City of Milwaukee

Department of Public Works

Moving Forward

Fleet Report

August 2007

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2007 Fleet Report
August 2007

MOVING FORWARD:

Public sector fleets face the mandate of continuously improving performance with rigid budget restraints. "Do more with less!" has become a tired cliché. City of Milwaukee Fleet Management is seeking every opportunity to control costs and improve efficiency.

I remain challenged with budget constraints in an ever increasing fuel cost environment. Certain Federal mandates are also impacting the cost of vehicle replacements while demands for commodities worldwide are increasing the cost of parts and supplies.

In an effort to ensure continuous environmental improvement by the City in managing its fleet, Fleet Operations works closely with the Mayor's Office in promoting sustainability by reducing emissions from cars and trucks. By "greening" our fleet, the city leads by example.

Over the past several decades, virtually every facet of fleet management and operations has changed in one way or another. Certain legislation and globalization have helped improve equipment safety and reduce vehicle emissions, while technological innovations have made contributions in all aspects of fleet management.

One group that has been affected the most by the progression in electronics is the vehicle technicians that repair and maintain vehicles and equipment. As part of the troubleshooting and repair process, most vehicles require laptops and electronic diagnostic interface equipment to connect with onboard computer modules. The task of repairing and maintaining today's fleets is much more complicated for technicians and requires continuous specialized training. Many of these electronic devices have become as indispensable to fleet maintenance as screwdrivers and wrenches. Providing open access to electronic information and data processing capabilities are resulting in increased technician productivity and reduced fleet maintenance costs.

Work stations are now placed on the shop floor to allow technicians to provide real-time information. I plan on increasing the use of computerized technology at the central garage and outlying garages to optimize vehicle repairs and preventative maintenance.

The current upgrade to a computerized fuel management system using radio frequency activated sensors in vehicles, new digital key pad controllers on fuel islands and a highly integrated fuel management system within the fleet management system, will enhance vehicle utilization tracking, preventive maintenance scheduling and fuel efficiency of vehicles.

The electronic age is providing the City of Milwaukee fleet management with a breathtaking array of solutions and tools to improve fleet efficiency and effectiveness. The biggest challenge fleet management staff and I face is in trying to determine how best to invest money in new technologies to achieve a payback.

I am pleased with the positive results of previous initiatives that were undertaken and looking forward to maximizing the benefits of these initiatives in the coming year.

City fleet is blessed to have highly skilled vehicle technicians and a talented support staff who are committed to providing quality vehicle repair and maintenance services for the City.

Venu J. Gupta, Superintendent
Buildings & Fleet Services

EXECUTIVE SUMMARY

This report addresses how the department has continued to implement the various recommendations of the Comptrollers 2005 audit.
The report also presents a review of current Fleet Services maintenance operations and identifies initiatives undertaken to either bring efficiencies to current operations or plan strategies to improve operations in future years.

THE FLEET

The City has a fleet consisting of 4,061 vehicles and equipment as detailed and summarized in the Chart below.

INFORMATION SYSTEMS

There are two information systems that capture and process fleet-related data. The first is a two-part robust fleet management system by Maximus called "Fleet Focus FA." This system is used to track extensive equipment data, including parts and labor, vehicle purchase and disposal information, fuel records, and overall cost information. The developers of this program are continuously enhancing the software as requested by the world-wide users. We continue to make improvements in our processes to make use of these changes as they apply to our business.

The second part of this system will be the fuel management system, Maximus Fuel Focus, which will control dispensing of fuel from the 22 fueling facilities dispersed throughout the city. (See Exhibit 1.) The records from the fuel disbursements are to be uploaded into the Maximus system continually. The Fuel Focus system is in the process of being installed with completion of phase one before September 1, 2007. Phase one is the Fuel Island Controllers. Phase two will be the installation of a WAF (wireless automated fueling box) in each of the newer vehicles. This will communicate with the vehicles computer systems and send equipment number and mileage information back to the pump wirelessly. There are 1200 vehicles that these units will be installed on with each unit taking slightly more than an hour. Phase two will be complete by March 31, 2008. This will eliminate the mistakes from human

error when entering the mileage. This will also help to ensure the PM's are getting completed on time and within mileage parameters. This system replaces the outdated E.J. Ward fuel management system.

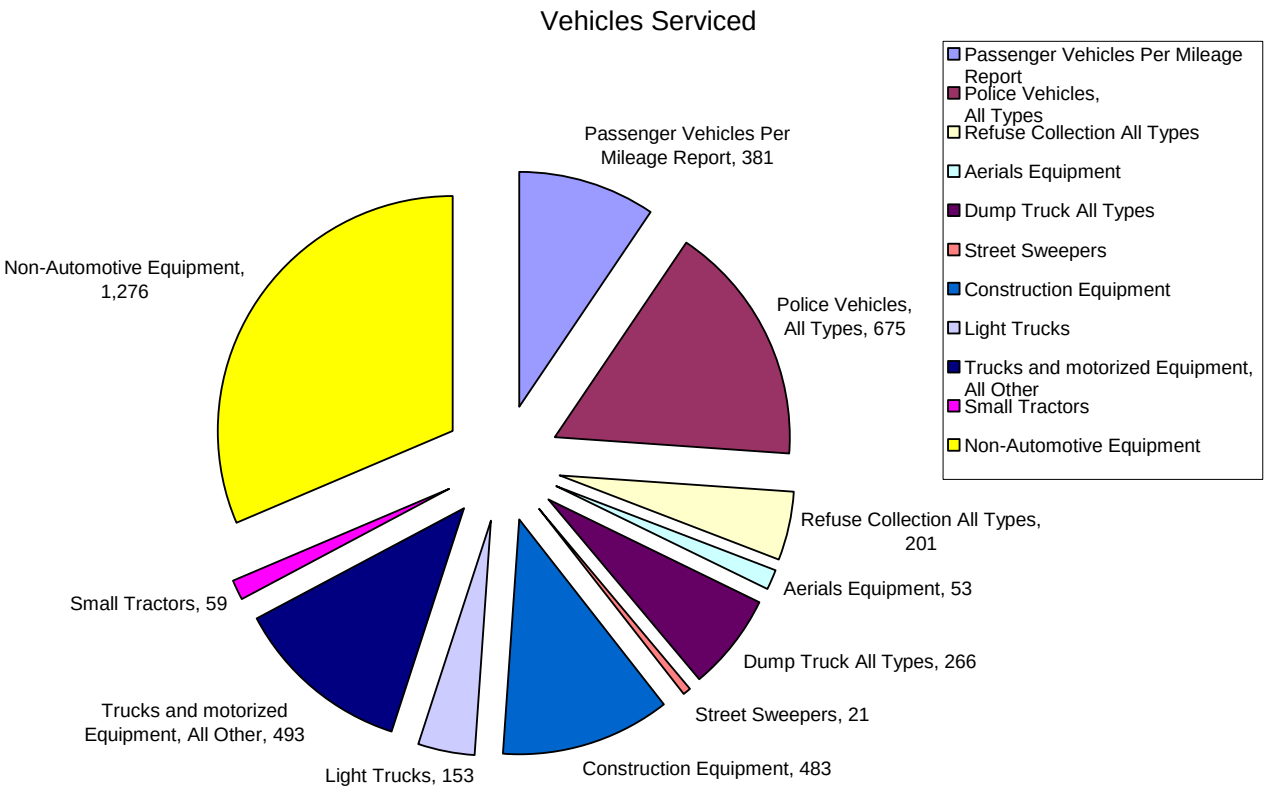
The second information system is the Dispatching system. This system keeps track of approximately 400 drivers and the equipment they drive. If a piece of equipment is Out Of Service for any reason, the Maximus FA system communicates with the Dispatch system which lets the Dispatch office know a particular piece of equipment is Out Of Service and needs to be replaced.

The Dispatch system also tracks sick leave and vacations, letting the Dispatch Office know which operators need to be replaced.

THE FLEET SECTION

The fleet section is responsible for administration, maintenance and repair of the entire DPW fleet, repairs to the Police fleet, and dispatch operations for Sanitation, Forestry, Infrastructure and other DPW operations involving 400 drivers. The section is also responsible for equipment training of all city operators along with conducting accident investigations.

The chart below indicates the approximate size of the fleet by category



Current Fleet Replacement Value $157,507,795

Fleet Services provides its clients with responsive, flexible, efficient and comprehensive services to support the delivery of public programs and services by the Department of Public Works. Clients using fleet services include various other City divisions; Police Department, Milwaukee Public Library, Department of Neighborhood Services, Milwaukee Health Department, and limited services to Department of City Development.

