISTRATION	2,167
20084	1991 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE TRANSPORTATION	4,402

Passenger Vehicle Mileage
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Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
20094	1992 PLYM SUNDANCE 4DR	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE TRANSPORTATION	5,874
20099	1993 PONT SUNBIRD	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE TRANSPORTATION	5,690
20114	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE TRANSPORTATION	4,224
20119	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE TRANSPORTATION	1,586
20121	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE TRANSPORTATION	7,131
20130	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE TRANSPORTATION	2,039
20131	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE TRANSPORTATION	5,685
20904	1992 OLDS CIERA	CAR - COMPACT + SUBCOMPACT	INFRASTRUCTURE TRANSPORTATION	2,466
20862	1999 FORD TAURUS	CAR - INTERMEDIATE	INFRASTRUCTURE TRANSPORTATION	3,836
20058	1990 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	LIBRARY	4,967
22226	1990 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	LIBRARY	5,171
22301	1990 FORD F250HD	TRUCK - PICKUPS - 2X4 + 4X4	LIBRARY	3,908
22725	1989 CHEV 2500	TRUCK - PICKUPS - 2X4 + 4X4	LIBRARY	3,061
20024	1990 CHEV CAVALIER 2DR	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	6,708
20066	1991 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	9,414
20106	1993 PONT SUNBIRD	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	3,091
20110	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	5,168
20111	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	8,408
20117	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	8,645
20127	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	10,648
20128	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	2,721
20143	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	3,773
20144	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	3,017

Passenger Vehicle Mileage
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Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
20166	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	16,402
20167	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	6,631
20168	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	5,348
20169	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	11,509
20170	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	9,620
20368	1988 CHEV CAVALIER 2DR	CAR - COMPACT + SUBCOMPACT	NEIGHBORHOOD SERVICES	9,031
20860	1996 DODGE INTREPID 4DR	CAR - FULL SIZE	NEIGHBORHOOD SERVICES	2,162
22060	1989 GMC S15	TRUCK - PICKUPS - 2X4 + 4X4	NEIGHBORHOOD SERVICES	5,177
22062	1989 GMC S15	TRUCK - PICKUPS - 2X4 + 4X4	NEIGHBORHOOD SERVICES	5,272
22067	1991 GMC S15	TRUCK - PICKUPS - 2X4 + 4X4	NEIGHBORHOOD SERVICES	9,739
22068	1991 GMC S15	TRUCK - PICKUPS - 2X4 + 4X4	NEIGHBORHOOD SERVICES	9,750
22089	1992 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	NEIGHBORHOOD SERVICES	7,908
22099	1994 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	NEIGHBORHOOD SERVICES	8,227
22108	1995 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	NEIGHBORHOOD SERVICES	9,607
22115	1996 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	NEIGHBORHOOD SERVICES	9,551
22125	2000 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	NEIGHBORHOOD SERVICES	7,758
22133	2001 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	NEIGHBORHOOD SERVICES	6,339
22140	2002 CHEV CS10653	TRUCK - PICKUPS - 2X4 + 4X4	NEIGHBORHOOD SERVICES	7,944
22146	2003 CHEV CS10653	TRUCK - PICKUPS - 2X4 + 4X4	NEIGHBORHOOD SERVICES	14,373
20148	2001 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	PARKING ENFORCEMENT	1,185
20149	2001 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	PARKING ENFORCEMENT	4,351
20150	2001 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	PARKING ENFORCEMENT	4,806
20151	2001 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	PARKING ENFORCEMENT	5,135

Passenger Vehicle Mileage
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Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
24143	2000 CHEV CT10506	SUV + CARRYALL	PARKING ENFORCEMENT	3,470
24358	2002 CHEV CT10506	SUV + CARRYALL	PARKING ENFORCEMENT	4,386
20003	1989 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	3,754
20009	1989 CHEV CAVALIER 2DR	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	2,365
20012	1989 CHEV CAVALIER 2DR	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	3,293
20052	1990 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	2,955
20077	1991 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	2,973
20088	1992 PLYM SUNDANCE 4DR	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	8,679
20104	1993 PONT SUNBIRD	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	2,909
20107	1993 PONT SUNBIRD	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	491
20132	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	1,713
20832	1990 PLYM ACCLAIM	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	3,793
20837	1992 PLYM ACCLAIM	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	4,240
20838	1992 PLYM ACCLAIM	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	5,552
20905	1992 OLDS CIERA	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	1,466
20906	1992 OLDS CIERA	CAR - COMPACT + SUBCOMPACT	POOL VEHICLES	1,559
20852	1989 BUICK PARK AV	CAR - FULL SIZE	POOL VEHICLES	1,893
20857	1995 PONT GRAND AM 4DR	CAR - INTERMEDIATE	POOL VEHICLES	4,784
20861	1999 FORD TAURUS	CAR - INTERMEDIATE	POOL VEHICLES	9,009
20863	1999 FORD TAURUS	CAR - INTERMEDIATE	POOL VEHICLES	8,888
20915	1996 BUICK CENTURY WAG	CAR - INTERMEDIATE	POOL VEHICLES	2,061
20945	1988 CHEV CELEBRIT 4DR	CAR - INTERMEDIATE	POOL VEHICLES	2,661
20947	1989 CHEV CELEBRIT 4DR	CAR - INTERMEDIATE	POOL VEHICLES	1,575

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Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
20950	1990 CHEV CELEBRIT 4DR	CAR - INTERMEDIATE	POOL VEHICLES	4,337
21048	1990 GMC TR10906	SUV + CARRYALL	POOL VEHICLES	1,711
22071	1991 GMC S15	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	1,822
22074	1991 GMC S15	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	971
22077	1991 GMC S15	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	1,976
22078	1991 GMC S15	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	2,228
22082	1991 CHEV CS10603	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	2,723
22083	1991 CHEV CS10603	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	3,672
22084	1991 CHEV CS10603	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	4,059
22093	1993 CHEV CS10603	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	3,213
22095	1993 CHEV CS10603	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	11,796
22100	1994 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	3,412
22123	2000 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	5,563
22305	1990 FORD F250HD	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	3,639
22309	1990 FORD F250HD	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	4,630
22310	1990 FORD F250HD	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	8,049
22312	1990 FORD F250HD	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	4,398
22314	1990 CHEV CK20903	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	3,502
22316	1991 DODGE D350	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	4,181
22317	1991 DODGE D350	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	3,231
22320	1991 DODGE D350	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	694
22323	1991 DODGE D350	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	2,812
22324	1991 DODGE D350	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	3,907

Passenger Vehicle Mileage
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Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
22333	1992 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	5,534
22704	1988 GMC TC30903	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	878
22722	1989 CHEV 2500	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	6,552
22730	1993 GMC TC30903	TRUCK - PICKUPS - 2X4 + 4X4	POOL VEHICLES	5,028
23312	1990 CHEV CG21305	VAN - PASSENGER	POOL VEHICLES	1,467
23315	1989 CHEV CG31303	VAN - PASSENGER	POOL VEHICLES	527
22202	1996 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	PORT OF MILWAUKEE	8,851
20086	1992 PLYM SUNDANCE 4DR	CAR - COMPACT + SUBCOMPACT	SANITATION	3,609
20092	1992 PLYM SUNDANCE 4DR	CAR - COMPACT + SUBCOMPACT	SANITATION	3,629
20109	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	SANITATION	12,358
20116	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	SANITATION	8,529
20120	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	SANITATION	8,117
20126	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	SANITATION	10,217
20136	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	SANITATION	6,970
20141	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	SANITATION	7,020
20142	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	SANITATION	8,191
20146	2000 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	SANITATION	4,855
20165	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	SANITATION	3,610
22054	1989 GMC S15	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	101,649
22094	1993 CHEV CS10603	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	163
22096	1993 CHEV CS10603	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	3,274
22101	1994 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	8,825
22103	1994 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	3,183

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Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
22104	1994 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	7,765
22112	1995 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	11,095
22114	1996 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	7,980
22117	1997 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	13,662
22120	2000 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	16,588
22126	2000 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	12,787
22127	2000 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	12,263
22128	2001 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	12,197
22129	2001 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	9,981
22130	2001 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	10,700
22131	2001 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	10,554
22132	2001 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	10,137
22138	2001 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	15,206
22141	2002 CHEV CS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	16,621
22142	2003 CHEV CS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	17,034
22143	2003 CHEV CS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	11,926
22144	2003 CHEV CS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	11,702
22145	2003 CHEV CS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	8,616
22148	2003 CHEV CS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	9,868
22149	2003 CHEV CS10653	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	8,807
22206	1996 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	11,213
22302	1990 FORD F250HD	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	3,307
22307	1990 FORD F250HD	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	1,374

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Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
22321	1991 DODGE D350	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	1,491
22336	1992 GMC TK20903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	1,555
22337	1992 GMC TK20903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	5,046
22344	1995 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	6,959
22345	1995 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	5,249
22346	1995 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	3,159
22352	1995 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	13,600
22355	1995 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	4,558
22356	1995 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	4,339
22361	1996 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	9,830
22364	1996 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	8,495
22373	2000 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	14,313
22374	2000 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	16,506
22375	2000 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	12,295
22380	2000 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	13,396
22381	2000 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	4,463
22382	2000 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	4,500
22383	2000 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	3,920
22384	2000 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	7,409
22385	2000 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	3,799
22393	2002 GMC TC25903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	13,036
22394	2002 GMC TC25903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	15,885
22396	2003 GMC TC25903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	10,236

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Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
22658	1996 CHEV CK30943	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	1,437
22708	1988 GMC TC30903	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	3,801
22723	1989 CHEV 2500	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	403
22863	1989 GMC TR31003	TRUCK - PICKUPS - 2X4 + 4X4	SANITATION	1,879
23307	1995 GMC TG21306	VAN - PASSENGER	SANITATION	514
23309	1995 GMC TG21306	VAN - PASSENGER	SANITATION	1,208
23311	1987 CHEV CG21305	VAN - PASSENGER	SANITATION	418
20029	1990 CHEV CAVALIER 2DR	CAR - COMPACT + SUBCOMPACT	SPECIAL ELECTRICAL SERVICES	669
20172	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	SPECIAL ELECTRICAL SERVICES	1,862
22102	1994 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	SPECIAL ELECTRICAL SERVICES	5,710
22473	1991 DODGE D250	TRUCK - PICKUPS - 2X4 + 4X4	SPECIAL ELECTRICAL SERVICES	583
20074	1991 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	STREET MAINTENANCE	2,192
20093	1992 PLYM SUNDANCE 4DR	CAR - COMPACT + SUBCOMPACT	STREET MAINTENANCE	3,315
20095	1992 PLYM SUNDANCE 4DR	CAR - COMPACT + SUBCOMPACT	STREET MAINTENANCE	8,700
20102	1993 PONT SUNBIRD	CAR - COMPACT + SUBCOMPACT	STREET MAINTENANCE	6,288
20124	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	STREET MAINTENANCE	10,175
20158	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	STREET MAINTENANCE	5,102
20159	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	STREET MAINTENANCE	5,766
20160	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	STREET MAINTENANCE	2,492
20174	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	STREET MAINTENANCE	5,615
20835	1991 PLYM ACCLAIM	CAR - COMPACT + SUBCOMPACT	STREET MAINTENANCE	9,342
22122	2000 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	7,193
22135	2001 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	9,681

