

May, 2003

REPORT ON THE OPTIMAL USE OF PUBLIC WORKS EQUIPMENT
FOR PROVISION OF SERVICES TO OTHER AGENCIES

This brief report is about the optimal use of Public Works equipment. The report evaluated certain types of specialized equipment owned by the Department, and its capabilities and its current utilization. The brief analysis seems to indicate at first glance that even though certain pieces are highly utilized during seasonal requirements, this equipment can be made available to other municipalities during off-season or at times when not in use for a certain period of time.

The Department has continued to right size in terms of personnel to handle our workload and has streamlined various operations. We are continuously working towards optimizing the use of equipment and striving toward having the appropriate number of drivers in the pool. In summer months when our construction activities peak and then again in the fall time of the year during leaf collection, we are hard pressed to fill every job. Last year as a consolidated Operations Division, we believe we were very successful in striking this delicate balance. Some of this balance can only be achieved with seasonal help.

In other words, there are times that we may have equipment but no drivers. And rightfully so, because additional drivers, or in other words spare drivers, would not have the work needed to be performed during non-construction season.

It is to be pointed out that the Department has actively pursued opportunities, whenever these opportunities do not impact the level of services the City provides to its own internal agencies and its own residents. Some examples of our recent efforts are as follows:

- Reach-All: This highly specialized bridge inspection equipment is offered to State of Wisconsin Department of Transportation (DOT) and others. Twelve to fifteen times a year, this equipment is rented out to various agencies.
- The Water Works has been expanding their service territory and now repairs water mains for various neighboring communities. These neighboring communities also call us for emergency salting.
- The Operations Division now provides street sweeping for the City of Wauwatosa.
- Skid Loaders: The Operations Division is a prime remediation contractor for the Department of Neighborhood Services,

providing work for our operators, and utilizing trucks and skid steer units. In the last five years, we have added more skid-loaders for handling special pick-ups and cleaning. More drivers have been put to work and it has reduced the backbreaking tasks normally associated with special pick-ups.

- DPW staff has continued pursuing other opportunities when it is believed that it makes sense. We have been in talks with Mr. Dean Honadel at Milwaukee Public Schools Administration to handle their garbage. Their current contract with ONYX will expire in the year 2005, and they are aware of the City's intention to bid on this work.
- We have maintained communication with Mr. Larry Neitzel, Operations Superintendent of Public Works for the Village of Brown Deer, for the past year and a half to allow us to provide sewer maintenance services. He has since elected to purchase his own sewer jet-vac in conjunction with Glendale, rather than renting this equipment from the City of Milwaukee.
- Field Operations staff is evaluating certain equipment that is very old and seldom used. Keeping this equipment makes no financial prudence. For example, a twenty-five year old cable crane is used only five to ten times a year. Last year Fleet Operations owned several unimogs that were hardly being used and, therefore, were sold. Keeping this equipment was costing money to maintain the units and provided absolutely no utility to Operations.