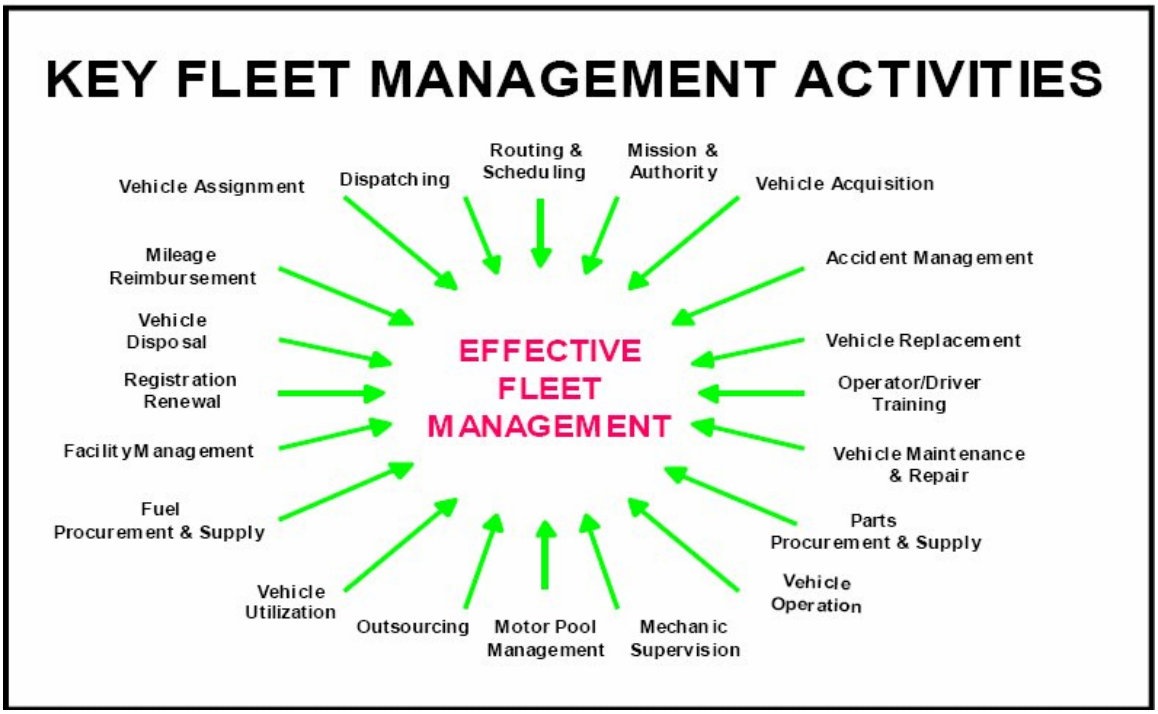
Technology

Fleet Services strives to utilize the newest technology on the market to ensure the vehicle repairs performed by our technicians are repaired quickly and correctly the first time. With this technology, we often find minor repairs before they become major problems.

James Kehoss performing an alignment on the new computerized front end alignment machine. This unit has the capability to perform both 2 and 4 wheel alignments.

Brad Morin utilizes the PDF scan tool to read the OBDII computer on the Milwaukee Police Vehicle.

One needs to appreciate the diversity and complexity of activities encompassed by "Fleet Management". In reality however, few functions involve as many business disciplines. Activities range from managing the depreciation of millions of dollars worth of assets to diagnosing an electrical problem in a diesel engine control module. The following chart illustrates the wide range of activities that our fleet management organization must address.



The fleet related line and support functions managed by the division include:

- Fleet Management
- Vehicle Maintenance & Rehab
- Parts Room
- Commercial Repairs
- Dispatch, Training and Accident Investigation
- Fuel Management of 22 Locations
- Fleet Budget Management
- Tire Maintenance

POLICIES AND PROCEDURES

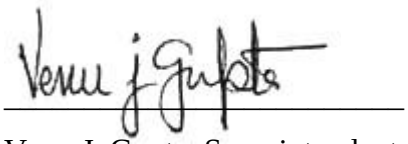
The City has in place a Fleet Management Policy Manual and a Fleet Vehicle Usage and Safety Manual. These manuals, and other operations manuals as listed below, are made available on the Department of Public Works Intranet in the *PDF file format.

DPW Operations Division Major Work Rules
Fleet Services Section Operating Policies and Guidelines
Fleet Vehicle Usage and Safety Manual
City of Milwaukee Snow and Ice Control Policy
2007 Fleet Maintenance Manual

These manuals are reviewed annually and updated as required.

VEHICLE REPLACEMENT AND ACQUISITION

The City has established a capital replacement fund to systematically replace the aging fleet. Any vehicle over $50,000.00 in replacement value is funded through the capital improvements program. All other vehicles and equipment are funded out of the annual operations and maintenance budget.



Venu J. Gupta, Superintendent
Buildings & Fleet Services

Frederick Gunther
Fleet Operations Manager

SECTION I

Fleet Initiatives

Green Fleet Initiatives

Beyond the monetary costs, fleet vehicles represent a significant source of air pollution. The International Council for Local Environmental Initiatives (ICLEI) claims that every gallon of regular fuel burned releases about 22 pounds of carbon dioxide (CO_2), the major pollutant causing global warming.

From 2005-2007, fleet services undertook various Green Fleet Initiatives:

The City's heavy fleet would play an important role in reducing global warming and air pollution

- Use of biodiesel (B-2) began in July of 2006 for all diesel operated vehicles. In April of 2007, the City increased its bio concentrate to B-5 and in July of 2007 increased the percent again to B-10. B-2, B-5, B-10 indicates the amount of Soy Bio concentrate that is in the fuel. The letter "B" indicates the fuel is BIO. The number behind the "B" indicates the percent of Bio used, thus B-2 is 2% bio fuel B-10 is 10% bio fuel The City only uses accredited National Biodiesel Accreditation Commission (NBAC) to comply with applicable BQ-9000 standards. City vehicles currently consume approximately 950,000 gallons of bio diesel annually. This is coupled with an EPA mandate of producing ultra-low-sulfur diesel by the end of 2006. ULS Diesel fuel burns cleaner than regular low sulfur diesel fuel. When the ULS fuels were put in place, an additive package was needed to put the lubricity back in the fuel. The lubricity is needed to lubricate moving parts such as injectors and injector pumps. Bio is used in place of another additive because it serves two purposes. A concentrate of only 2% gives us the lubricity that was lost by the use of the mandated ULS diesel. And it also reduces the country's dependence on foreign oil.
- The City will use approximately 1,000,000 gallons of Diesel fuel in 2007. With the switch to Bio Diesel we will reduce the amount of ULS Diesel fuel by approximately 50,000 gallons and we will burn in its place 50,000 gallons of Bio Fuel, a completely renewable and cleaner burning fuel.
- The City has received a $90,000 grant from the US EPA to retrofit diesel oxidation catalyst (DOC) mufflers onto existing refuse equipment. The retrofits are in progress. Currently we have completed 24 of the retrofits with an additional 30 in progress. We have also purchased 51 new trucks that are outfitted with the DOC install from the

factory. Each DOC muffler will substantially reduce particulate matter emissions by up to 50%, carbon monoxide by up to 90%, and toxic hydrocarbons by up to 70%. Fleet Services hopes to retrofit a total of 60 trucks utilizing further EPA grants.

- Implemented the Reduction of Engine Idling Policy for all vehicles. Fleet services have produced three idle reduction posters. Currently we are producing a new poster about every 4 months. Attached to this document are the idle reduction flyers that have been produced and sent out by Fleet Services.
- Idle reduction is also being implemented by the use of the vehicles idle shut down system. This allows Fleet Services to set a maximum idle time. Currently the Idle time is set for 10 minutes.
- Hybrid and Flex; The City Of Milwaukee is introducing Flex Fuel and Hybrid Vehicle to the City Fleet.

Introducing Hybrid Vehicles

11 Ford Escape Hybrids on order

- Delivery is expected in October 2007
- 2.3 Liter 133 Horsepower on the gas Engine
- 94 Horsepower electric motor
- Up to 36 MPG in the City
- Expected payback in 5 years

Introducing Flex-Fuel Vehicles

Operate on Both Gasoline and Ethanol E85

- 12 Flex-Fuel work vans being delivered
- 1 Flex-Fuel pickup delivered

Fleet Operations

IMPROVING WORKING ENVIRONMENT AND EFFICIENCY AT FLEET GARAGES

- Fleet Services continues to improve preventive maintenance compliance, monitoring reduced fuel consumption by eliminating the unnecessary travel of vehicles for PM's and reducing the energy cost of operating the fleet garage. The approximately 500 vehicles parked at the new Field Headquarters facility, 3525 N. 35th Street, are now serviced on site during second shift when the vehicles are idle. The drained oil from vehicles is be used to heat the repair bays in winter reducing the energy cost. During 2006-2007 there was enough waste oil collected to heat the repair bays for the entire winter
- A major capital improvement program was undertaken in 2006 and 2007 to replace the aged vehicle exhaust and HVAC equipment at Central Garage. Along with the new HVAC units being installed at Central Garage, a waste oil boiler has been installed to utilize the large amount of drained oil from the equipment and vehicles that are PM'd at Central Garage. This first phase of the facility upgrades will be completed in August, 2007.
- The second phase of the capital improvement program is to improve lighting, replace aged and faulty vehicle lifts, install a new compressed air system, and install a new power lubrication system. When completed, the Central Garage will fully meet the new State of Wisconsin/Commerce Code. In addition, the capital improvements will provide a very effective and efficient work place for the mechanics and workers at the Central Garage.

IMPLEMENTING PERFORMANCE BASED AND USER APPROVED EQUIPMENT SPECIFICATIONS

"Opportunity to acquire the best product or service at a reasonable cost!"

In 2006, increased emphasis was placed in sharing the particulars of the equipment specifications with all stakeholders e.g. users, mechanics, union representatives, repair supervisors, etc. A form was designed so as to allow all parties the opportunity to review the specifications and to suggest any required changes based on experience and or utility of the vehicle or the equipment. The user is fully involved. What constraints or obstacles does the user face? What should the spec writer then consider? The following items are included in the process:

1. Specification approval process requiring review by all stakeholders (see below)
2. Adding penalty clause to meet strict delivery date
3. Requiring the use of standardized accessories to reduce inventories
4. Requiring training and software for engine and accessory maintenance and repair
5. Provide multiple-use equipment when possible, for maximum utilization

City of Milwaukee
Department of Public Works
Operations Division
Buildings and Fleet Services

Project Contract Documents Approval Form

Project	**Dump Truck, 5-Yard, w/Salter, Front Plow, Underbody Plow**
Date	07/27/07, to be returned at the end of the work day 08/03/07
Documents	☒ Attached Specifications ☒ Drawings ☒ Synopsis of Changes

Procedure

Review, sign and date this approval document within five working days of the above date to keep the project on schedule.