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Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
22205	1996 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	1,296
22232	2003 GMC TC25903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	12,499
22303	1990 FORD F250HD	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	5,905
22319	1991 DODGE D350	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	4,030
22340	1993 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	8,745
22343	1995 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	4,375
22362	1996 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	11,748
22363	1996 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	9,799
22365	1996 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	16,731
22371	2000 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	5,451
22377	2000 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	18,777
22391	2002 GMC TC25903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	7,843
22392	2002 GMC TC25903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	10,317
22476	1991 DODGE D250	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	3,958
22633	1987 CHEV CR30903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	2,081
22729	1993 GMC TC30903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	2,069
22829	1988 CHEV CC30903	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	1,683
22841	1992 GMC TC31003	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	2,808
22842	1992 GMC TC31003	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	6,419
22843	1992 GMC TC31003	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	5,020
22845	1993 GMC TC31003	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	6,411
22846	1993 GMC TC31003	TRUCK - PICKUPS - 2X4 + 4X4	STREET MAINTENANCE	1,685
20033	1990 CHEV CAVALIER 2DR	CAR - COMPACT + SUBCOMPACT	TOW LOT + PARKING OPERATIONS	3,112

City of Milwaukee
DPW Fleet Services

Passenger Vehicle Mileage
for
12 Months

Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
20075	1991 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	TOW LOT + PARKING OPERATIONS	3,379
20089	1992 PLYM SUNDANCE 4DR	CAR - COMPACT + SUBCOMPACT	TOW LOT + PARKING OPERATIONS	2,524
22087	1992 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	TOW LOT + PARKING OPERATIONS	2,777
22139	2001 GMC TT10653	TRUCK - PICKUPS - 2X4 + 4X4	TOW LOT + PARKING OPERATIONS	3,948
22368	1999 CHEV CK20903	TRUCK - PICKUPS - 2X4 + 4X4	TOW LOT + PARKING OPERATIONS	3,095
22616	1991 DODGE W250	TRUCK - PICKUPS - 2X4 + 4X4	TOW LOT + PARKING OPERATIONS	693
24120	1993 CHEV CT10506	TRUCK - PICKUPS - 2X4 + 4X4	TOW LOT + PARKING OPERATIONS	6,233
20090	1992 PLYM SUNDANCE 4DR	CAR - COMPACT + SUBCOMPACT	TRAFFIC ENG AND ELECT SERVICE	2,583
20829	1989 PLYM RELIANT	CAR - COMPACT + SUBCOMPACT	TRAFFIC ENG AND ELECT SERVICE	3,217
21053	1991 CHEV CR10906	SUV + CARRYALL	TRAFFIC ENG AND ELECT SERVICE	9,642
21056	1994 GMC TC10906	SUV + CARRYALL	TRAFFIC ENG AND ELECT SERVICE	14,559
21061	2003 CHEV CC15906	SUV + CARRYALL	TRAFFIC ENG AND ELECT SERVICE	19,683
22066	1991 GMC S15	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	910
22098	1994 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	2,320
22110	1995 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	5,982
22137	2001 GMC TS10653	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	11,297
22200	1996 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	3,966
22201	1996 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	3,082
22229	1990 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	2,778
22304	1990 FORD F250HD	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	2,607
22372	2000 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	24,655
22482	1995 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	11,762
22485	1996 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	11,635

Passenger Vehicle Mileage
for
12 Months

Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
22499	1990 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	1,493
22657	1994 GMC TC30943	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	8,791
22705	1988 GMC TC30903	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	3,772
22720	1989 CHEV 2500	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	4,210
22801	1997 GMC TC31403	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	4,711
22835	1992 GMC TC31403	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	2,582
22847	1993 GMC TC31003	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	5,904
22849	1995 GMC TC31003	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	4,890
22850	1995 FORD F350	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	9,213
22853	1996 GMC TC31403	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	11,628
22858	1984 FORD F350	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	2,120
22860	1987 FORD F350	TRUCK - PICKUPS - 2X4 + 4X4	TRAFFIC ENG AND ELECT SERVICE	802
20118	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	WATER	3,419
20096	1992 PLYM SUNDANCE 4DR	CAR - COMPACT + SUBCOMPACT	WATER DEPARTMENT	4,545
20097	1992 PLYM SUNDANCE 4DR	CAR - COMPACT + SUBCOMPACT	WATER DEPARTMENT	2,361
20108	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	WATER DEPARTMENT	1,062
20133	1995 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	WATER DEPARTMENT	4,131
20134	1997 PLYM NEON	CAR - COMPACT + SUBCOMPACT	WATER DEPARTMENT	2,842
20152	2001 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	WATER DEPARTMENT	4,905
20161	2003 FORD FOCUS	CAR - COMPACT + SUBCOMPACT	WATER DEPARTMENT	4,198
20354	1987 CHEV CAVALIER 4DR	CAR - COMPACT + SUBCOMPACT	WATER DEPARTMENT	1,527
20834	1991 PLYM ACCLAIM	CAR - COMPACT + SUBCOMPACT	WATER DEPARTMENT	2,524
20951	1995 CHEV CAPRICE	CAR - FULL SIZE	WATER DEPARTMENT	5,055

Passenger Vehicle Mileage
for
12 Months

Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
20827	1989 PLYM RELIANT	CAR - INTERMEDIATE	WATER DEPARTMENT	1,599
20855	1994 PONT GRAND AM 4DR	CAR - INTERMEDIATE	WATER DEPARTMENT	5,644
20856	1994 PONT GRAND AM 4DR	CAR - INTERMEDIATE	WATER DEPARTMENT	4,142
20909	1996 BUICK CENTURY WAG	CAR - INTERMEDIATE	WATER DEPARTMENT	19,148
20910	1996 BUICK CENTURY WAG	CAR - INTERMEDIATE	WATER DEPARTMENT	1,735
20911	1996 BUICK CENTURY WAG	CAR - INTERMEDIATE	WATER DEPARTMENT	2,313
20912	1996 BUICK CENTURY WAG	CAR - INTERMEDIATE	WATER DEPARTMENT	10,851
20913	1996 BUICK CENTURY WAG	CAR - INTERMEDIATE	WATER DEPARTMENT	7,289
20914	1996 BUICK CENTURY WAG	CAR - INTERMEDIATE	WATER DEPARTMENT	3,063
20949	1990 CHEV CELEBRIT 4DR	CAR - INTERMEDIATE	WATER DEPARTMENT	1,496
24134	1995 GMC TT10506	SUV + CARRYALL	WATER DEPARTMENT	3,746
22097	1993 CHEV CS10603	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	12,924
22113	1995 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	4,699
22116	1996 GMC TS10603	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	4,412
22315	1990 CHEV CK20903	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	2,368
22330	1991 DODGE W350	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	197
22347	1995 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	4,341
22351	1995 GMC TC20903	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	4,812
22386	2000 GMC TK30903	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	6,227
22388	2001 GMC TK25903	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	2,977
22389	2002 GMC TK25953HD	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	5,709
22390	2002 FORD F350	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	2,939
22395	2003 FORD F250HD	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	3,142

Passenger Vehicle Mileage
for
12 Months

Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
22479	1992 GMC 2500	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	3,030
22646	1988 CHEV CC20903	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	3,767
22836	1991 GMC TC31003	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	2,529
22838	1992 GMC TC31003	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	4,721
22839	1992 GMC TC31003	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	7,661
22840	1992 GMC TC31003	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	5,880
22848	1993 GMC TC31003	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	10,368
22865	1992 GMC TC31403	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	4,117
22866	1992 GMC TC31403	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	6,049
24121	1993 CHEV CT10506	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	6,258
24127	1995 GMC TT10516	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	4,087
24128	1995 GMC TT10516	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	5,531
24129	1995 GMC TT10516	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	5,938
24130	1995 GMC TT10516	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	6,418
24131	1995 GMC TT10516	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	8,447
24132	1995 GMC TT10516	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	4,491
24133	1995 GMC TT10506	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	9,965
24135	1995 GMC TT10506	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	9,464
24136	1996 CHEV CT10516 2DR	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	8,914
24137	1996 CHEV CT10516 2DR	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	9,613
24138	1996 CHEV CT10506 4DR	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	6,287
24139	1996 CHEV CT10506 4DR	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	3,991
24140	1997 CHEV CT10506 4DR	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	8,074

Passenger Vehicle Mileage
for
12 Months

Exhibit B

Equip #	Year-Make-Model	Description	Department	Mileage - 12 Month Total
24141	1997 CHEV CT10506 4DR	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	7,738
24142	1997 CHEV CT10506 4DR	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	15,928
24145	2001 CHEV CT10506	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	6,716
24146	2001 CHEV CT10506	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	8,000
24148	2002 CHEV CT10506	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	8,444
24149	2003 CHEV CT10506	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	6,895
24150	2003 CHEV CT10506	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	12,068
24151	2003 CHEV CT10506	TRUCK - PICKUPS - 2X4 + 4X4	WATER DEPARTMENT	7,084
20954	2000 PLYM VOYAGER	VAN - PASSENGER	WATER DEPARTMENT	16,903

Ending of Additions to the Fleet

An existing bad practice needs to be stopped in the fleet operations, and it is called "fleet creep". The attached list is a partial cataloging of vehicles that have not been turned in by user departments once the units have been replaced by new units—thus the fleet roster of equipment creeps upward in size year after year. This listing is, in general, just for the past few years and yet demonstrates that in a four (4) year period alone 79 motor equipment units have been added to the fleet. User departments use many different excuses for keeping the old units, but primarily it all comes down to the same reasoning and that is that it would be nice to have a spare or additional unit and that the old unit is not costing the City any additional money. From a fleet management perspective this reasoning is completely wrong. Fleet Services has no choice but to keep pouring maintenance dollars into these old units to keep them running (and the user departments will complain bitterly if Fleet does not properly maintain these old units just like the new). Further, the old unit remains on the multi-year replacement schedule just like the new one does and represents a future double liability for equipment replacement funds.

Recommendations

The existing units that can be identified as having already been replaced by new units need to be sold as surplus equipment. Further, a policy supporting Fleet Services in not releasing new units until the old units have been turned in needs to be adopted as official City policy. The Fleet Services Manager needs to be given the authority to exercise decisive control over this aspect of the City's fleet management program. The sale of this surplus equipment could net the City in excess of $100,000.