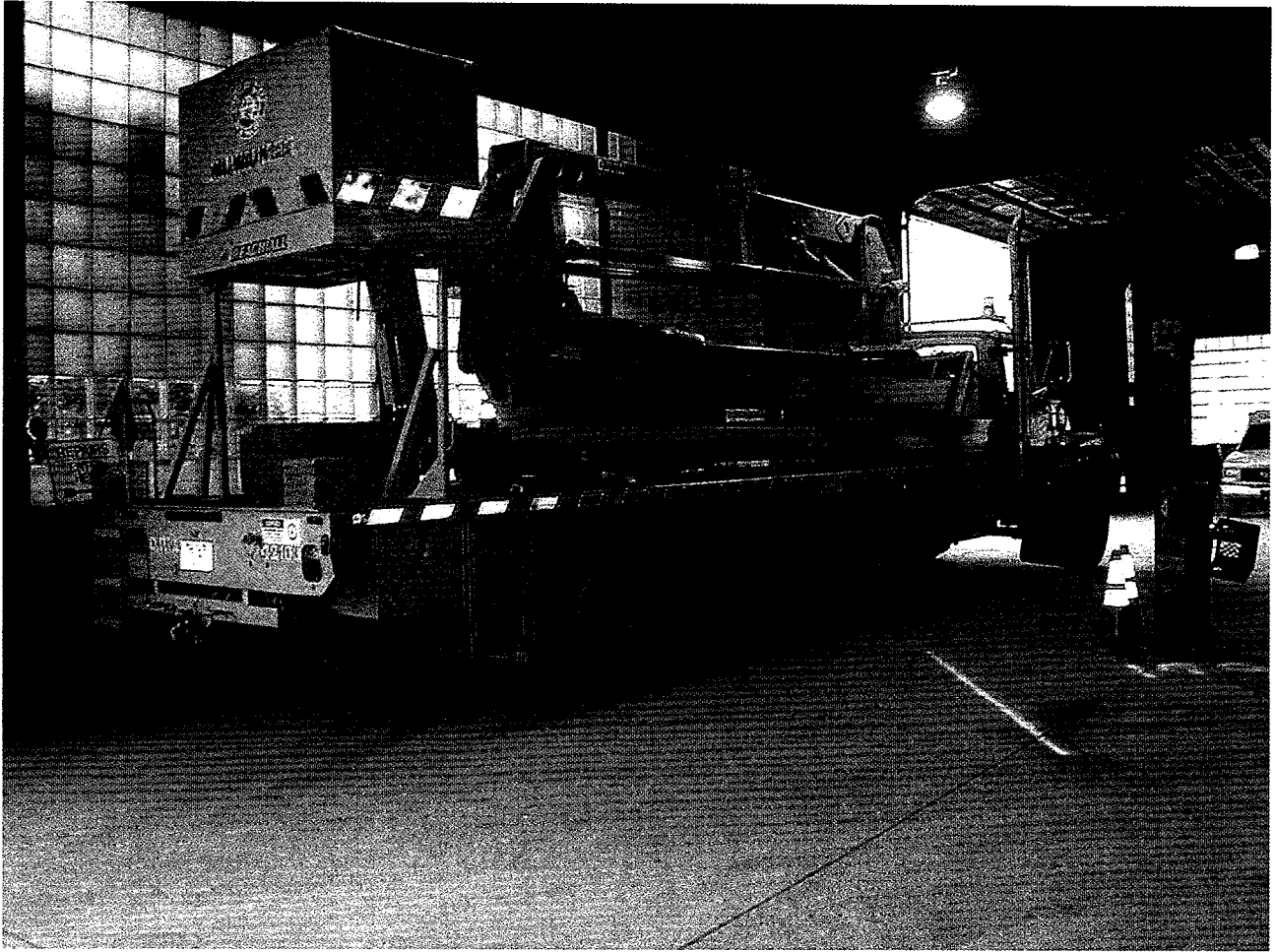
The brief study seems to indicate that the following equipment usage is seasonal, and may offer some opportunity for higher utilization by exploring rental opportunities to the adjoining municipalities or private agencies. However, it is to be pointed out that most other agencies also need the equipment during the same period of time when City usage is at its peak. For certain categories of equipment, the equipment available is to address breakdowns and other mechanical problems due to our aged fleet. In future years as we replace aged fleet with new equipment, some of this surplus equipment will no longer be needed.

ENDLOADERS AND HOLDERS



Equipment is used primarily for leaf collection, salt, and snow operations. It is possible that some endloaders and some of the holders could be rented out during summer months. It would be a challenge to find operators for the equipment. Operators are assigned other equipment.

REACH-ALL



DPW has only one reach-all for bridge maintenance and inspection. It is highly used by the Department. It is made available to State and County agencies. These agencies have and continue to take advantage of this specialized piece of equipment. It is continually rented to other government agencies when not in use for City purposes.