Note any comments or concerns you may have regarding the specifications on these documents and place your initials next to your comments.

The Vehicle Acquisition and Disposal Coordinator is responsible for ensuring that this process stays on schedule. If anyone is unable to meet the deadline, notify the Vehicle Acquisition and Disposal Coordinator at extension 2719 prior to the deadline date to determine a revised time.

Approval

	Date Reviewed	Date Approved	See Comment(s)	Signature
Jim Strehlow	8/3/07		PAGE 1	
Michael O'Donnell	7/3/07	7/30/07		
Fred Gunther	7/30/07	7/30/07	Add 3 comm in CITE	
Al Bartell	7-30-07	7-30-07		
Joe Caputa	8/13/07	8/13/07		
Willie Baily	8/3	8/3		
Wayne King	8/7/07	8/7/07		
Ed English	8/6/07	8/6/07		
Pat Powers	8-7-07	8-7-07		
Jim Ulma	8/3/07		SEC K #3 F # 2	
Ken Wischer	8/13/07	8/20/07		
John Weigman	8/10/07	8/10/07		
Venu Gupta	8-20-07	8-20-07		

Issued 5/2/2006
Revised 7/27/2007
jtews/FSS-SalterDumps-SpecCheck-2007.doc

City of Milwaukee, Fleet Services

Performance Based Equipment Purchases

April, 2007

- Forestry Services
- 60 Foot Aerial Lift w/Chip Box
- 10 Cubic Yard Chip Box
- Fuel Efficient Diesel Engine
- Oxidation Catalyst Muffler
- 110 Volt Electric Power Capable

April, 2007

- Sanitation Services
- Street Sweeper
- Fuel Efficient Diesel Engine
- 3 Cubic Yard Debris Hopper
- 10 Foot Wide Sweeping Path
- Automatic Lubrication System
- 180 Gallon Water Tank (Dust Control)

May, 2007

- Infr-Electrical Services
- Crew-Cab, 2-Yard Dump
- Fuel Efficient Diesel Engine
- Oxidation Catalyst Muffler
- On-Board Air Compressor
- Large Tool Storage Cabinet
- Overhead Conduit Rack

FUEL COSTS AND IDLE REDUCTION PROGRAM

Vehicle emission reduction represents one of the most important opportunities to achieve rapid and cost-effective health and environmental benefits.

Implementing idle reduction is a great solution and economical step in achieving reduced carbon dioxide emissions while saving fuel. Conserving fuel that would otherwise be idled away represents an opportunity to reduce consumption. The fleet section has undertaken an aggressive driver education program coupled with monitoring of vehicle use to enforce the program.

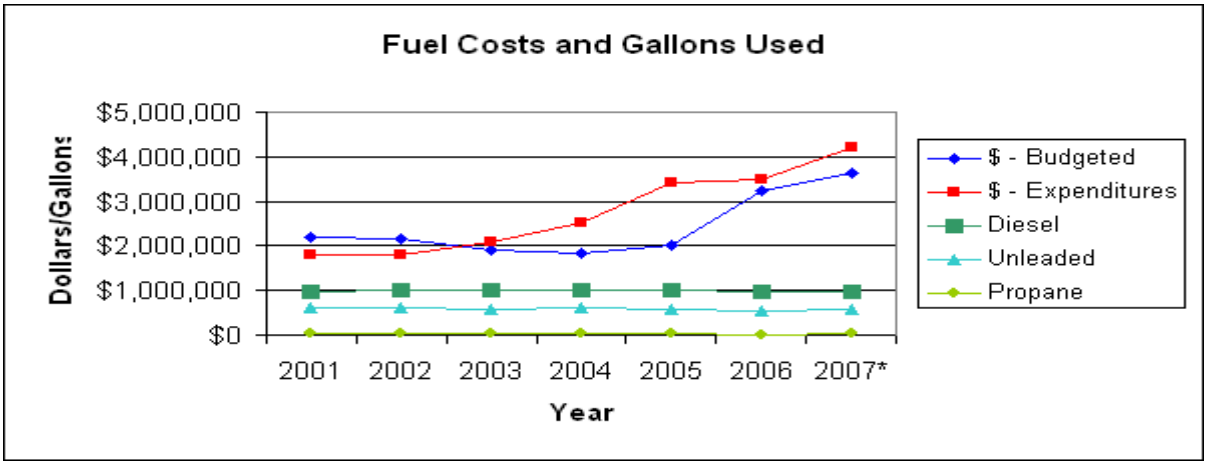
Additional efforts will be undertaken to promote and implement idle reduction programs at all city locations:

- Post signs at all public works yards (Idle Free Zones)
- Place idle free stickers on vehicles
- Reduce vehicle warm up in the winter
- Purchase new heavy equipment with engine shut off modules

In addition to the challenge of managing a large and diverse aging fleet, the cost of crude oil is having a major impact on fleet operating costs in terms of the price of gasoline, (USL Diesel) **U**ltra **L**ow **S**ulfur diesel fuel.

	2001	2002	2003	2004	2005	2006	2007*
$ - Budgeted	$2,177,800	$2,173,478	$1,898,463	$1,847,960	$2,000,000	$3,220,000	$3,619,460
$ - Expenditures	$1,798,645	$1,792,868	$2,074,942	$2,508,171	$3,432,630	$3,479,035	$4,211,861
					2007	Estimates	
Gallons							
Diesel	982,267	994,027	989,286	1,010,093	1,023,094	959,857	966,556
Unleaded	603,713	600,241	563,237	597,127	572,136	536,223	560,512
Propane	36,074	31,746	32,298	25,901	23,348	17,534	19,957

* 2007 Estimated



The Price the City paid for Diesel Fuel in 2002 was $0.88 per gallon and Unleaded gasoline was $0.96. The price the City paid in April of 2007 was $2.60 for Diesel and $3.01 for unleaded.

YOU CAN HELP THE CITY SAVE FUEL

JUNE, 2007

" N O W M O R E T H A N E V E R ! "

U N L E A D E D		D I E S E L		C R U D E O I L	
Feb 2002	$0.96/gal	Feb 2002	$0.88 /gal	Feb 2002	$22.81 /barrel
Apr 2007	$3.01/gal	Apr 2007	$2.60 /gal	Apr 2007	$56.08 /barrel

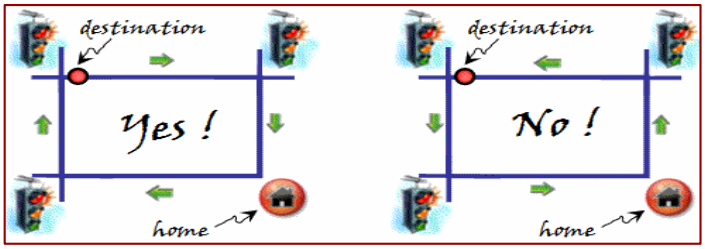
Idle diesel engines only when they have been doing heavy work in the last 15 minutes. Then idle the engine only 5 minutes to cool down the turbocharger.

Idling a cold diesel engine wastes fuel and pollutes the atmosphere.

Building & Fleet, D.P.W.
Fleet Services
2142 W. Canal St.
Milwaukee, WI 53233
414-286-2261

Venu Gupta - Superintendent
Fred Gunther - Operations Mgr
Wayne King - Dispatch Mgr

- **PLAN YOUR ROUTE TO USE RIGHT TURNS WHENEVER POSSIBLE**



Recent studies have shown that right turns are safer. In addition, right turns reduce waiting time at intersections and waiting for upcoming traffic, thus reducing idle time and fuel.

- **DON'T IDLE YOUR ENGINE**
- **STICK TO THE SPEED LIMIT**
- **AVOID JACKRABBIT STARTS**
- **CONSOLIDATE YOUR TRIPS**
- **CARPOOL WHENEVER POSSIBLE**
- **CHECK YOUR TIRES FOR INFLATION**
- **DON'T OVERLOAD YOUR VEHICLE**
- **BRING YOUR VEHICLE IN ON TIME FOR PREVENTIVE MAINTENANCE**

City of Milwaukee

Fleet Services
City of Milwaukee, WI
November, 2004

A Word About When to Idle Engines

You do NOT need to idle diesel engines <u>except</u> when the engine has been doing heavy work in the last 15 minutes. If you have been doing heavy work with the truck engine, then idle the engine only <u>5 minutes</u> to cool down the turbocharger and then shut down the engine to prevent polluting the atmosphere and to conserve fuel. *Thanks*

FLEET SERVICES

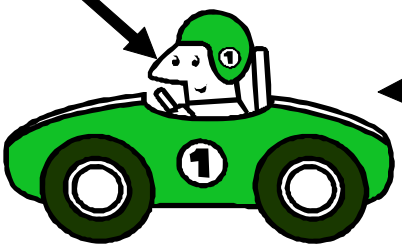
IDEAS THAT WILL HELP YOU AND THE CITY SAVE FUEL

"EVERY LITTLE DROP COUNTS!"