City of Milwaukee
Fleet Services

Units for Which a Replacement Vehicle Has Been Purchased and Placed Into Service

February 10, 2005

Equip No	Description	Year	Make	Model	Miles	Dept	Stored Location	Repl By	Year Replaced	Comment
26311	AERIAL TRUCK	1992	FORD	F700	33233	INF TE+ES	MUNICIPAL SERVICE BUILDING	26331	2004	
26313	AERIAL TRUCK	1992	FORD	F700	33800	INF TE+ES	MUNICIPAL SERVICE BUILDING	26332	2004	
52116	BACKHOE - LARGE	1995	CAT	446B	7281	WATER	WATER-CAMERON DISTRIBUTION	52132	2004	
52117	BACKHOE - LARGE	1995	CAT	446B	7359	WATER	WATER-CAMERON DISTRIBUTION	52134	2004	
52118	BACKHOE - LARGE	1995	CAT	446B	5918	WATER	WATER-LINCOLN DISTRIBUTION	52133	2004	
52120	BACKHOE - LARGE	1997	JCB	217 SERIES 3	2394	WATER	WATER-LINCOLN DISTRIBUTION	52135	2005	
20078	CAR - COMPACT + SUBCOMPACT	1991	CHEV	CAVALIER 4DR	78130	DPW ADM	UPPER PARKING	23004	2004	
20836	CAR - COMPACT + SUBCOMPACT	1991	PLYM	ACCLAIM	59988	PORT	HOME PARKING SITE	24144	2000	
20096	CAR - COMPACT + SUBCOMPACT	1992	PLYM	SUNDANCE 4DR	88379	WATER	WATER-CAMERON DISTRIBUTION	24148	2002	
20133	CAR - COMPACT + SUBCOMPACT	1995	CHEV	CAVALIER 4DR	119738	WATER	WATER-LINCOLN DISTRIBUTION	24150	2003	
56524	CHIPPER TRAILER	1989	EGRBV	JEY	1787	FORESTRY	FORESTRY-HOLT	56540	2001	
56501	CHIPPER TRAILER	1990	EGRBV	290	625	FORESTRY	FORESTRY-INDUSTRIAL	56538	2001	
56681	CONCRETE MIXER	1988	STOW	130W	5	INF STREET	ASPHALT PLANT	56684	1999	
31125	DIGGER-DERRICK TRUCK	1981	INTL	1754	90674	B+F COMM	MUNICIPAL SERVICE BUILDING	31102	2003	
27187	DRILLING RIG	1989	GMC	TR31003	21853	WATER	WATER-CAMERON DISTRIBUTION	27174	2002	
27188	DRILLING RIG	1989	SIMCO	2400DT	528	WATER	WATER-CAMERON DISTRIBUTION	27176	2002	
25009	DUMP TRUCK - 1 TON	1990	CHEV	CC31003	95320	B+F POOL	NORTHWEST GARAGE	25031	2005	
25045	DUMP TRUCK - 1 TON	1991	GMC	CC31003	83839	FORESTRY	FORESTRY-STATE	25033	2005	
25046	DUMP TRUCK - 1 TON	1991	GMC	CC31003	90569	B+F POOL	CENTRAL REPAIR GARAGE	25034	2005	
30102	DUMP TRUCK - SINGLE AXLE	1984	FORD	L8000	55464	B+F POOL	FORESTRY-INDUSTRIAL	25250	2003	
25271	DUMP TRUCK - SINGLE AXLE	1985	FORD	F700D	78029	B+F POOL	FORESTRY-INDUSTRIAL	25247	2003	
30128	DUMP TRUCK - SINGLE AXLE	1988	FORD	L8000	47832	SALT	NORTHWEST GARAGE	25226	2000	
26216	DUMP TRUCK - SINGLE AXLE	1989	INTL	4900	79496	INF UNDER	ASPHALT PLANT	26223	2004	
31343	DUMP TRUCK - TANDEM AXLE	1987	FORD	LNT8000	83925	WATER	WATER-CAMERON DISTRIBUTION	31403	1996	
31344	DUMP TRUCK - TANDEM AXLE	1990	INTL	4900	71911	WATER	WATER-LINCOLN DISTRIBUTION	31407	2001	
31345	DUMP TRUCK - TANDEM AXLE	1990	INTL	4900	106594	WATER	WATER-LINCOLN DISTRIBUTION	31411	2003	
31348	DUMP TRUCK - TANDEM AXLE	1990	INTL	4900	18624	WATER	WATER-LINCOLN DISTRIBUTION	31409	2003	
31350	DUMP TRUCK - TANDEM AXLE	1993	INTL	4900	66336	WATER	WATER-CAMERON DISTRIBUTION	31410	2003	
27181	FLATBED STAKE TRUCK	1983	GMC	TC31403	43216	WATER	WATER-CAMERON DISTRIBUTION	27195	1994	
26512	FORKLIFT	1988	KOMAT	FG20T8	5013	WATER	WATER-LINCOLN DISTRIBUTION	26518	2004	
54059	GRADALL	1990	GRDAL	GW59466	43730	INF STREET	NORTHWEST GARAGE	54053	2004	With "B" unit 54060
58011	HEATER	1992	SUBUR	NT30SP	0	B+F BLDGS	LINCOLN	58031	2002	In Field Service Van 23585
24301	JEEP 4X4	1992	JEEP	WRANGLER	97574	PARKING	123 BUILDING	24367	2005	
24307	JEEP 4X4	1992	JEEP	WRANGLER	87907	PARKING	123 BUILDING	24368	2005	
24322	JEEP 4X4	1993	JEEP	WRANGLER	106015	PARKING	123 BUILDING	24372	2005	
56635	PAVEMENT SAW	1986	TARGT	6505QM	2849	INF STREET	ASPHALT PLANT	56641	2003	
40031	PUMPS	1992	WACHS	TRAVL80	35976	WATER	WATER-LINCOLN DISTRIBUTION	40029	2003	
32773	REFUSE TRUCK - REAR FLIPPER	1985	CCC	LE38344	119451	SANITATION	LINCOLN	32436	2000	
32813	REFUSE TRUCK - REAR FLIPPER	1986	CCC	LE3834001	79360	SANITATION	NORTHWEST GARAGE	32458	2004	
32825	REFUSE TRUCK - REAR FLIPPER	1986	CCC	LE3834001	100876	SANITATION	LINCOLN	32460	2005	
32827	REFUSE TRUCK - REAR FLIPPER	1986	CCC	LE3834001	58813	SANITATION	NORTHWEST GARAGE	32461	2005	
31161	REFUSE TRUCK - ROLLOFF CONTAIN	1987	PTRBL	310	190750	SANITATION	LINCOLN	31149	1997	
26607	SEWER RODDER	1984	CHEV	6D042	81123	INF UNDER	NW STREET + SEWER YARD	26610	2005	
50142	SKID-STEER - MEDIUM	1985	HOLD	C500	1314	SANITATION	NORTHWEST GARAGE	50237	2004	
50144	SKID-STEER - MEDIUM	1986	HOLD	C500	536	SANITATION	NORTHWEST GARAGE	50238	2004	
50146	SKID-STEER - MEDIUM	1986	HOLD	C500	2899	SANITATION	LINCOLN	50239	2004	
50226	SKID-STEER - MEDIUM	1986	HOLD	C500	2712	SANITATION	NORTHWEST GARAGE	50240	2004	

City of Milwaukee
Fleet Services

February 10, 2005

Units for Which a Replacement Vehicle Has Been Purchased and Placed Into Service

Equip No	Description	Year	Make	Model	Miles	Dept	Stored Location	Repl By	Year Replaced	Comment
56553	STUMP GRINDER	1992	VERM	2465	880	FORESTRY	FORESTRY-INDUSTRIAL	56558	2004	
21042	SUV + CARRYALL	1988	CHEV	CR10906	127302	INFRA	HAWLEY ENGINEERING BLDG	21062	2003	
21046	SUV + CARRYALL	1989	CHEV	1500	83854	B+F POOL	CENTRAL REPAIR GARAGE	21065	2004	
21048	SUV + CARRYALL	1990	GMC	TR10906	93128	B+F POOL	B&F POOL	21066	2004	
22854	TIRE TRUCK	1989	GMC	TR31003	109045	B+F FLEET	123 BUILDING	22803	2004	
22633	TRUCK - PICKUPS - 2X4 + 4X4	1987	CHEV	CR30903	58868	INF STREET	NW STREET + SEWER YARD	22371	2000	
22644	TRUCK - PICKUPS - 2X4 + 4X4	1988	CHEV	CC20903	81528	B+F FLEET	CENTRAL REPAIR GARAGE	22124	2000	
22646	TRUCK - PICKUPS - 2X4 + 4X4	1988	CHEV	CC20903	121453	WATER	WATER-LINCOLN DISTRIBUTION	22886	2001	
22829	TRUCK - PICKUPS - 2X4 + 4X4	1988	CHEV	CC30903	160049	B+F POOL	CENTRAL REPAIR GARAGE	23002	2003	
22718	TRUCK - PICKUPS - 2X4 + 4X4	1989	CHEV	2500	161359	B+F POOL	FORESTRY-INDUSTRIAL	22235	2004	
22834	TRUCK - PICKUPS - 2X4 + 4X4	1990	CHEV	CC31003	114529	B+F POOL	CENTRAL REPAIR GARAGE	23712	2003	
22071	TRUCK - PICKUPS - 2X4 + 4X4	1991	GMC	S15	154411	B+F POOL	CENTRAL REPAIR GARAGE	22154	2004	
22074	TRUCK - PICKUPS - 2X4 + 4X4	1991	GMC	S15	134647	B+F POOL	CENTRAL REPAIR GARAGE	22137	2001	
22332	TRUCK - PICKUPS - 2X4 + 4X4	1992	GMC	TC20903	174076	B+F POOL	CENTRAL REPAIR GARAGE	22234	2004	
22333	TRUCK - PICKUPS - 2X4 + 4X4	1992	GMC	TC20903	180339	B+F POOL	CENTRAL REPAIR GARAGE	22237	2004	
22840	TRUCK - PICKUPS - 2X4 + 4X4	1992	GMC	TC31003	97900	WATER	WATER-CAMERON DISTRIBUTION	22804	2004	
24135	TRUCK - PICKUPS - 2X4 + 4X4	1995	GMC	TT10506	142800	WATER	WATER-LINCOLN DISTRIBUTION	24155	2004	
22116	TRUCK - PICKUPS - 2X4 + 4X4	1996	GMC	TS10603	52554	WATER	WATER-LINNWOOD PURIFICATION	22238	2004	
24140	TRUCK - PICKUPS - 2X4 + 4X4	1997	CHEV	CT10506 4DR	77653	WATER	WATER-CAMERON DISTRIBUTION	24153	2004	
24141	TRUCK - PICKUPS - 2X4 + 4X4	1997	CHEV	CT10506 4DR	117961	WATER	WATER-CAMERON DISTRIBUTION	24154	2004	
23413	VAN - LARGE CUBE + STEP VAN	1984	CHEV	CP20842	136932	INF UNDER	ASPHALT PLANT	23545	2004	
23415	VAN - LARGE CUBE + STEP VAN	1985	GMC	TP20842	127471	INF TE+ES	MUNICIPAL SERVICE BUILDING	22888	2005	
23569	VAN - LARGE CUBE + STEP VAN	1986	CHEV	CP31042	77464	WATER	WATER-CAMERON DISTRIBUTION	23595	1997	
23570	VAN - LARGE CUBE + STEP VAN	1986	CHEV	CP31042	80567	WATER	WATER-METER REPAIR SHOP	23538	2003	
23575	VAN - LARGE CUBE + STEP VAN	1987	CHEV	CP31042	93995	B+F COMM	MUNICIPAL SERVICE BUILDING	23704	2001	
23577	VAN - LARGE CUBE + STEP VAN	1987	CHEV	CP31042	76100	WATER	WATER-CAMERON DISTRIBUTION	23543	2003	
23528	VAN - LARGE CUBE + STEP VAN	1992	CHEV	CP31042	52646	B+F POOL	CENTRAL REPAIR GARAGE	23707	2002	
23585	VAN - LARGE CUBE + STEP VAN	1992	CHEV	CP31042	132200	B+F OPER	NORTHWEST GARAGE	23706	2002	Field Service
23008	VAN - UTILITY - SMALL	1984	GMC	G25	57299	B+F COMM	MUNICIPAL SERVICE BUILDING	23273	2004	
23185	VAN - UTILITY - SMALL	1987	CHEV	CG21305	110394	B+F BLDGS	HOME PARKING SITE	23274	2005	
23189	VAN - UTILITY - SMALL	1987	CHEV	CG21305	82355	B+F POOL	CENTRAL REPAIR GARAGE	23275	2004	
23209	VAN - UTILITY - SMALL	1990	CHEV	CG21305	101255	B+F POOL	CENTRAL REPAIR GARAGE	23001	2003	
23213	VAN - UTILITY - SMALL	1990	CHEV	CG21305	120378	B+F POOL	CENTRAL REPAIR GARAGE	23271	2003	
23218	VAN - UTILITY - SMALL	1991	DODGE	B250	83223	B+F BLDGS	HOME PARKING SITE	23276	2005	
23237	VAN - UTILITY - SMALL	1995	GMC	TG31305	176486	WATER	WATER-CAMERON DISTRIBUTION	23262	2002	
23238	VAN - UTILITY - SMALL	1995	GMC	TG31305	153450	WATER	WATER-LINCOLN DISTRIBUTION	23263	2002	
57017	VIBRATORY ROLLER	1990	WACKER	RSS800A	1	INF STREET	ASPHALT PLANT	57005	2004	