DUMP TRUCKS

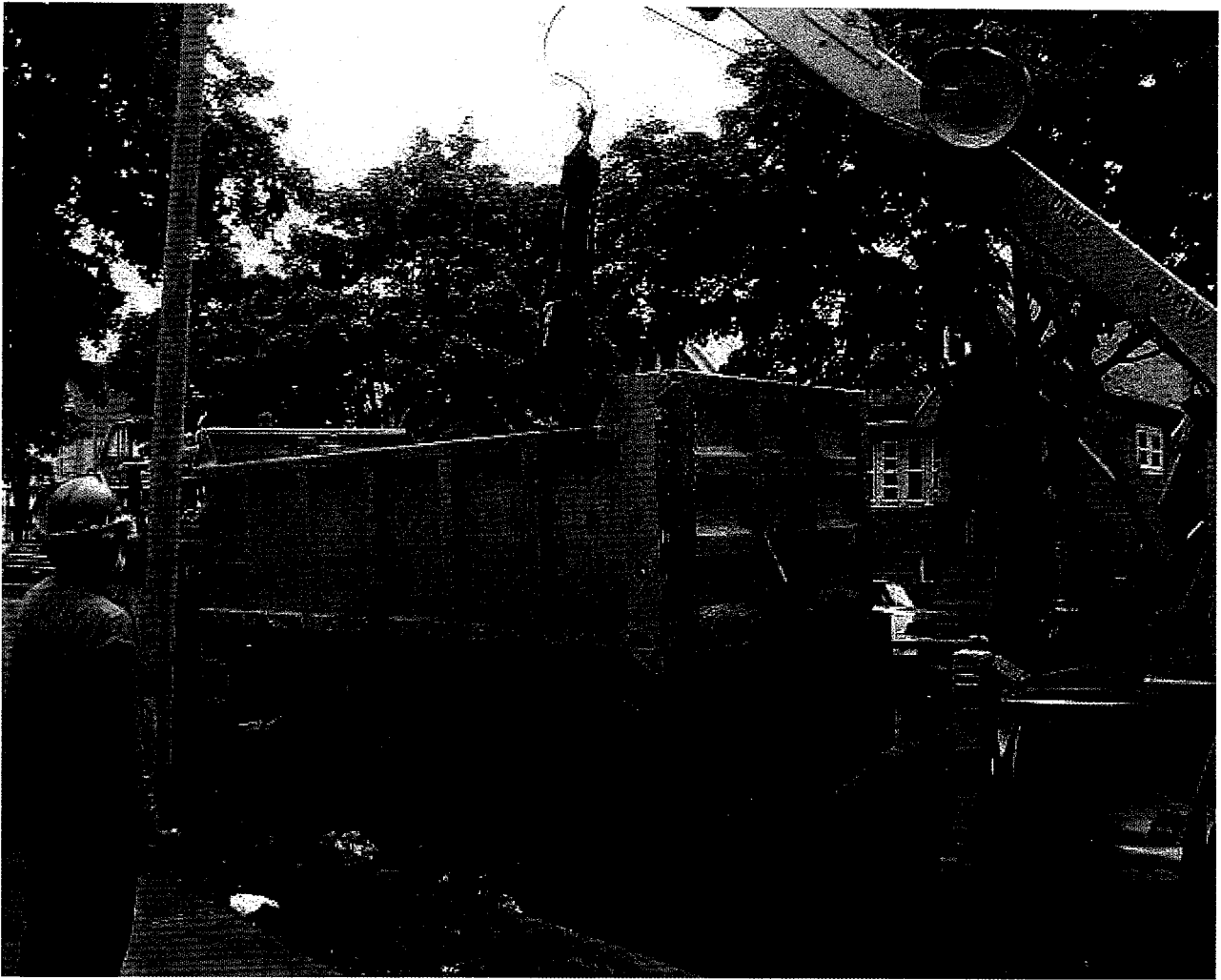


Most dump trucks are used year round for a variety of utility and construction work. However, a small portion of these dump trucks are primarily used in conjunction with ice and snow control, and it may be feasible to make these units available during summer months to other municipalities or private contractors. One of the major limitations in this approach is that during summer months, most equipment operators are already assigned to other City equipment. Contractors or other agencies normally require equipment with drivers.