1. Keep those Tires Inflated and Round.

2. Don't Idle Your Vehicle More Than Necessary.

3. Help Dispatch Route You Efficiently During the Work Day.



4. Drive at Moderate Speeds and Avoid Jackrabbit Starts.

5. Don't Overload Your Vehicle and Stick to the Speed Limit

6. Bring Your Vehicle in On Time for Preventive Maintenance Checks and Oil Changes.

City of Milwaukee

FLEET SERVICES

Building and Fleet Services/DPW
2142 W. Canal Street
Milwaukee, WI 53233
Phone: 414.286.2261
Fax: 414.286.2157

Saving Fuel **is Good for You and for the Environment, and it Saves Money too!**

Benchmarking Survey Re: Fleet Operations

In May of 2007, Fleet Services conducted a survey of 28 municipalities to gather information about fleet operations. The response was very poor. Follow-up phone calls had to be conducted. Even after the phone calls were made, we only received 5 responses. The respondent's population size ranged from 400,000 to 686,000 and with a service area range of 132 square miles to 345 square miles.

The following are some of the findings of this performance and operation benchmarking survey:

- The City of Milwaukee's percent of equipment ready for service is at a comparable rate. The City of Milwaukee combined rate was 96.3%. The respondents ranged from 95% to 98%

- City of Milwaukee fleet did extremely well for its management to labor ratio of 11.8 (labor) to 1 (management). The median ratio for respondents was 9 (labor) to 1 (management).

- Most respondents used some type of fleet management software, with Maximus-Fleet Focus being the preferred choice. City of Milwaukee has been using Fleet Focus since 1999 and the version 5.8 which is the latest produced by Maximus.

- Fleets ranged from 10% to 68% of their technicians having **A**utomotive **S**ervice **E**xcellence (ASE) certifications. Milwaukee's rate for Vehicle Service Technicians is 47%.

- Milwaukee has a direct to indirect labor hour ratio of 75.6% direct and 24.4% indirect. The respondents ranged from 65% to 85% direct labor hours.

- When it came to the use of green strategies for its fleet, Milwaukee fleet operations lead the way by using bio-diesel, idle reduction, installation of diesel oxidation catalyst muffler and other sustainable practices.

It is believed that the effectiveness of this survey for performance benchmarking is limited due to poor survey response. The quality and accessibility of data from fleets of size representing Milwaukee are limited and therefore pose a challenge in peer comparisons. City of Milwaukee fleet operations plan to continue these types of benchmarking surveys as a tool for improvement.

INCREASING FLEET UTILIZATION
FLEET REDUCTION INITIATIVE

One facet of fleet management and operation that almost always receives scrutiny is fleet size and composition. It has become a continuing priority of the fleet management section to use resources paid for with taxpayers' money wisely and effectively. Information is provided to the user departments quarterly (passenger vehicles) so that they can optimize the use of vehicles and adjust assignments accordingly.

The following fleet reduction initiatives were undertaken:

Sweeper Utilization Study and Reduction:

Prior to the reduction efforts there were 27 sweepers in the fleet. This target number was reduced to 21, after five sweepers were sold off as of June 2007. One inoperative sweeper is being held pending the outcome of litigation, leaving a net decrease of six sweepers. This will reduce our capital replacement need by $842,070.

Endloader Utilization Study and Reduction:

There were 21 endloaders in the fleet prior to reduction efforts. Nine endloaders were sold off leaving 12 in the fleet. This will leave a net decrease of nine endloaders, and reduce the capital replacement need by $1,080,000.

Multi-Purpose Tractor Utilization and Reduction:

The reduction target for multipurpose tractors is 42, down from 52 units prior to reduction efforts. To date six units have been sold, and four more units will be sold by September 2007. This will reduce our capital replacement need by $871,500.

Refuse Packer Utilization and Reduction:

There were 139 residential refuse packers in 2005 before reduction efforts. The reduction target for packers is 121. To date, 15 packers have been sold, and the remaining three are expected to be sold by September 2007. This will reduce our capital replacement need by $3,960,000.

Backhoe Utilization and Reduction:

The reduction efforts resulted in a decrease of two backhoe/loaders, which will reduce the capital replacement need by $180,000.

Passenger Vehicle Reduction:

There were 505 passenger vehicles in 2005, prior to reduction efforts. In 2006 this number was reduced to 399. Since 2006, the number of various passenger vehicles has been further reduced to the current level of 385, for a reduction of 14 more units, which will reduce the capital replacement need by $238,000.

Total of reductions in capital replacement funds needed: $6,901,570

Status Update of the Comptroller's Fleet Audit

Since the comptrollers audit in 2005 the Department has made various improvements in providing fleet information and vehicle data to the using departments. Since then the following reports have been produced annually.

- Fleet Maintenance Manual, Produces in May annually
- Fleet Report produced in August and presented to Public Works in October Annually
- The Quarterly Mileage report and Annual Mileage report are produced and given to the using departments. The using departments are asked to scrutinize the report for vehicles that fall below the 3600 minimum mileage requirement.

The mileage report is also used to gain updated information about who the assigned drivers are. This helps Fleet track who is driving and who is responsible for bringing the vehicle in for Preventive Maintenance.

In 2005 there were 505 passenger vehicles on the mileage report. Currently there are 385. The Department continues to seek out further reduction opportunities.

Preventive Maintenance standards for Heavy and Light vehicles are fully defined in the Fleet Maintenance Manual and are strictly adhered to.

Fleet Availability reports are produced daily and summary data is compiled on a quarterly basis. In 2008, these quarterly reports will be shared with the using departments.

Office of the Comptroller
Audit of City Fleet Management
Issued: 9/3/04

Rec #	Recommendation Summary	Response In Audit	Status 5/9/05	` 8/10/06	Status 8/30/2007
	Summarized from audit report:			**Status report summary:**	**Status report summary:**
	"The audit indicates that the City's vehicle fleet is too large, resulting in inefficient utilization and excessive cost.	None		**It appears DPW has adequately addressed 2 of the 12 recommendations and made substantial progress on another 5 recs. Comptroller will continue to monitor status**	
			Status per department:	Status per department:	Status per department:
				"It is to be pointed out that most of the audit refers to the passenger vehicles even though the term 'City's Vehicle Fleet' has been used. The original audit indicated that the 502-passenger vehicle fleet was considered too large…currently comprised of 399 units, represents 9.5million dollars of replacement value, while the replacement value of the complete fleet represents 146.2 million...Initial report was presented to the Common council in 2005."	

	"The audit concludes that a regular preventive maintenance schedule is prepared and preventive maintenance performed. However, documentation supporting the specific work completed and items checked was not available." The audit makes 12 recommendations.			"Per the audit finding, technicians were instructed to record all work performed on the preventative maintenance schedule forms."	
1	**Assign DPW Fleet Services full authority to manage the fleet.**		**DPW appears to disagree**. "Centralization rationale - One platform type (hardware, database and software)…One time data entry…Upgrades easier…Rationale for decentralization - Program better fits operational needs…Less expensive…Promote ownership of information and resulting accountability...**If a policy decision is made to increase the centralization...DPW will work with...to deliver cost effective services...**"	Per DPW: "No change in DPW response." This recommendation was presented twice to the Public Works Committee and the Committee took no action on it. **Adequately addressed.**	

2	"**Survey fleet management practices of comparable organizations**…DPW should survey…to establish minimum mileage standards for all user vehicles. Failing to meet this standard would require return of the department assigned vehicle. Exceptions could be granted where..."		"A survey was undertaken in early 2005 and information collected from 20 cities…Survey was considered not conclusive, although Milwaukee Fleet was found to be following the norm of the group surveyed. **In coming months, we plan to…further investigate benchmarking opportunities**."	"Fleet staff continuously attends various professional seminars and web casts and communicates with other fleet peers. However, additional benchmarking has not been undertaken. The new fleet manager...has been asked to further investigate and undertake the appropriate benchmarking for fleet." **Not yet implemented.**	A second survey was conducted in May of 2007. 28 communities were surveyed only 3 answered the survey. Phone calls were made to the remaining and two more were returned. The results were inconclusive due to the small number of replies. The city of Milwaukee Fleet statistics fall in the middle or above in all categories questioned.
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…All personal miles should be reported to and monitored by DPW Fleet Services throughout the year based on employee logs,,,"		"The department has recently developed a passenger usage policy and guideline…Fleet service has collected all available policies and safety procedures called 'Policy and Procedures Manual'. **This manual…is in the process of being updated…will be available and distributed to all user departments by August 2005. Department will review usage criteria annually (See exhibit E**)."	"In 2005, a Fleet Usage Policy and Procedures Manual was prepared and made available to all using departments. For 2006, the following three manuals have been prepared and are available in PDF format on the DPW web site: 1) Fleet Vehicle Usage and Safety Manual; 2) Major Departmental Work Rules; 3) Snow and Ice Policy. (The above manuals are also available in print as part of the Fleet Report)" Comptroller's 10/2/06 letter to Public Works Committee states rec is partially implemented. Manuals do not address reporting and monitoring of City vehicle personal use and comminuting mileage. **Partially implemented.**	The use of city vehicles for commuting purposes has been almost eliminated. Currently there are only nine vehicles allowed to be taken home to address evening and weekend emergencies such as board-ups, flood control, moveable bridge problems, street lights and traffic signal malfunctions. Additional snow and ice vehicles are only allowed to be taken home during winter duty weeks.