Equipment Downtime and Identification of Surplus Equipment

The City has traditionally maintained downtime records on various classes of equipment, e.g. refuse trucks, police patrol cars, and aerial trucks. Because of the large reserves of equipment that have traditionally been retained by the City, the downtime has seldom if ever dropped below the daily needed number of units in any of the equipment classes.

While maintaining large reserves is one method to assure that the daily needs are met, it is an expensive method to achieve this end. Private commercial businesses would not keep large amounts of reserve equipment sitting around unused in order to keep a certain number on the road.

A better method of achieving both low downtime and operational efficiencies on equipment is to place emphasis on a proactive preventive maintenance program (see the *Preventive Maintenance* section in this study).

Through the study of the downtime on different classes of equipment, equipment units that are above and beyond the reserves need to cover the daily needs of the equipment classes were identified. On the attached *Equipment Downtime* Survey and the Heavy *Out of Service* and *Light Out of Service* reports can be found typical weekly percentages of vehicles out of service for repair. Even with a high downtime of 15% there are surplus equipment units in the fleet. On the last attachment entitled *Surplus Equipment Identified for Sale without Replacement* you will find the numbers of units by class of equipment that can potentially be sold without affecting the performance of the fleet.

Surplus Equipment Identified for Sale without Replacement

	Replacement Cost Reduction
◆ 14 Salter/plow trucks (leaves 105 trucks to cover 90 salting routes)	$1,407,000
◆ 4 One-arm refuse trucks (leaves 0, Sanitation no longer needs trucks)	$ 826,000
◆ 1 Medium crane (leaves 0, use of rental cranes will compensate for loss)	$ 325,000
◆ 1 Full-size car (leaves 3)	$ 20,800
◆ 4 Intermediate cars (leaves 21)	$ 68,800
◆ 27 Compact cars (leaves 106)	$ 391,500
◆ 8 SUV's (leaves 26)	$ 224,000
◆ 2 Passenger vans (leaves 14)	$ 41,000
◆ 10 Utility vans (leaves 171)	$ 242,000
◆ 3 Large cube vans (leaves 83)	$ 120,000
◆ 20 Pickup trucks (leaves 373)	$ 400,000
◆ 2 Backhoes, large (leaves 24 + rental equipment)	$ 165,000
◆ 5 1-Ton trucks (leaves 81)	$ 146,000
◆ 1 Tandem axle dump trucks (leaves 9)	$ 90,000
◆ 3 Tri-axle dump trucks (leaves 30)	$ 324,000
◆ 1 End-loader (leaves 20)	$ 108,000
◆ 1 Flatbed stake truck (leaves 32)	$ 48,000
◆ 1 Grapple truck (leaves 4)	$ 125,000
◆ 3 Skid-steers mediums (leaves 51)	$ 195,000
Grand Total in Replacement Funds	**$5,267,100**

City of Milwaukee, WI
DPW Fleet Services

Equipment Downtime Survey

Exhibit D

Percent of Fleet Available

Equipment Class	# In Class	Date checked					
		8/9/2004	9/7/2004	10/11/2004	11/15/2004	12/6/2004	1/10/2005
Pickup Trucks	143	93.7%	95.8%	95.8%	95.8%	94.4%	97.2%
Van - Light	114	95.6%	95.6%	96.5%	99.1%	99.1%	97.4%
Police Patrol Car	242	94.2%	96.3%	94.6%	95.5%	96.7%	97.1%
Aerials - Forestry	13	92.3%	92.3%	76.9%	92.3%	92.3%	76.9%
Single Axle Dumps - 25,000 series	46	97.8%	100.0%	93.5%	95.7%	100.0%	100.0%
Refuse Trucks w/Cart Lifters	127	82.1%	85.8%	89.0%	92.1%	92.1%	92.5%

2/28/05

Heavy Out of Service

	Fleet Size	Daily Need	OOS	%Of Equip Available	Hvy	Warr.	Over 10	Over 30	Over 60	Over 90	MON	TUE	WED	THUR	FRI
Forestry															
Aerials	13	12	0	100.0%											
Dumps	15	10	0	100.0%											
Chippers	17	14	1	94.1%	1						1				
Stumpers	7	6	0	100.0%											
Root Cutters	2	1	0	100.0%											
TOTALS	54	43	1		1						1	0	0	0	0
Fleet Services															
Mounted Salt Trucks	117	90	5	95.7%	5		4	1			5				
Dumps															
All Wheel Drive	2	0	0	100.0%											
Single Axle (25000)	46	25	0	100.0%											
Single Axle (30000)	7	2	0	100.0%											
5 man Dumps	8	5	0	100.0%											
Tandem Axle	10	1	0	100.0%											
Tri-Axle	23	10	0	100.0%											
Vac-Alls	4	4	0	100.0%											
Compressors, Trailer	60	12	4	93.3%	4					1	4				
Compressors, Truck	25	13	1	96.0%	1						1				
Endloaders	21	4	1	95.2%	1		1				1				
Backhoes	8	6	0	100.0%							1				
Dozers	2	2	1	50.0%	1						1				
Prentice Loaders	5	5	1	80.0%	1		1				1				
TOTALS	221	89	8		8	0	2	0	0	1	9	1	0	0	0
Sanitation															
Skid Steers	11	10	1	90.9%	1						1				
Roll-Offs	11	9	0	100.0%											
Top-Loaders	8	5	3	62.5%	3					1	3				
Flipper Packers	133	111	17	87.2%	17		7	2			17				
Side Load Cart Packers	4	2	0	100.0%											
Split Body Recyclers	51	34	4	92.2%	4		2	1			4				
Container Packers	5	4	0	100.0%											
AutoCar Packers	4	4	0	100.0%											
Sweepers	29	21	0	100.0%											
TOTALS	251	190	25		25	0	9	3	0	1	25	0	0	0	0

2/28/05

Heavy Out of Service

	Fleet Size	Daily Need	OOS	%Of Equip Available	Hvy	Warr.	Over 10	Over 30	Over 60	Over 90	MON	TUE	WED	THUR	FRI
Street & Sewer															
Road Patchers	2	0	0												
5 Man Dump	4	1	0	100.0%											
Rodder	2	2	1	50.0%	1						1				
Sewer Jet	3	3	0	100.0%											
Combination	1	1	0	100.0%											
Compressor	2	1	0	100.0%											
Vac-Con	5	1	3	40.0%	3						3				
Mason Dumps	6	6	0	100.0%											
Grad-All	3	2	0	100.0%											
Paver Shaver	1	1	0	100.0%											
Hydro Crane	3	2	0	100.0%											
Totals	32	20	4		4	0	0	0	0	0	4	0	0	0	0
Water															
Single Axle Dumps	6	5	0	100.0%											
Drill Rigs	8	4	0	100.0%											
Compressors	18	11	2	88.9%	2						2				
Tandem Axle Dumps	8	3	0	100.0%											
Tri-Alxe Dumps	13	8	1	92.3%	1						1				
Backhoes	16	10	1	93.8%	1						1				
Step Vans	27	12	2	92.6%	2						2				
Totals	96	53	6		6	0	0	0	0	0	6	0	0		0
TE&ES															
Aerials	22	20	3	86.4%	3						3				
Combination Compressors	7	7	0	100.0%											
Truck Mounted Comp	3	3	0	100.0%											
Derrick-Diggers	3	2	3	0.0%	3		1				3				
Step Vans	9	8	0	100.0%											
Dumps	6	5	0	100.0%											
Totals	50	45	6		6	0	1	0	0	0	6	0	0	0	0
Total Equipment O.O.S.			55		Grand	Total	12	3	0	2	51	1	0	0	0