SPECIALTY EQUIPMENT



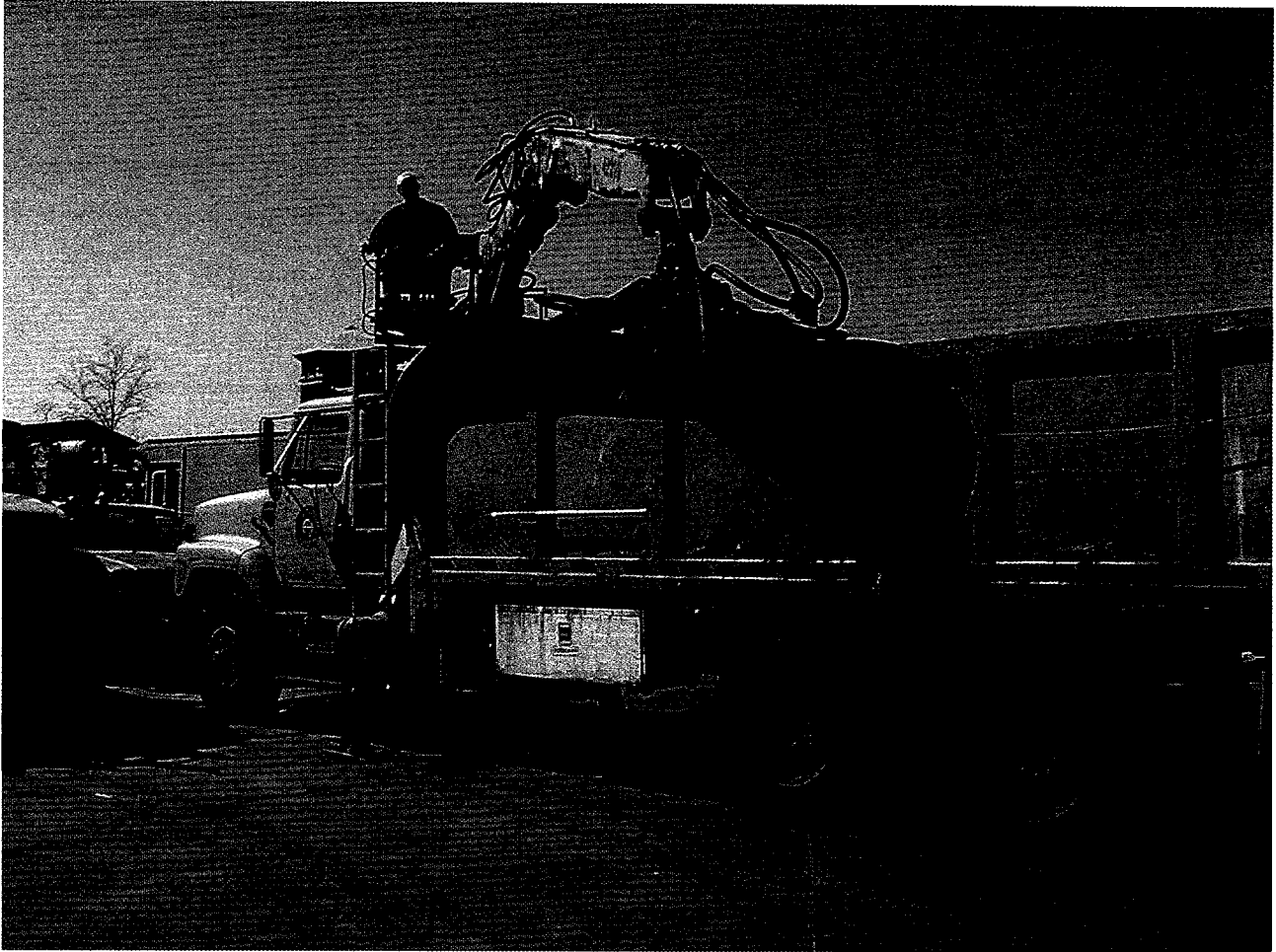
(1 of 2 pictures)



(2 of 2 pictures)

There are certain pieces of specialty equipment that are not always in use but when needed, fleet departments need to make these available on a moment's notice. Some of this equipment is aged and the Department is planning on evaluating whether the City should consider renting when needed rather than replacing and owning certain equipment. It is believed that renting the appropriate size crane for handling special project work that is very infrequent in nature may offer the City more economy.

LOG LOADERS



This specialized equipment is highly used year round. Unless the use by the City is reduced substantially, there is no available capacity. There are 5 units in the fleet.

FRONT LOAD AND REAR LOAD CONTAINER COLLECTION



Two methods of volume collection are used in the City's refuse collection program. Both are aimed at the collection of refuse at apartment complexes and other multi-family residences. There are 10 front load packers serving 4 routes and 6 rear load packers serving 4 routes.

ROLL-OFF CONTAINER COLLECTION



A method of large container collection utilized by the City is the Roll Container Lugger. These units facilitate the easy placement and relocation of easy access containers. The containers are used in the collection of street sweeping debris, refuse from neighborhood clean-ups, and for the collection of debris from local festivals. There are 11 of these units of which a minimum of 8 are used on a daily basis. The remaining roll-off trucks are used as spares to address equipment breakdown and emergency pick-ups.

VG/mbm