4	**Conduct a study to reduce fleet size for the 2005 budget**…This study would identify unneeded vehicles for transfer (e.g. to the Citywide pool or a larger work group) or sale…this would reduce the age of the fleet and associated repair and maintenance costs."		"A passenger vehicle utilization report was sent to all departments with a recommendation to turn in all underutilized vehicles…As of April 26, 2005 [104] passenger vehicles have been identified as surplus inventory for disposal. Vehicles and equipment previously replaced but not turned in for disposal...and user departments have been asked to turn these surplus equipment to the fleet department for disposal...**Affordable replacement cycles will be created in co-operation with the budget office and the most appropriate and critical equipment will be requested for purchase in 2006.**"	"In 2005, a passenger vehicle utilization report was produced and 104 vehicles considered underutilized were systematically returned to the fleet services and the oldest 104 vehicles were sold. In addition, 40 heavy vehicles identified as surplus due to creep were also returned by user departments and sold...Passenger vehicle usage reports are prepared and submitted to user departments on a quarterly basis...Fleet Services continually works with the Budget Office to maximize the replacement of Light and Heavy Equipment...2006 approved budget for equipment and a recent Equipment Replacement Analysis with age and fleet value are included in the Fleet Report." The 2006 Fleet report disclosed that about 26% of the passenger fleet vehicles were driven less than 3,600 miles in 2005, but the report provided no justification for keeping these vehicles. **Partially implemented.**	Passenger vehicles have been reduced to a current count of 385 from the 505 in 2005. In 2006 studies were performed and as a result in 2007 fleet reductions took place in Power brooms from 27 to 21, endloaders from 21 to 12, Refuse packers from 139 to 121, small tractors from 51 to 41, and backhoes were reduced by 2.

5	**Prepare an Annual City Fleet Management Utilization Report**…This report would present and analyze essential cost and availability information and trends…including initiatives to improve fleet services, reduce fleet size and control other operational or capital costs."		"**A previous year's utilization report will be submitted to the Mayor/CC by August First, annually**. A sample report is attached. The report will cover a period of January 1st of the previous year to December 31st (See exhibit D)."	"A comprehensive fleet report will be presented to the Mayor/Common Council at the September 13, 2006 Public Works Committee meeting. The report will include 2005 vehicle utilization and certain performance indicators, including fleet data from first half of 2006." The Comptroller's letter suggests that Fleet Reports should explain the data tables, providing analysis and trends. **Partially implemented.**	See the 2007 fleet report

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."		"**An internal staff team is in the process of reviewing existing preventive maintenance procedures and developing a report. This report and the new preventive maintenance manual will be completed by June 30, 2005**. The Manual will include preventative maintenance check sheets, procedures and policies based on minimum mileage/engine hours and type of usage...A report will be produced annually to evaluate PM program compliance rate...Currently fleet service handles preventative maintenance to most departments but not all. Fleet has no authority over Fire Department and DCD owned vehicles..." **Response addresses preventive maintenance, but not minimum mileage policies**.	"Policies, procedures and forms were documented in the 'Fleet Maintenance Manual' produced may, 2005. This manual was updated in May, 2006 and is available as part of the Fleet Report. A greater emphasis is placed on the preventative maintenance of the Heavy Equipment as it represents 73% ($106.1 million) of the total vehicle and equipment investment for the City of Milwaukee fleet." Response does not address minimum mileage policies. The 2006 Fleet Report disclosed that about 26% of passenger vehicles were driven less than 3,600 in 2005, while no justification was provided. This may indicate an inadequate minimum mileage policy. **Implementation status not clear.**	Preventive maintenance is performed on all equipment. Light equipment is Pm'd once every 3,000 miles or six months which ever comes first. Heavy equipment is PM'd once every one, four, or twelve months depending on the type of equipment and the usage. All City Departments follow the same guideline. If Fleet Service services the equipment they must follow Fleets guideline whether the equipment belongs to DPW or the using Division or Department.
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…"		"Fleet service has undergone various accounting procedures and methods to charge user departments and funds…**DPW will work with Budget office, Administration and any affected department or agencies to determine if modifying the current system is in the best interest of the city**."	"No change in response."	Budget Office has no current plans to change the accounting system.

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...Presumably, once the City vehicle fleet has been reduced to an appropriate size, any downtime caused by vehicle aging condition would be minimized."		"**An annual report measuring Fleet availability and Downtime will be prepared and available to evaluate the overall readiness and fleet program effectiveness**…The fleet availability performance by a class of vehicles (such as police squad car, refuse truck etc.) will be captured and analyzed using established targets for each class. Age of the fleet and the mix of vehicle types will have a major impact on the performance that the fleet service organization can attain. **Staff will be working with Maximus Company to evaluate and enhance Fleet Anywhere**..."	"Fleet availability reports are produced on a monthly basis, including average number of vehicles out of service and percent available for service (Reports included in Fleet Report)." **Partially implemented.**	Fleet availability reports are compiled daily with monthly averages. A copy of the reports along with an explanation of the reports is attached. In 2008 the quarterly reports will be forwarded to all using divisions.
9	"**Explore personal vehicle reimbursement and leasing alternatives**...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 per0mile basis...Leasing vehicles to replace aging City owned vehicles."		"The Commissioner of Public Works has established a new take home vehicle policy. DPW staff, who no longer has assigned vehicles, will have the authority to obtain reimbursement (Take Home policy, see exhibit G). Vehicles may be rented to meet seasonal needs. **Leasing of vehicles was evaluated about 5 years ago and not considered economical. This option has not been studied recently**."	"The department has not purchased any passenger vehicles in 2005 and 2006. Based on the 2007 adopted budget, Fleet Services staff will work with the Budget office to explore lease options along with the possibility of purchasing or leasing alternate fuel or hybrid vehicles." **Not yet implemented.**	Fleet Service is working with Budget Office to evaluate various options, such as reimbursement for mileage, leasing and purchasing of certain vehicles. Even though certain staff will be footnoted in 2008, budget for reimbursement, other similar reimbursements will require working with various union agreements. Leasing was reviewed on a limited basis and was found not to be economical

10	"**Consider a separate fleet budget**…the Mayor and Common Council should consider separating the Vehicle Fleet budget from that of City building repair maintenance."		**"…If, the policy decision as suggested in response to Q.1 [Assign DPW Fleet Services full authority to manage the fleet] is implemented, DPW will work with Budget office, Administration and other non-DPW agencies to help modify the budget reporting system.**"	"No change in policy."	Fleet Budget is and has been a separate DU (Decision Unit) since the creation of Buildings & Fleet consolidation many years ago. The consolidation of various sections was done to utilize administrative capabilities without compromising financial management of sections.
11	"**Standardize and document vehicle maintenance**. DPW-Fleet Services should develop and use checklists to guide mechanics…the specific preventative maintenance work completed should be documented and entered into the Fleet Anywhere information system."		"As suggested by the audit, **this item has already been implemented** and the vehicle preventative maintenance procedures are now standardized. The mechanics and technicians for the heavy equipment maintenance and light vehicle maintenance use a standardized approach in performing preventative maintenance and fill out check sheets..."	"N/A" **Appears implemented.**	

12	"**Develop and report fleet management performance indicators**. DPW Fleet Services should develop a set of Fleet Management Performance Indicators…Examples of such indicators: Total cost per vehicle…Total cost per vehicle mile…Preventative maintenance hors vs. repair hors...Fleet availability and downtime...this could be monitored City-wide and by department."		**"It is suggested that a team be formed of representatives from Budget Office, Comptroller's Office, and Fleet Service to evaluate which performance measures should be implemented and how can the data be obtained and integrated to produce the performance measures."**	"A team made up of representatives from Fleet Operations, Budget Office, Comptroller's Office and ITMD was formed to evaluate the possible integration of the FMIS system with Fleet Focus software...The team concluded that Fleet Focus software would be the most effective and efficient method to capture fleet data...Some progress has been made in developing and reporting fleet performance indicators. Department will continue to develop additional indicators and measures as appropriate (Performance indicators developed thus far are included in the Fleet Report)." **Partially implemented.**	In 2006, the team comprised of members from Budget office, Comptroller's office, ITMD and Fleet management, concluded that integration of data in FMIS was not feasible. Since then Fleet management has developed most of the performance indicators e.g. preventative maintenance hours vs. repair hours, and fleet availability using Fleet Focus. As part of the Mayor's AIM initiative, DPW works with the Administration to examine the following metrics: Vehicle Out Of Service metrics Vehicle technician productivity Passenger Vehicle Mileage"

2007 Updates to the 2005 Fleet Report

1. *Establish a Passenger Vehicle Use Bench Mark of 300 miles/month (3,600 miles/year) & reduce the fleet size accordingly.*

The 300 miles/month (3,600 miles/year) criteria have been closely monitored for the past two years. Currently 82% of the passenger vehicle fleet meets this guideline.

A passenger vehicle mileage report is sent quarterly to all departments and division heads for review. At least once per year, they are asked to look at the utilization of low-mileage equipment and turn in any vehicles not needed.

For vehicles not meeting the established usage goal, departments are required to justify the need for the equipment to the Commissioner of Public Works.

2. Require that all City Motor Equipment be Purchased through Fleet Services with subsequent Accurate Record Keeping.

All City vehicles are purchased by Fleet Services with the exception of the Fire Department, Port of Milwaukee and DCD.

Some small City equipment is purchased, repaired and PM'd by the using area. Forestry buys and repairs their lawn equipment and chain saws. Street Maintenance buys, maintains and PM's their own snow blowers. Fleet Services does not perform any maintenance on any of this equipment.