Total Equipment 821

City % OOS 6.7%

Total OOS over 10 Days 17

2/28/05

Light Out Of Service

Feb 28 thru Mar 4

City of Milw. Vehicles	Fleet Size	Daily Need	OOS Excluding Body Work	%Of Equip Available	Daily OOS	Body Repairs Included In OOS: Body Shop	Body Repairs Included In OOS: Vendor	Over 7	MON	TUE	WED	THUR	FRI
Passenger Cars 20xxx	158	146	4	97.5%	4	1		2	4				
Suburban Trks. 21xxx	26	24		100.0%									
Vibratory Compactors	11	10		100.0%									
Light Dump Trks. 25xxx	80	74	4	95.0%	4			3	4				
Tar Kettles and Melters	17	16	3	82.4%	3			3	3				
Sidewalk Tractors	50	46	9	82.0%	9			6	9				
Miscellaneous Drivable	9	8		100.0%									
Miscellaneous Non-Drivable	255	236	2	99.2%	2			2	2				
Parking Enforcement	55	51	9	83.6%	9			2	9				
Full Size Pick-Up	143	132	4	97.2%	4			3	4				
Mini Pick-Up	83	77	4	95.2%	4			4	4				
Utility Body Pick -Up	46	43	4	91.3%	4			2	4				
Vibratory Rollers	16	15	2	87.5%	2			2	2				
Pavement Saw	11	10	1	90.9%	1			1	1				
Stake Trucks Light	16	15	1	93.8%	1				1				
Sport Utility Vehicles	31	29	2	93.5%	2			2	2				
Light Tow Trucks	3	3	1	66.7%	1			1	1				
Van Light	114	105	3	97.4%	3		1	1	4				
Totals	**1124**	**1040**	**53**		**53**	**1**	**1**	**34**	**54**	**0**	**0**	**0**	**0**

MPD VEHICLES	Fleet Size	Daily Need	Excluding Body Work	%Of Equip Available	Light	Warr.	Body	Over 4	MON	TUE	WED	THUR	FRI
Detectives	233	221	2	99.1%	4		2	2	4				
Cargo and Equip Vans	14	13		100.0%									
Minivans	9	9		100.0%									
Miscellaneous	41	39		100.0%									
Roving Patrols	30	29	1	96.7%	2		1	1	2				
Sargeants	24	23		100.0%									
Undercover	79	75		100.0%	1		1	1	1				
Uniforms	245	233	7	97.1%	9		2	6	9				
Total Police Equip.	**675**	**641**	**10**	98.5%	**16**	**0**	**6**	**10**	**16**	**0**	**0**	**0**	**0**
Total City Equip.	**1124**	**1040**	**53**	95.3%	**53**	**1**	**1**	**34**	**54**	**0**	**0**	**0**	**0**
Total Light Equipment	**1799**	**1681**	**63**	96.5%	**69**	**1**	**7**	**44**	**70**	**0**	**0**	**0**	**0**

Police % OOS 1.5%

City % OOS 4.7%

Mechanic's Productivity

As part of this study, a detailed examination of the productivity of the Central Repair Garage mechanics'/technicians' work hours on motor equipment was conducted. The month of August 2004 was selected to study in detail the hours of work submitted by each mechanic and his/her supervisor. Only labor time spent working on motor equipment units was counted for the purposes of this study and only for the days the individual mechanic was actually at work (days off for vacation, sick leave, etc were not counted toward productivity percentages). This productivity study measured the number of hours in an eight-hour work day compared to the actual hours worked by each mechanic/technician on motor equipment units. Support staff (such as supervisors, welders, and stockroom personnel) were not included in this study, only hands-on work by mechanics and technicians.

Conclusions

The productivity for the mechanics/technicians at the Central Repair Garages for the month of August 2004 was 83.9%. The maximum achievable workforce productivity (after two 15-minute breaks are removed from the eight hour day) is 93.75%. The difference between 83.9% actual productivity and the 93.75% total possible productivity represents the loss of productivity, or 9.85%.

Recommendations

Fleet Services should undertake programs and actions to reduce the 9.85% loss in productivity. These actions and programs should include greater and closer supervision of mechanics/technicians, periodic monitoring of each employee's actual productivity, including productivity numbers in an employee's annual review, and if necessary comparison of productivity and labor charges with other governmental fleets and with commercial equipment repair operations.

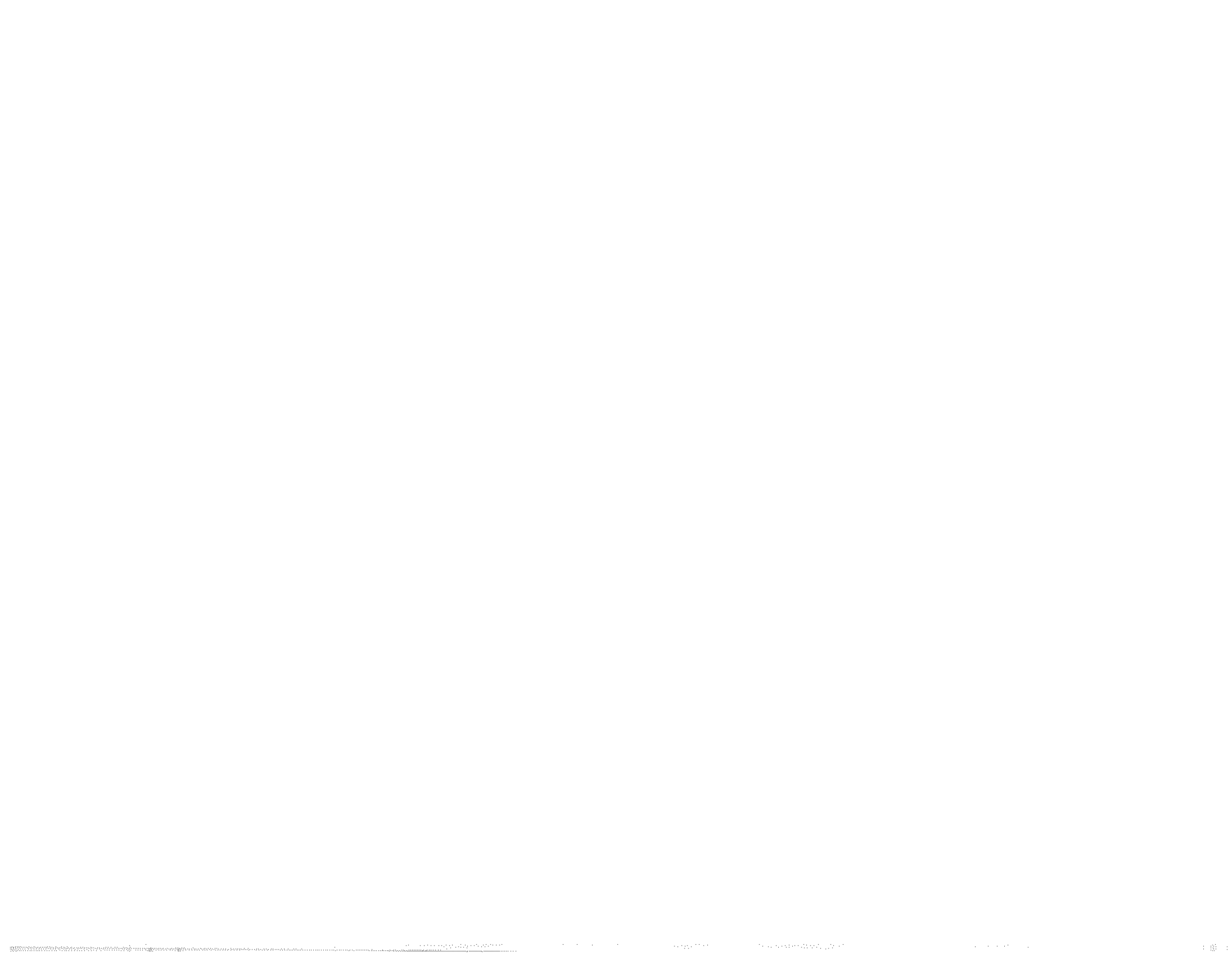
City of Milwaukee, WI
Fleet Services

Mechanic Productivity

August 2004

% Productivity by Days of The Month

Mechanic Code #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Average
1			75	95	100				100	100	100	100	100	100		100	100	100					45	100	100	100	100			100	100	95.5%
2		100	95	40	50	78					65	100	100			100	100	100	100												18	80.5%
3		100	100	65	62	94	100			100	100	58						50	100						65	65						81.5%
4		100	100	100	100	100			100	100	100	100	100			100	100	100	100				85	90	100	92						98.2%
5		83	93	95	100				100	57	92	100	92			58	100	100	100											53	93	87.7%
6		60	37	90	90	90			100	75	75	97	100			100	100	100	100	92			73	45		40	66			92	85	81.3%
7		100	40		62	100				40	100	100	100			100	100		100	100			100	100	100	6	100					85.2%
8											40		100			100	100						15	100	100	100	100			100	100	86.8%
9		100	100	90					55	57	100	100	100			100	100						83	100	100	100						91.8%
10		100	92	87	93	100			100	100	100	100	100			100	100	100	100	90			88	86	89	89	89			85	86	94.3%
11		100	70	95	100				78	86	7	100				65	100	100	100	100			25	100	100	56				15	25	74.8%
12	100	100	100	100	100	100				9	9	98				100	100	100	100	55			100	100	100	100	100			100	100	89.1%
13			64	38	30	87			100	47			100			100	100	94					70	25	22	48	100			100	6	66.5%
14		100	100	100	100	100			100	100	100	100	100			100	100			8			48	100	26	100						87.2%
15						73			100	100	100	100	100						89				24	16	100	45						77.0%
16																	80	100	100				40	100	100	100	100					90.0%
17		100	50		100				70		100	100	100			100	100	100	100	100			100	90								93.6%
18		100	100	100	100	100			100	100	100	100	100			100	100	56	100	67		13		23	100	75	15			30		80.0%
19		100		15	100	100			100	100	100	100	100			100	100	100	100	100			100	100	100	100	100			62	28	90.7%
20		18	42	90					70	90	90	75	20			100	100	100	100	96			88	80	88	80	90			90	87	79.7%
21		65	100	100	100	100			100	100	100	100	100			100	100	100	100	70			100	100	100	100	100			80	100	96.1%
22		95	100	100	100	100				65			13						15	100							15					70.3%
23		100	95	100	8				17	45		20	64				50	100	18				75	20	95	100	100			100	100	67.1%
24		100	100		100	100			100	100	100	100	100			100	100			15												92.9%
25												13					25						30	100		1	15					30.7%
26		92	97	90	80	86			90		75	100	93			100	100	100	100	100			100	100	100	100	20			70	86	89.5%
27					50					97	100	63												28	100	100	100			100	100	83.8%
28		55	58	95					100	90	88	86	88													33						77.0%
29									86	83	80	90	80			90	100	100	100	100			100	100	90		86			65	80	89.4%
30		85	50	100		90										88	90	100	100	90				90	88	52	53					82.8%
31		98	98	93	92	98			98		100	100	73			96	100	100	100	70			100	100	75	100	68			88	74	91.5%



Survey of Other Municipalities

Fleet Services contacted, by telephone and a follow-up fax, 33 municipalities of which 20 responded (60.6% response) responded to this survey (see the attached for a copy of the survey form). The tabulated results are shown on the second attachment.