3. Sell Under-Utilized Surplus Equipment

Since the 2005 Fleet report was published we have disposed of 84 passenger vehicles, 18 refuse trucks, and 12 Endloaders, 6 Street Sweepers, 2 Backhoes and 10 small tractors. The 14 salt trucks listed in the report are considered normal winter fleet creep. The new vehicles are put in service during the fall and early winter. The older units are usually sold at auctions; we do not participate in any winter auctions. These 14 salters were sold as planned from April to June of 2005.

4. Replacement program Emphasis on Lowering the Age of Refuse Trucks, particularly Rear Flipper Trucks.

In 2001, a Fleet replacement study was put into place. There were 14 types of vehicles intensively studied, looking at cost of repairs, depreciation and fuel cost for the entire group.

During this study the average age of the refuse packer was 9.8 years. Currently we have managed to reduce that number to 8.6 years. Also during this 2001study it was noted that an $8.9 million investment was needed to keep the fleet at the age it was at the time which was 9.6 years. This figure would need to be adjusted for inflation.

The conclusion and plan from that study did not receive the necessary funding to put the plan into place

Currently the fleet age is 10.9 and climbing. If Fleet would get $8.1 million in 2008 the age of the fleet would remain about the same. If Fleet would get the requested $10.7 million the average age of the fleet would be reduced by about 0.3 years. If the funding given is at $6.8 million, the average age of the fleet would increase by 0.3 years. If Fleet could get the $10.7 million, adjusted for inflation annually the fleet would achieve its optimum average age of about 6 years age by about 2020.

5. *Reduce the Taken-Home Vehicles being taken home at night.*

Year round take home vehicles have been reduced to nine vehicles from a high of about 75. During the winter months, 22 Sanitation supervisors are added to that number for emergency snow and ice operations. All vehicles authorized for take home are for operational "on call" purpose.

6. *Establish a Pool of Vehicles at the ZMB (and other locations) to serve multiple departments/divisions.*

A small independent pool of vehicles is located at the ZMB. These vehicles are listed on the computer and are reserved by the Garage Custodian at Upper Parking. This pool is used by all City agencies. DPW and Infrastructure has a small pool of vehicles to be used by DPW staff working in the Municipal Building. If the ZMB pool is depleted, the Garage Custodian will use vehicles from the DPW pool.

The pool of vehicles at Central Garage has been exhausted due to catastrophic failures of older equipment. When a vehicle needing repairs comes to central and the cost of the repair out weighs the value of the vehicle, the vehicle was dismantled and sold. This reduced the pool fleet by one every time this happened. Currently there are no pool vehicles at Central Garage. The customer is told we have no vehicles and they must return to their department to see if there is a vehicle for them to use. In some cases we need to rent passenger vehicles from rental agencies because the fleet has been depleted. Some departments have contractual agreements making it necessary for them to have vehicles for their employees to perform their specific duties. To lease a vehicle you must have the permission of the Buildings and Fleet Superintendent or Fleet Operations Manager.

7. *Reduce the Number of Salter/Plow Trucks by 14 old units.*

This took place in the spring and summer of 2005 as explained above. The size of the salt fleet is based on operational needs. Currently we have 105 salt trucks. When we have a major operation in progress Sanitation will utilize every vehicle we have in service for the operation.

8. *Establish a Damage & Abuse Program to charge user departments for abnormal wear and tear repairs.*

Some Departments, notably Water, Police and other non DPW users, pay for all repairs, whether it is preventable, normal wear and tear, or damage. They will be automatically charged for any abuse repairs.

Under the present City budgeting system, most DPW vehicles have maintenance and repairs totally paid for by Fleet Services.

Drivers are accountable through the accident reporting system. All accidents are required by Department Work rules to be reported to the Fleet Dispatch office, which reports back through management. The accident review system has discipline action as a part of the system. After a set number of accidents the operator goes in for remedial training, further incidents may involve suspensions and other discipline up to and including discharge. If supervisory personnel notice or are notified of possible abuse, the supervisor will ask the Fleet Operation Dispatch Office to investigate and file an accident report.

9. Install Hour Meters on all trucks/equipment above 2-tons.

Vehicles and equipment above 2 tons are being furnished with engine hour meters. The new fueling system is capable of automatically reading both functions, allowing Fleet Services to gauge PM's by both hours and miles.

10. Reduce Overtime at Fleet Services by 25% during the next 12 months.

Over the past two years, we have been reviewing and monitoring overtime for Fleet employees. Much of the overtime is used for snow and ice events and leaf collection, and the required repairs following these events to get the equipment compliment ready for the next event.

11. Enhance the Preventive Maintenance Program to reduce Unscheduled Repairs over the next two (2) years by 10%.

We have put together a team of Fleet supervisors and employees to evaluate the ongoing PM program. However, unscheduled repairs are driven by age of equipment and the number of vehicle technicians available to perform timely PM's.

12. *Maintain a Multi-Year Replacement Schedule to smooth out the annual budget for equipment replacements*.

A replacement schedule has been in place for many years, but budgetary restraints have prevented its total execution. Replacement is done on an available funding basis.

13. *Establish a Flat Monthly Vehicle Allowance of $275/month to assist in elimination of take-home vehicles and low use vehicles.*

Such an allowance is not managed by or paid by Fleet Services nor is the fleet authorized for such a move. Take home vehicles have been reduced to 9 vehicles year round without the need to have a $275 vehicle allowance.

14. *Consolidate all Equipment paid for by the citizens of Milwaukee into one department.*

Please look at question 2 for the answer

15. All City equipment should be numbered and decaled (liveried) so it cannot be used for profit.

All City equipment is numbered except the Department Heads and the out of town cars.

16. No department should be allowed to retain an old equipment unit once its new replacement unit has been placed in service (fleet creep).

All departments are now required to turn in replaced equipment after a very short break-in period. This period is needed to ensure the vehicle will not be returned for lengthy warranty repairs. We produce a report called "Equipment Replaced but Not Turned In". Please see this report within this Fleet Report.

17. 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.

The Budget Office has no current plans to change the accounting system

18. Accurately budget the projected true cost of fuel: cheap fuel is a thing of the past.

DPW has been using the U.S. Department of Energy projections as a budgetary aid to estimate future fuel costs.

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SECTION II

Performance Indicators

PM Compliance Rate for all of 2006

Counts

Location	Total	Early	Late	Within Target
Heavy Repairs	131	13	76	42
Heavy 2nd shift	508	60	340	108
Light repairs	1242	329	343	570
Lincoln	1115	46	161	908
Northwest (Ruby)	850	21	163	666
Field Headquarters	659	77	209	373
Grand Totals	4505	546	1292	2667

Percentages

Location	Total	Early	Late	Within Target
Heavy Repairs	100%	10%	58%	32%
Heavy 2nd Shift	100%	12%	67%	21%
Light Repairs	100%	26%	28%	46%
Lincoln	100%	4%	14%	81%
Northwest (Ruby)	100%	2%	19%	78%
Field Headquarters	100%	12%	32%	57%
Grand Totals	100%	12%	29%	59%

PM Compliance Rate for the First half of 2007

Counts

Location	Total	Early	Late	Within Target
Heavy Repairs	97	15	29	53
Heavy 2nd shift	520	16	176	328
Light Repairs	737	234	115	388
Lincoln	603	18	79	506
Northwest (Ruby)	365	10	44	311
Field Headquarters	658	83	184	391
Grand Totals	2980	376	627	1977

Percentages

Location	Total	Early	Late	Within Target
Heavy Repairs	100%	15%	30%	55%
Heavy 2nd Shift	100%	3%	34%	63%
Light Repairs	100%	32%	16%	53%
Lincoln	100%	3%	13%	84%
Northwest (Ruby)	100%	3%	12%	85%
Field Headquarters	100%	13%	28%	59%
Grand Totals	100%	13%	21%	66%

Fleet Management Performance.

Fleet Services has implemented various performance reports to capture and analyze fleet effectiveness. The following reports to evaluate equipment availability and vehicles out of service are generated daily and data is compiled for monthly and annual statistics.

- Percent of Equipment Ready for Service for 2006
- Average Daily Out of Service for Each Division for 2006
- Percent of Equipment Ready for Service for 2007
- Average Daily Out Of Service for Each Division for 2007
- Percent of Vehicles Out of Service for Each Division

Equipment Replaced but not yet sold

This mechanism was put in place to monitor any equipment that is not turned in when it is replaced with new equipment. Once new replacement equipment is placed in service, all agencies are monitored so that old equipment can be returned for disposal after an appropriate break-in period for new equipment has expired. In 2007, Fleet has been very diligent in getting the replaced equipment turned in and sold at auctions at Milwaukee County along with other auctions around southeastern Wisconsin. The only exception has been equipment that has been kept by the department for the duration of the Marquette Interchange Construction. All dump trucks replaced are kept over the winter snow and ice season to ensure that a full compliment of equipment is available.

Percent of Equipment Ready for Service 2006

	Fleet Size	January	February	March	April	May	June	July	August	September	October	November	December
Forestry													
Aerials	13	92%	92%	86%	86%	94%	94%	91%	92%	83%	78%	79%	86%
Dumps	15	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Chippers	15	98%	100%	100%	100%	100%	100%	94%	98%	100%	100%	100%	100%
Stumpers	7	100%	99%	100%	99%	100%	100%	100%	100%	100%	93%	98%	100%
Root Cutters	2	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
TOTALS - Forestry	52												
Fleet Services													
Mounted Salt Trucks	105	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	98%
Dumps													
Single Axle (25000)	2	100%	100%	100%	100%	100%	100%	100%	99%	81%	91%	100%	100%
Single Axle (30000)	7	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
5 man Dumps	7	100%	100%	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Tandem Axle	5	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Tri-Axle	17	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Vac-Alls	4	100%	100%	68%	83%	92%	70%	96%	61%	98%	98%	91%	75%
Compressors, Trailer	31	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Compressors, Truck	23	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Endloaders	21	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Backhoes	8	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Dozers	2	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Prentice Loaders	5	100%	100%	100%	100%	100%	94%	100%	100%	100%	100%	100%	100%
TOTALS - Fleet Service	132												
Sanitation													
Skid Steers	11	96%	96%	96%	99%	85%	93%	100%	96%	100%	100%	100%	98%
Roll-Offs	13	96%	100%	100%	98%	97%	98%	96%	92%	98%	84%	100%	100%
Top-Loaders	7	89%	100%	93%	81%	90%	84%	93%	100%	100%	91%	88%	99%
Flipper Packers	120	100%	100%	100%	99%	99%	98%	100%	100%	100%	100%	100%	100%
Split Body Recyclers	49	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Container Packers	6	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
AutoCar Packers	4	91%	100%	100%	100%	100%	100%	100%	100%	100%	100%	96%	100%
Sweepers	21	100%	100%	100%	98%	97%	99%	98%	99%	99%	94%	96%	100%
TOTALS - Sanitation	220												

Percent of Equipment Ready for Service 2006

	Fleet Size	January	February	March	April	May	June	July	August	September	October	November	December
Street & Sewer													
Road Patchers	2	60%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
5 Man Dump	4	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Rodder	2	43%	10%	41%	100%	80%	100%	100%	100%	100%	100%	100%	100%
Sewer Jet	2	75%	74%	73%	74%	68%	61%	71%	87%	95%	100%	100%	93%
Compressor	6	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Vac-Con	7	86%	96%	87%	79%	100%	89%	100%	97%	97%	100%	100%	100%
Hydro Excavator	1	55%	100%	91%	95%	77%	45%	20%	0%	10%	95%	95%	83%
Mason Dumps	4	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Grad-All	3	100%	100%	100%	97%	55%	89%	100%	100%	100%	100%	100%	100%
Paver Shaver	1	100%	100%	100%	100%	86%	100%	100%	100%	85%	100%	100%	100%
Hydro Crane	4	100%	100%	100%	100%	100%	100%	100%	100%	95%	100%	100%	100%
TOTALS - Street & Sewer	36												
Water													
Single Axle Dumps	6	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Drill Rigs	7	100%	100%	100%	100%	100%	100%	100%	100%	100%	95%	95%	100%
Compressors	17	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Tandem Axle Dumps	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Tri-Alxe Dumps	13	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Backhoes	16	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Step Vans	26	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Hydro Excavator	1	70%	100%	78%	53%	100%	100%	65%	43%	90%	55%	65%	50%
TOTALS - Water	87												
TE&ES													
Aerials	23	100%	100%	100%	100%	92%	100%	100%	100%	99%	98%	98%	96%
Trailer Mounted Comp	8	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Truck Mounted Comp	3	100%	70%	94%	96%	100%	100%	100%	91%	100%	100%	100%	100%
Derrick-Diggers	5	100%	100%	100%	100%	95%	100%	100%	100%	98%	100%	100%	93%
Step Vans	8	64%	86%	82%	91%	100%	81%	56%	90%	100%	100%	100%	100%
Dumps	6	100%	100%	100%	100%	83%	100%	100%	100%	84%	83%	78%	71%
TOTALS - TE&ES	53												

Percent of Equipment Ready for Service 2006

City of Milw. Vehicles	Fleet Size	January	February	March	April	May	June	July	August	September	October	November	December
Passenger Cars 20xxx	124	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	97%
Suburban Trks. 21xxx	18	100%	100%	99%	99%	99%	100%	98%	100%	100%	100%	100%	100%
Vibratory Compactors	11	100%	100%	100%	100%	100%	99%	100%	100%	100%	100%	100%	98%
Light Dump Trks. 25xxx	75	98%	100%	99%	100%	100%	100%	100%	100%	100%	99%	98%	100%
Tar Kettles and Melters	23	100%	100%	99%	80%	100%	99%	96%	97%	100%	100%	99%	99%
Sidewalk Tractors	48	86%	88%	94%	99%	100%	100%	100%	100%	100%	97%	96%	100%
Miscellaneous Drivable	22	100%	100%	100%	100%	100%	100%	100%	100%	100%	91%	87%	78%
Miscellaneous Non-Drivable	234	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Parking Enforcement	44	92%	92%	96%	97%	98%	93%	91%	90%	94%	100%	100%	100%
Full Size Pick-Up	121	100%	100%	100%	100%	100%	100%	100%	100%	100%	95%	99%	94%
Mini Pick-Up	68	100%	100%	100%	100%	100%	100%	100%	100%	100%	99%	100%	100%
Utility Body Pick -Up	38	100%	100%	100%	100%	100%	100%	100%	100%	95%	100%	100%	100%
Vibratory Rollers	17	97%	100%	100%	100%	100%	98%	95%	99%	98%	100%	100%	99%
Pavement Saw	11	94%	99%	98%	93%	98%	98%	96%	98%	90%	98%	98%	97%
Stake Trucks Light	20	100%	95%	99%	100%	99%	100%	100%	100%	100%	98%	98%	82%
Sport Utility Vehicles	34	100%	100%	100%	100%	99%	99%	99%	99%	100%	99%	93%	98%
Light Tow Trucks	4	100%	99%	95%	81%	81%	81%	81%	81%	96%	100%	100%	99%
Van Light	97	100%	100%	100%	100%	100%	100%	99%	100%	100%	100%	100%	99%
TOTALS - City Light	**1009**												

MPD VEHICLES	Fleet Size												
Detectives	258	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Cargo and Equip Vans	15	95%	99%	100%	100%	99%	100%	97%	100%	99%	99%	98%	95%
Minivans	6	98%	100%	97%	99%	100%	100%	95%	95%	99%	93%	100%	100%
Miscellaneous	35	100%	99%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Roving Patrols	23	100%	99%	100%	100%	100%	98%	100%	100%	99%	100%	95%	98%
Sargeants	19	97%	99%	99%	100%	99%	99%	99%	96%	99%	99%	97%	97%
Undercover	85	100%	99%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Uniforms	209	99%	100%	100%	100%	100%	100%	100%	100%	98%	99%	100%	100%
TOTALS - Police	**650**												

Average Daily Out Of Service For Each Division 2006

	Fleet Size	January	February	March	April	May	June	July	August	September	October	November	December
Forestry													
Aerials	13	2.1	2.0	2.7	2.6	1.6	1.8	2.1	1.9	3.1	3.6	3.6	2.7
Dumps	15	0.0	0.3	0.0	0.0	0.1	0.0	0.0	0.1	0.2	0.3	0.0	0.1
Chippers	15	2.5	0.6	1.0	1.1	0.2	1.9	3.8	1.9	0.9	0.5	0.7	1.4
Stumpers	7	1.0	0.2	0.0	0.9	0.4	0.0	0.2	0.2	0.6	1.4	0.8	0.0
Root Cutters	2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0
TOTALS - Forestry	52												
Fleet Services													
Mounted Salt Trucks	105	5.2	7.5	7.5	5.1	0.0	0.0	0.0	0.0	0.0	0.0	3.2	10.8
Dumps													
Single Axle (25000)	2	0.0	0.0	0.1	0.0	1.7	2.9	4.0	3.9	6.6	5.4	0.8	0.0
Single Axle (30000)	7	0.0	0.0	0.1	0.0	1.5	1.1	0.2	0.0	0.0	0.0	0.1	0.0
5 man Dumps	7	2.1	2.0	2.1	0.6	0.5	0.0	0.7	0.0	0.0	0.0	0.2	0.0
Tandem Axle	5	0.3	0.0	0.0	0.0	0.4	0.2	1.0	0.9	1.0	1.1	0.9	1.0
Tri-Axle	17	5.1	3.7	2.1	2.6	3.9	3.4	3.5	0.8	2.2	3.0	1.7	3.3
Vac-Alls	4	0.3	0.0	1.3	0.7	0.3	1.2	0.2	1.6	0.1	0.1	0.4	1.0
Compressors, Trailer	31	4.4	4.0	4.0	5.3	4.0	4.4	2.8	2.5	2.0	1.2	2.0	0.9
Compressors, Truck	23	1.6	0.6	0.7	1.3	0.8	0.2	1.5	0.3	1.6	1.1	1.7	1.4
Endloaders	21	2.9	1.2	2.4	3.2	2.2	1.9	1.0	1.6	1.8	0.2	1.1	3.3
Backhoes	8	1.2	1.1	0.3	0.3	0.9	1.1	0.4	0.4	0.0	0.0	0.0	0.3
Dozers	2	0.0	0.5	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.3	0.2
Prentice Loaders	5	0.0	0.0	0.0	0.2	0.2	1.2	0.3	1.0	0.3	0.2	0.6	0.1
TOTALS - Fleet Service	132												
Sanitation													
Skid Steers	11	1.0	1.2	1.4	0.9	2.5	1.3	0.4	1.0	0.0	0.1	0.5	1.1
Roll-Offs	13	2.9	1.5	1.8	2.7	3.0	2.6	2.6	3.6	1.4	4.4	1.5	1.2
Top-Loaders	7	1.5	0.6	1.2	1.9	1.5	1.8	1.2	0.0	0.3	1.0	1.5	0.4
Flipper Packers	120	12.7	11.0	10.4	13.1	13.0	15.9	13.5	11.6	9.6	10.6	10.9	12.8
Split Body Recyclers	49	8.6	8.8	9.7	8.8	7.9	7.4	9.3	10.2	8.7	6.4	4.7	8.8
Container Packers	6	0.6	0.1	0.0	0.4	0.0	1.1	1.4	1.0	1.2	0.2	0.8	0.8