Conclusions

- The labor rates charged for repairs ranged from a high of $80/hour to a low of $25/hour (Milwaukee's is $42.90/hour.
- The mileage reimbursement rate for employees using their own vehicles on city business ranged from $40.5¢/mile down to 25¢/mile (Milwaukee is 37.5¢/mile [IRS rate]).
- Flat monthly vehicle allowances ranged from $9.00/day to $270/month.
- 13 cities use vehicles as a benefit for some employees, and 7 said they do not.
- 19 cities said they allow some vehicles to be taken home at night, 1 said it does not.
- 10 cities allow employees driving city vehicles to stop for personal errands, 10 cities do not.
- 7 cities allow temp workers doing city work to drive city vehicles, 13 do not.
- 13 cities have Fleet Internal Service Funds for their fleet divisions, 6 do not.
- 11 cities have their fleet dept rent equipment to other departments in the city, 9 do not.
- 17 cities use some commercial rental equipment, 3 do not.
- 13 cities lease some equipment, 7 do not.
- 11 cities do police vehicle maintenance within their regular fleet function, while 9 do not.
- 6 cities do fire vehicles maintenance within the fleet function, 13 do not.
- 6 cities do some public utility vehicle maintenance within fleet, 12 do not.
- 12 cities do some equipment maintenance for other non-city organization, 8 do not.
- 6 cities have set their fleet function up as a separate stand-alone department, 14 do not.
- Of the cities requiring a minimum miles per month/year for vehicle assignments, the mileage requirement ranged from a low of 300mile/month to a high 1,500/month.
- 17 cities have some form of shared 'pool' vehicles, 3 do not.
- 10 cities use commercial vendors to do some level of maintenance on city equipment, 10 do not.

- 5 cities record heavy truck usage by hours alone, while 10 others record both hours and miles, and 1 city records miles only.
- Only 1 city has a minimum use criterion for heavy trucks (300 hrs/year).
- The cities reported operating and maintenance costs for 3 select vehicle classes which ranged as follows:

Equip. Class	Low Cost	High Cost
Compact Car	5¢/mile	43¢/mile
Salter Truck	32¢/mile	$35.70/hour
25yd Refuse Truck	$1.30/mile	$30.60/hour

- 12 cities have a rental rate schedule for their equipment, and 5 do not.
- Fleet equipment replacement values varied based on the size of each fleet as did annual replacement funds (see the Exhibit).
- 17 cities have a schedule of equipment replacement intervals.
- 15 cities have developed a multi-year replacement schedule while only 5 have not.
- 9 cities have some project-level of GPS going on, while 11 do not.
- 8 cities use the same version of the fleet software that the City of Milwaukee uses (Maximus/FleetAnywhere), while 9 use some other software.
- 12 cities charge operator damage & abuse of equipment back to user departments, and 7 do not.

Municipality Fleet Survey Form FY2005

Fleet Services ● City of Milwaukee, WI

Municipality Surveyed:_____ Population:_____

Square Miles:_____ Lane Miles:_____

Contact Person:_____ Title:_____

Tel. #: _____ Fax #: _____

Mailing Address:_____

Avg. Labor Rate Charged: $_____/hr And\Or, "Burdened" Labor Rate: $_____

Mileage Reimbursement Rate for Use of Private Vehicle: ¢/Mile: _____¢

Flat Monthly Vehicle Allowance?: $_____/month, or other_____

Does your organization assign some vehicles to managers/executive level employees on a professional benefit basis(vs. a mileage or vital use basis)? Yes No

Are some vehicles taken home at night? Yes No (List criteria on back)

Do you allow employees de minimus use of municipal vehicles? Yes No (Circle one, or explain)

Do you allow contractors/temp workers to use your vehicles? Yes No

Do you have a Fleet Internal Service Fund?: Yes No

Vehicles Rented to User Depts?: Yes No

Do you utilize commercial rental equipment? Yes No

Do you lease equipment from a commercial company? Yes No

Is there separate maintenance of police vehicles? Yes No

Is there separate maintenance of fire vehicles? Yes No

Is there separate maintenance of public utility vehicles/other? Yes No

Do you maintain vehicles for some other organization? Yes No (What type of org and what type vehicles, list on back)

Is you fleet operation in a larger dept or is it its own dept/division? Own Dept.

In terms of assigning passenger vehicles to user departments, how many miles/month do you expect each vehicle to accrue? _____/month

Do you maintain "pool" vehicles for use by multiple using depts.? Yes No

Have you ever explored using a commercial repair company to perform all of your fleet maintenance repair functions? Yes No

(End of quick telephone survey)

(Additional questions if they have time.)
Do you track usage for heavy trucks/equipment by hours or miles? Hours Miles Other

Do you have a minimum number of usage hours/miles for heavy equipment assigned to depts? _____hrs/mo ____miles/month Yes No

What is your current cost/mile for a compact car? ____¢/mile (includes replacement cost?) Single-axle 35,000GVWR dump truck? _____/hour or mile (circle one) Rear loading 25cu. Yd refuse truck?_____/hour or mile (circle one)

Rental Rate Schedule? Yes No

Explain:_____

What is the total replacement value of your fleet? $_____

What equipment replacement funds are available in 2005 for motor equipment replacement? $_____

Do you have a schedule of equipment replacement intervals? Yes No

Do you annually update a multi-year equip. replacement schedule? Yes No (Indicate seasonal equipment where appropriate)

Do you utilize GPS tracking devices on any equipment? Yes No

Explain:_____

What type of Equip.Info System do you use?_____

Do you charge Damage & Abuse back to the user? Yes No

May we share the information you have provided us with other municipalities participating in this survey? In return you will get a free copy.

Please fax to us any **rental rate sheet**, **replacement interval sheet**, and/or **number of equipment units by type/class** that you have. (Offer to fax to them our forms to fill in this information.)

Comments:_____

Thank You !

Please fax this form back to:

Dan Blosser, Fleet Manager
City of Milwaukee, WI

FAX 414-286-2157

City of Milwaukee, WI
DPW Fleet Services

Municipal Survey Results

March 1, 2005

Municipality	Population	Square Miles	Lane Miles	Labor Rate Charged	Check if Not Burdened	Mileage Reimbursement per Mile	Monthly Allowance	Vehicle as Benefit		Vehicles Taken Home at Night		De Minimus		Contractor or Temp Use		Fleet Internal Service Fund		Rented to Using Depts	
								Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Albany, NY	95,658	21.0																	
Alleghany County, PA	1,281,666	730.0	800																
Anchorage, AK	249,300			65.00		32.0	n/a	X		X		X		X		X			X
Austin, TX	551,000																		
Baltimore, MD	654,200																		
Boston, MA	559,100	32.5	1,500	25.00	X	current IRS rate	n/a		X	X			X		X	X			X
Buffalo, NY	304,900	42.0	1,700	70.00		1.50/day	9.00/day	X		X			X		X	X			X
Calgary, AB	950,000	27.9	2,580	72.00		25.0	40.00		X	X		X			X		X	X	
Cleveland, OH	492,900			55.00	X	37.0	n/a		X	X			X		X	X		X	
Colorado Springs, CO	360,890	500.0	1,700	75.00		40.0	n/a	X		X		X		X		X		X	
Columbus, OH	750,000			54.00		36.0	n/a		X	X			X		X	X			X
Dayton, OH	166,179	56.0	660	51.50		37.5	n/a		X	X		X		X			X		X
Denver, CO	503,000	154.6							X	X		X			X	X		X	
Grand Rapids, MI	187,400	44.0	600	65.00		25.0	n/a	X		X		X			X	X		X	
Green Bay, WI	109,000	46.1	451	n/a		n/a	n/a	X		X		X			X		X		X
Indianapolis, IN	478,500																		
Kansas City, MO	442,500	350.0	12,000	52.00		current IRS rate	n/a	X		X		X			X	X			X
Madison, WI	225,000	63.0		54.00		current IRS rate	n/a	X		X		X		X			X	X	
Memphis, TN	604,900																		
Milwaukee, WI	596,674	96.0	1,400	42.90	X	37.5	n/a	X		X			X		X		X		X
Minneapolis, MN	382,618	55.0	3,000	80.00		40.5	n/a	X		X			X		X	X		X	
Nashville, TN	515,500																		
Oklahoma City, OK	468,600	622.0																	
Omaha, NE	354,600																		
Pittsburgh, PA	334,563	56.0																	
Portland, OR	529,121	134.0		30.00	X	37.5	n/a	X		X		X		X		X		X	
Rochester, NY	227,000	36.4	537	44.00	X	40.5	n/a	X		X			X		X				X
Seattle, WA	550,000	84.0	452	70.00		current IRS rate	n/a		X	X			X	X		X		X	
St. Louis, MO	347,400																		
Syracuse, NY	147,306	25.7																	
Toronto, ON	2,481,495																		
Washington, DC	537,600	25.0		59.00	X	n/a	n/a	X			X		X		X		X	X	
Winnipeg, MB	700,000	25.0		52.00			270.00	X		X			X	X		X		X	

City of Milwaukee, WI
DPW Fleet Services

Municipal Survey Results

March 1, 2005

Municipality	Rental Equip		Lease Equip		Separate Maint Police		Separate Maint Fire		Separate Maint Utility		Main for Other Org		Fleet Dept		Expected Miles/Month	Pool		Commercial Company		Track Heavy Trucks			Min Use/Month Trucks		
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Own	Dept		Yes	No	Yes	No	Hours	Miles	Other	Miles	Hours	Other
Albany, NY																									
Alleghany County, PA																									
Anchorage, AK		X	X			X	X		X		X			X	n/a	X		X		X				300/yr	
Austin, TX																									
Baltimore, MD																									
Boston, MA	X			X	X		X		X		X			X	n/a	X		X				Fuel			none
Buffalo, NY	X		X		X		X		X			X	X		n/a		X	X				Both			none
Calgary, AB	X		X		X		X		X		X		X		360-480/mo	X		X				Both			none
Cleveland, OH		X		X		X		X		X		X		X	7500/yr	X			X			Both			none
Colorado Springs, CO	X		X			X	X			X	X			X		X			X			Both			
Columbus, OH	X		X			X		X	X		X			X	1500/mo		X	X				Both			none
Dayton, OH	X		X			X	X			X		X		X	n/a	X		X			X				none
Denver, CO	X			X	X		X		X			X		X	300/mo	X		X				Both			none
Grand Rapids, MI	X		X			X	X			X		X	X		7000/yr	X		X		X					none
Green Bay, WI	X			X	X		X		X		X			X	n/a		X		X	X					none
Indianapolis, IN																									
Kansas City, MO	X			X	X			X	X		X			X	7000/yr	X		X							none
Madison, WI	X		X			X		X	X		X			X	13500/yr	X			X			Both			none
Memphis, TN																									
Milwaukee, WI	X			X		X	X			X		X		X	n/a	X			X			Both			none
Minneapolis, MN	X			X		X		X	X			X		X	n/a	X			X			None			none
Nashville, TN																									
Oklahoma City, OK																									
Omaha, NE																									
Pittsburgh, PA																									
Portland, OR	X		X			X					X		X		n/a	X			X			None			none
Rochester, NY		X	X			X	X		X			X		X	n/a	X			X	X					none
Seattle, WA	X		X		X		X		X		X		X		600/mo	X			X			Both			none
St. Louis, MO																									
Syracuse, NY																									
Toronto, ON																									
Washington, DC	X		X		X		X				X			X	800/mo	X			X			Both			
Winnipeg, MB	X		X		X			X		X	X		X		n/a	X		X		X					none

City of Milwaukee, WI
DPW Fleet Services

Municipal Survey Results

March 1, 2005

Municipality	Cost/Mile Compact Car	Cost/Mile 35000 Dump	Cost/Mile 25yd Refuse	Rental Rate Schedule		Fleet Replacement Value	2005 Repl Funds	Replacement Intervals		Multi-year Replacement Plan		GPS Tracking		Veh Info System Used	Charge Damage/Abuse		OK to Share Info	
				Yes	No			Yes	No	Yes	No	Yes	No		Yes	No	Yes	No
Albany, NY																		
Allegheny County, PA																		
Anchorage, AK				X		49,000,000	4,750,000	X			X	X		Gems 2000		X	X	
Austin, TX																		
Baltimore, MD																		
Boston, MA					X	n/a	n/a		X		X		X	FleetAnywhere				X
Buffalo, NY				X			6,000,000		X	X			X	created in-house		X	X	
Calgary, AB	$0.135	$1.330	$1.650	X		209,052,800	25,000,000	X		X		X		Maximus M4	X		X	
Cleveland, OH				X		19,000,000	13,000,000	X		X			X	Faster CCG		X	X	
Colorado Springs, CO						190,000,000	10,000,000	X		X		X		Maximus M4		X	X	
Columbus, OH	$0.070	$1.190	$1.320		X	10,500,000	3,000,000	X			X		X	FleetAnywhere	X		X	
Dayton, OH	$0.250	$1.170	$3.950	X			3,200,000	X			X		X	Faster CCG	X		X	
Denver, CO	$0.430	$0.320	$2.080	X			10,000,000	X		X		X		Partsforce & Taskforce	X		X	
Grand Rapids, MI	$0.300	$35.710	$30.640	X		45,000,000	4,500,000	X		X			X	created in-house	X		X	
Green Bay, WI							1,600,000	X		X			X	none		X	X	
Indianapolis, IN																		
Kansas City, MO	n/a	n/a	n/a		X	n/a	300,000	X		X			X	Gems 2000	X			
Madison, WI					X	40,000,000	4,600,000	X		X		X		Alexus	X		X	
Memphis, TN																		
Milwaukee, WI	$0.303	$1.351	$4.318		X	114,000,000	7,800,000		X		X	X		FleetAnywhere		X	X	
Minneapolis, MN	n/a	n/a	n/a	X		80,000,000	2,500,000	X		X			X	Maximus M4	X			X
Nashville, TN																		
Oklahoma City, OK																		
Omaha, NE																		
Pittsburgh, PA																		
Portland, OR				X			12,000,000	X		X			X	FleetAnywhere	X		X	
Rochester, NY	$0.050	$1.280	$9.800	X		52,800,000	5,180,000	X		X			X	Faster CCG		X	X	
Seattle, WA						157,000,000	5,000,000	X		X		X		Maximus	X		X	
St. Louis, MO																		
Syracuse, NY																		
Toronto, ON																		
Washington, DC				X			3,000,000	X		X		X			X		X	
Winnipeg, MB				X		85,000,000	10,000,000	X		X		X		RTA	X		X	

City of Milwaukee, WI
DPW Fleet Services

Fleet Contact Information

March 1, 2005

Contacted Date	By	City	Web	Population	Area (sq. mi.)	Roads - Centerline Miles Unless Noted	Contact Info	Phone	Fax	Additional Contact	Address	City, Zip
		Albany, NY	www.albanyny.org/	95,658	21		Department of General Services	518-432-1144	518-427-7499		One Conners Blvd.	Albany, NY 12204
		Allegheny County, PA	www.county.allegheny.pa.us/	1,281,666	730	800 lane miles						
		Anchorage, AK	www.ci.anchorage.ak.us/	249,300			Facility and Fleet Maintenance	907-343-8448			3640 E. Tudor Rd.	Anchorage, AK 99507
		Austin, TX	www.ci.austin.tx.us/	551,000				512-974-2000				
		Baltimore, MD	www.ci.baltimore.md.us/	654,200			Bureau of General Services	410-545-6541				
		Boston, MA	www.cityofboston.gov/	559,100		1,500	City Hall Operator	617-635-4000				
		Buffalo, NY	www.ci.buffalo.ny.us/	304,900				716-851-4200				
		Calgary, AB	www.calgary.ca/	768,082			Fleet Services	403-268-1128				
		Cleveland, OH	www.city.cleveland.oh.us/	492,900			Division of Motor Vehicle Maintenance	216-420-8100	216-420-8129	Daniel A Novak, Commissioner	4150 E. 49th Street	Cleveland, OH 44105
		Colorado Springs, CO	www.springsgov.com/	360,890	186	1,450	Department of Internal Services	719-385-5927	719-385-5735	Tom Monarco		
		Columbus, OH	www.cityofcolumbus.org/	657,160			Fleet Management Administrative Office	614-645-8281			423 Short Street	Columbus, OH 43215
		Dayton OH	www.ci.dayton.oh.us/	166,179	56	660	Telephone – switchboard	937-333-3333				
		Denver, CO	www.denvergov.org/	503,000	154.63		Fleet Maintenance Division	720-865-3900		Robert Castaneda, Director	5440 Roslyn Street	Denver, CO 80216
		Grand Rapids, MI	www.grand-rapids.mi.us/	187,400			Customer Service Information Center	616-456-3000				
		Indianapolis, IN	www.indygov.org/	478,500			Information Desk	317-327-3149				
		Kansas City, MO	www.kcmo.org/	442,500			Motor Equipment Division	816-513-9400		Steven Stacy, Director		
		Memphis, TN	www.cityofmemphis.org/	604,900		3,400	General Services Division - Vehicle Maintenance	901-528-2922				
		Milwaukee, WI	www.milwaukee.gov	596,974	96	1,400						
		Minneapolis, MN	www.ci.minneapolis.mn.us/	382,618	55	1,016	Equipment Services Division – Fleet Services	612-673-5481	612-673-5657			
		Nashville, TN	www.nashville.gov/	515,500		2,200	General Services Department Office of Fleet Management	615-862-5070	615-862-5085	Bill Malcolm, Division Manager	43 Peabody Street	Nashville, TN 37203-1234
		Oklahoma City, OK	www.okc.gov/	468,600	622		General Services Department - Equipment Services	405-297-2218				
		Omaha, NE	www.ci.omaha.ne.us/	354,600			Equipment Services Division - Dept of Public Works	402-444-5220		Dave North, Equipment Services Manager	2606 North 26th Street	Omaha, NE 68111
		Pittsburgh, PA	www.city.pittsburgh.pa.us/	334,563	56		General Services	412-255-2330				
		Portland OR	www.portlandonline.com/	529,121	134		Bureau of General Services CityFleet Division	503-823-2277		(Bonnie Willers, Business Systems Analyst)	2835 N. Kerby Ave.	Portland, OR 97227
		Rochester, NY	www.ci.rochester.ny.us/	227,000	36.44	537	Dept of Environmental Services, Bureau of Equipment Services	585-428-7550				
		Seattle, WA	www.seattle.gov/	522,600	91.6	452	Fleets and Facilities Department	206-684-0484	206-684-0188			
		St. Louis, MO	stlouis.missouri.org/	347,300			General Office	314-768-2890		Christopher Amos 314-768-2898		
		Syracuse, NY	www.syracuse.ny.us/	147,306	25.7		Department of Public Works	315-448-2489			1200 Canal Street Extension	Syracuse, NY 13210
		Toronto, ON	www.city.toronto.on.ca/	2,481,495			Telephone – switchboard/information	416-338-0338				
		Washington, D.C.	www.dc.gov/	537,600			Dept of Public Work, Fleet Management Administration	202-727-1000				

Rising Fuel Costs

As with our personal vehicles at home, the operating costs of motor vehicles helps determine whether or not we can afford the vehicles. The actual and projected cost of fuel for the City's equipment fleet is as follows:

	2002	2003	2004	2005
Budgeted	$2,173,478	$1,898,463	$1,906,000	$2,000,000
Actual	$1,792,868	$2,075,000	$2,510,000	$2,800,000est

The projected budget over-run of $800,000 for 2005 is due to under-budgeting the account, and due to the projected continuation of instability in the oil markets which will most likely keep crude oil priced between $45 and $55 per barrel for the remainder of 2005. In short, the City needs to face the reality that higher energy prices are here to stay. (Please refer to the attached article on this subject from a highly regarded industry publication, *Fleet Management*, February, 2005.)

Fleet Management

February 2005
Volume 26, Number 2

In This Issue:

Crystal Ball: High Gas Prices Will Persist All Year

Last year, fleet operating cost projections crumbled as gasoline pump prices soared 34%. So it's understandable that the big question on the mind of many fleet managers is, where are we headed in 2005? The answer depends on so many unpredictable factors that fleet managers would be wise to take every projection and prediction with a grain of salt, including this one.

Higher energy prices, particularly for crude oil and gasoline, are here to stay, and fleet managers are advised to project their fuel costs both high and wide for the year ahead. Though recent statements by the U.S. Department of Energy suggest that today's high gas prices will eventually retreat, there is no evidence—economic, political or otherwise—to support the DOE's view. Geopolitical uncertainty is the new reality among the world's largest oil producing regions, and it is the key driving force behind higher crude prices. Just as troublesome, geopolitical uncertainty stokes wildly unpredictable price volatility.

Such geopolitical instability may never abate, if history is any guide, which means that higher fuel prices and price volatility are likely to persist, contrary to rosier projections from DOE, which has a record of underestimating the severity and longevity of energy price spikes. Even the use of the word "spike" implies an eventual return to lower prices.

The Impact on Fleets

Clearly, fleet managers should not pin their hopes and budgets to the prospect of imminent peace in the Middle East. Instead, take the experiences of 2004 as an indicator of things ahead. During 2005, crude oil is unlikely to make a sustained drop below $40. More likely, crude oil will hover between $45 and $55 per barrel, which translates to pump prices averaging $1.80 to $2.40 a gallon. An unforeseen event on the scale of 9/11 could quickly

drive crude prices toward $100 a barrel, making $5.00 gas a bargain.

In projecting 2005 gas prices, production limits play a role. Many refineries are operating at capacity, and new refineries are not being built, yet U.S. gasoline consumption is accelerating, rising roughly 2% for each of the past two years and projected to jump 2.4% in 2006.

Even if refinery capacity were unlimited, OPEC is not inclined to increase production, as evidenced by recent production cuts at a time when prices hovered at an all-time high. Russian crude production is in limbo, and Nigeria remains beset with political and labor unrest. China's thirst for energy is a wild card, too. Within the past six months China's economy has been described as growing so fast that it is sapping the world's resources, then described as being on the brink of a devastating downturn. These unlinked geo-political variables, and dozens more like them, make for a particularly uncertain energy market, and uncertainty always leads to higher prices and exaggerated price volatility.

Price Projection for 2005

In the absence of any extraordinary political event, military action, or natural disaster—all of which we've witnessed in recent history—2005 U.S. gasoline prices are projected to range from $1.80 to $2.40, following typical summertime price patterns. That's a 33% price swing from low to high, not very reassuring to anyone wanting ironclad budget numbers, but a likely scenario based on past and current events. Regrettably, the days of nailing fuel costs to the penny are gone for good.

So there you have it. Higher prices. More volatility. Little hope for the future. Build that into your fleet's fuel cost projections and you'll avoid last year's budget-busting fuel price swings. ◊

EPA Targets New Pollutant

Gasoline and diesel engine exhaust, along with power plants, wood-burning stoves, and other emission sources, are targets in the EPA's effort to reduce microscopic soot. According to the EPA, 225 counties in 20 states fail to meet new air pollution standards to control microscopic soot. The EPA estimates that 95 million people live in these 225 counties, and bringing these areas into compliance will save at least 15,000 premature deaths, 95,000 cases of bronchitis and 10,000 hospital admissions for respiratory and cardiovascular diseases.

The stepped up enforcement is the first time the EPA has specifically targeted microscopic soot, which is only 1/30th the size of a human hair. Although very small, microscopic soot is considered particularly harmful because its small size allows it to penetrate deeply into the lungs. Any area that does not meet EPA standards by 2010 could lose federal highway dollars, but the EPA has the authority to grant extensions of up to five years for compliance, allowing some areas until 2015 to meet the new standards.

Environmentalists say it is impossible to meet the EPA's standard until the Bush administration toughens its standard on smoke stack emissions from power plants. Michael Shore, an air policy specialist at Environmental Defense, an advocacy group, said, "The Bush administration frankly deserves a lump of coal for its failure to protect the health of our children from power plant pollution."

EDITOR'S COMMENT: ***Microscopic soot could become the next big thing in vehicle emission control. Expect carmakers and diesel engine manufacturers to oppose another round of increasing emission standards, especially when industrial air pollution sources have not made the substantial advances in reducing emissions that mobile sources have achieved in the past 35 years.***

'Green' and Diesel Engines

Until recently it was thought that it would be difficult for diesel engine manufacturers and users meet the federal clean air standard that will come into effect in 2007. Manufacturers had difficultly with designing and installing the federally mandated changes to these engines that took effect in October, 2002. However, the outlook has changed for the better during the past year, not because of further improvements to the diesel engines themselves, but due to new low-sulfur diesel fuels, and due to bio-diesel fuels which both burn considerably cleaning than the diesel fuel currently being used in the City's trucks. Further, a great benefit of using these fuels besides the greatly reduced environmental impact is that no significant changes in either the fuel dispensing system or in the diesel engines themselves will be required, according to current industry information on these fuels.

Recommendation

The City should begin a pilot project to determine the costs and operational effects of using either low-sulfur diesel fuel and/or bio-diesel fuel in a few trucks. It should be noted that the cost of these refined fuels will be approximately 20% more than the City is currently paying for diesel fuel ($1.83/gallon as of 3/3/2005). This pilot project will help the City to determine the availability and pricing on the fuel(s), and also to determine if any effects from the fuel use is apparent on the diesel engines. It has been reported that this fuel burns so clean, that sludge that has built up on engines is cleaned out by the fuel and an early preventive maintenance check is required to make sure that mufflers and other filters do not get clogged.

Refuse Trucks and Salter/Plow Trucks

With the exception of the public safety vehicles, these two classes of equipment units are probably the most vital in the City's fleet. Special attention was paid to these two classes of equipment during the course of this *Study*.

Refuse Trucks

The City's refuse collection fleet of vehicles is comprised of the following:

Equipment Class Size		Daily Peak Need	% of Equip. Available*
'Flipper' Trucks	133	111	88.7%
Roll-Off Trucks	11	9	100%
Top-Loader Trucks	8	5	62.5%
Side-Load Cart Trucks	4	2	100%
Split-Body Recycler Trks	51	34	92.2%
Container Packers	5	4	100%
AutoCar Packers	4	4	100%
Street Sweepers	29	21	100%

* Study done the week of February 28, through March 4, 2005.

No recommendation to reduce these classes of equipment is at present recommended, with the exception of the four (4) side-load cart trucks which are no longer utilized by Sanitation. The addition of three (3) new programs has left some of this equipment with additional duties and until Fleet Services and Sanitation have the opportunity to evaluate these new programs it is not wise to recommend any reductions to these equipment classes. (The new programs are the bulk garbage pickup program recently initiated, the street sweeping for Wauwatosa, and the container pickup for MPS.)

Of particular concern with regard to refuse 'flipper' trucks is, that of this fleet of 133 units, fully 25 trucks are 18 years old or older, with one (1) being 20 years old. The economic replacement interval for these trucks in the refuse industry around the country is 8 to 10 years. Beyond 10 years the cost of operating and maintaining this type of unit exceeds the cost of replacing the units with new units. The downtime on the older units is also a key factor in not wanting the units to exceed the standard replacement interal.

Salter/Plow Trucks

There are 117 salter/plow trucks in the fleet at the current time, with 52 of these units being trucks with the addition of the underbody plow blade. The current downtime on these units is 95.7% (week of Feb. 28 - March 4, 2005). Thirty-eight (38) of these trucks are older than 12 years, with a recommended replacement interval of 10 years. It is recommended that this fleet of trucks can be reduced to 106 units which will have the effect of getting rid of the oldest and poorest performing trucks and still leave a margin for reserves (above the 90 trucks needed to fill the plow districts) of 17.7% (with 15% generally considered sufficient reserves for this type of unit).

Recommendations

Fleet Services should place particular emphasis on replacing as many of the old refuse trucks and salter/plow trucks during the next three (3) years as feasible. The average age of these vehicle classes needs to be brought down dramatically if the operating and maintenance costs of these units are to come into line with industry standards. The downtime will also decrease as the average age of these units is reduced.

Preventive Maintenance Program

The City's Fleet Services section has a basic preventive maintenance program that makes sure that each vehicle/unit gets looked at and oil and filter changes occur periodically. However, as the program currently operates it is not robust and does not cover enough details of periodic maintenance to guarantee that fleet equipment is proactively cared for in a comprehensive manner. Often when vehicles are brought in for maintenance the fluids and filters are checked and replaced as needed, but a myriad of other important details are left unchecked, e.g. missing vehicle numbers and decals are often not replaced as well as City logos/decals. Wiper blades, lights, and other 'non-vital' items may or may not be checked depending on the time and personnel available to do these checks. In preparing this *Fleet Management Study* it was necessary to prepared new Equipment Data Cards and take photos of each equipment unit (over 3,200 cards in all) and to check the fleet's data software (FleetAnywhere) to gather together the vital information needed to determine the physical condition and operating costs on each equipment unit.

Recommendation

Fleet Services should begin to transition from a primarily scheduled and un-scheduled repair mode of operation to placing primacy on preventive maintenance. As the fleet size is down-sized, it will become vital that the remaining newer units receive 'deep' preventive maintenance so that each unit can be counted as truly reliable in use. A "Preventive Maintenance Team" approach is recommended with the best technicians being placed on this team to proactively care for the preventive maintenance of the fleet. One technician (an Equipment Evaluator position already budgeted) would lead this P.M. Team. Sufficient vehicle/unit information should be collected at each P.M. cycle to make it possible to systematically keep the records on each unit up to date. Formal checklists of the items to be checked at each P.M. cycle should be created to guarantee that all vital and ancillary items are checked each time. Further, the Preventive Maintenance Program should become Fleet Services most important function, and not continue as at present being treated as an important second priority (with repairs presently being the first priority).

Multi-Year Equipment Replacement Schedule

The dollar amounts shown on the last page (page 58) of this *Equipment Replacement Projection* are surprising and even shocking. Two (2) significant points should be noted at first glance: one, of the $114 million in equipment that Fleet Services is responsible for replacing in its own budget, fully $69 million is due or past due in 2005 for replacement. Second, these large replacement amounts imply that the City has retained too many old units and that the fleet as a whole is too large for the City to budgetarily afford. (See the chapters in this *Study* entitled "Surplus Equipment Identified for Sale without Replacement" and "Ceasation of Additions to the Fleet".)

Based on the *Equipment Replacement Projection* schedule (which has a 3% equipment annual cost inflation factor built into it), the total fleet equipment replacement cost projections (in millions of dollars) by year are as follows:

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
$69.9	10.2	9.2	9.6	10.9	16.9	11.8	17.2	16.2	20.5	14.0	11.5

2017	2018	2019	2020
20.2	22.7	13.5	22.6

These replacement costs by year should not be confused with the capital replacement funds Fleet asks for each year in the budget process. These dollar amounts are for comparative and planning projections only. The dollar numbers do provide us with a valuable tool that tells us the size of the equipment replacement backlog by fiscal year. This equipment replacement backlog is obviously greater than the City can afford.

Further, by not replacing equipment on a cost effective and timely basis the City is passively incurring large and non-productive operating, depreciation, and maintenance costs on this old equipment.

What can be done about this situation? There is a rather direct and simple solution to the replacement cost dilemma shown above, and it is to reduce the fleet size by eliminating old and inefficient equipment units. By reducing the fleet size these old units can simply be removed from the replacement schedule. And by eliminating the older units the operating, depreciation, and maintenance costs are also reduced.