Average Daily Out Of Service For Each Division 2006

	Fleet Size	January	February	March	April	May	June	July	August	September	October	November	December
Street & Sewer													
Road Patchers	2	1.6	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
5 Man Dump	4	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.4	0.0
Rodder	2	1.0	1.8	1.2	0.0	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sewer Jet	2	1.3	1.1	1.1	1.1	1.3	1.5	1.2	0.7	0.2	0.0	0.0	0.2
Compressor	6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vac-Con	7	2.7	1.8	2.6	2.9	0.9	2.5	1.5	1.8	1.3	0.4	1.0	0.8
Hydro Excavator	1	0.5	0.0	0.1	0.1	0.3	0.5	0.8	1.0	0.9	0.0	0.1	0.2
Mason Dumps	4	0.5	0.6	0.0	0.0	0.0	0.0	0.1	0.0	0.3	0.0	0.4	0.0
Grad-All	3	0.0	0.0	0.0	0.4	1.9	1.2	0.3	0.2	0.2	0.1	0.0	0.0
Paver Shaver	1	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.2	0.0	0.0	0.0
Hydro Crane	4	0.0	0.0	0.0	0.6	0.3	0.8	0.2	0.0	0.7	0.2	0.9	0.0
TOTALS - Street & Sewer	36												
Water													
Single Axle Dumps	6	0.0	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.0	0.4
Drill Rigs	7	1.1	0.7	0.0	0.0	0.3	0.0	0.0	0.0	0.7	2.4	2.1	0.9
Compressors	17	1.0	0.0	0.1	0.8	1.4	0.2	1.6	0.7	0.6	1.4	1.0	1.0
Tandem Axle Dumps	1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Tri-Alxe Dumps	13	1.6	1.6	0.6	1.1	0.0	1.4	1.6	0.0	0.2	1.1	1.0	0.3
Backhoes	16	1.1	0.6	0.8	0.1	0.0	0.6	1.0	1.0	0.8	1.2	1.9	0.0
Step Vans	26	0.1	0.0	0.3	0.0	0.8	0.8	0.3	1.7	1.9	0.2	1.3	0.4
Hydro Excavator	1	0.3	0.0	0.3	0.5	0.3	0.5	0.4	0.6	0.1	0.5	0.4	0.5
TOTALS - Water	87												
TE&ES													
Aerials	23	3.4	1.5	1.7	2.9	4.5	5.1	4.4	4.3	2.5	3.0	2.9	2.9
Combination Compressors	6	0.0	0.0	0.2	0.0	0.3	0.1	0.0	0.3	0.3	0.0	0.1	0.0
Trailer Mounted Comp	8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Truck Mounted Comp	3	0.0	0.9	0.2	0.1	0.1	0.0	0.0	0.3	0.1	0.0	0.0	0.2
Derrick-Diggers	5	0.5	1.1	0.5	2.0	1.6	1.0	1.3	1.0	0.4	0.0	1.0	1.0
Step Vans	8	2.9	1.1	1.4	0.7	1.4	1.5	3.5	0.8	1.3	1.4	1.8	2.3
Dumps	6	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.4	0.2	0.0	0.2	0.0
TOTALS - TE&ES	59												

Average Daily Out Of Service For Each Division 2006

City of Milw. Vehicles	Fleet Size	January	February	March	April	May	June	July	August	September	October	November	December
Passenger Cars 20xxx	124	6.0	2.9	5.3	5.4	4.3	4.5	3.7	4.2	3.9	5.0	5.0	5.0
Suburban Trks. 21xxx	18	0.8	0.4	1.0	0.7	0.8	0.4	1.2	0.1	0.0	0.3	0.1	1.1
Vibratory Compactors	11	0.0	0.0	0.0	0.0	0.0	0.5	0.1	0.0	0.0	0.5	1.0	0.0
Light Dump Trks. 25xxx	75	6.7	4.4	5.3	1.5	3.5	2.9	4.4	3.3	3.5	3.4	4.9	5.7
Tar Kettles and Melters	23	0.0	0.0	0.5	6.1	1.1	1.7	2.5	2.0	0.7	2.0	2.2	0.0
Sidewalk Tractors	48	10.4	9.4	6.8	3.4	1.4	1.0	1.3	0.1	1.2	7.8	10.1	13.3
Miscellaneous Drivable	22	0.6	0.0	0.0	0.0	0.0	0.5	0.9	0.0	0.0	0.2	0.2	0.1
Miscellaneous Non-Drivable	234	0.0	0.2	0.2	1.1	1.0	0.6	0.2	0.6	0.8	0.2	0.7	1.4
Parking Enforcement	44	6.7	6.6	4.7	4.4	3.2	5.8	7.1	7.5	5.1	4.8	2.9	5.7
Full Size Pick-Up	121	6.0	5.8	4.8	5.7	4.1	4.4	6.0	4.5	6.8	7.7	6.9	5.0
Mini Pick-Up	68	3.4	2.9	2.4	1.8	2.1	2.9	2.3	2.7	2.3	3.7	1.6	0.9
Utility Body Pick -Up	38	1.7	0.8	1.4	2.2	1.9	1.2	2.0	1.3	4.0	2.0	1.9	2.8
Vibratory Rollers	17	1.6	0.6	0.0	0.1	0.5	1.4	2.0	1.3	1.1	1.0	1.2	1.1
Pavement Saw	11	1.4	0.4	0.3	1.4	1.0	1.0	1.3	0.8	1.9	1.0	1.0	2.7
Stake Trucks Light	20	0.8	2.2	0.7	1.0	1.3	0.5	0.4	0.3	0.6	0.9	2.7	1.6
Sport Utility Vehicles	34	1.0	0.6	0.3	0.9	1.9	2.3	2.3	2.0	0.6	1.4	0.7	1.7
Light Tow Trucks	4	0.1	0.1	0.3	1.0	1.0	1.0	1.0	1.0	0.2	0.0	0.0	0.1
Van Light	97	3.7	4.2	3.6	3.2	4.1	5.4	5.8	3.9	2.8	1.7	3.3	4.7
TOTALS - City Light	**1009**												

MPD VEHICLES	Fleet Size												
Detectives	258	5.6	7.1	4.8	6.4	4.0	4.0	3.3	3.4	5.0	3.8	4.1	3.5
Cargo and Equip Vans	15	1.3	0.4	0.1	0.2	0.2	0.1	0.8	0.2	0.5	0.5	0.6	1.2
Minivans	6	0.2	0.0	0.2	0.1	0.0	0.0	0.4	0.4	0.1	0.6	0.0	0.0
Miscellaneous	35	0.4	0.8	1.4	0.7	0.1	0.5	0.8	0.1	1.0	0.6	0.5	0.5
Roving Patrols	23	2.4	3.0	1.0	0.6	0.5	1.5	0.7	0.8	1.3	0.8	2.9	1.2
Sargeants	19	3.0	0.8	1.2	1.3	0.8	0.4	0.5	2.1	1.1	1.2	1.1	1.5
Undercover	85	2.2	4.0	3.2	1.3	1.7	2.1	2.0	3.3	3.1	0.1	1.9	1.4
Uniforms	209	14.2	13.1	9.7	10.2	7.4	9.9	9.2	7.7	13.6	12.7	10.4	9.4
TOTALS - Police	**650**												

Percent of Equipment Ready for Service

	Fleet Size		January Through June 2007											
Forestry			January	February	March	April	May	June	July	August	September	October	November	December
Aerials	13		97%	99%	91%	87%	97%	98%	99%					
Dumps	14		100%	100%	100%	100%	100%	100%	100%					
Chippers	15		99%	100%	91%	92%	99%	98%	100%					
Stumpers	7		100%	100%	100%	100%	100%	100%	98%					
Root Cutters	2		100%	100%	100%	100%	100%	100%	100%					
TOTALS - Forestry	51													
Fleet Services														
Mounted Salt Trucks	109		100%	100%	100%	100%	100%	100%	100%					
Dumps														
Single Axle (25000)	49		100%	100%	100%	100%	100%	100%	100%					
Single Axle (30000)	7		100%	100%	100%	100%	100%	100%	100%					
5 man Dumps	7		100%	100%	100%	100%	100%	100%	100%					
Tandem Axle	2		100%	100%	100%	100%	100%	100%	100%					
Tri-Axle	23		100%	100%	100%	100%	100%	100%	100%					
Vac-Alls	4		77%	76%	81%	83%	77%	73%	75%					
Compressors, Trailer	28		100%	100%	100%	100%	100%	100%	100%					
Compressors, Truck	23		100%	100%	100%	100%	100%	100%	100%					
Endloaders	16		100%	100%	100%	100%	100%	100%	100%					
Backhoes	8		100%	100%	100%	100%	100%	100%	100%					
Dozers	2		100%	100%	100%	100%	100%	100%	100%					
Prentice Loaders	5		100%	100%	100%	100%	100%	100%	100%					
TOTALS - Fleet Service	174													
Sanitation														
Skid Steers	11		100%	100%	100%	100%	99%	100%	100%					
Roll-Offs	13		100%	100%	100%	100%	100%	100%	100%					
Top-Loaders	7		100%	100%	100%	100%	100%	100%	100%					
Flipper Packers	119		100%	100%	100%	100%	100%	100%	100%					
Split Body Recyclers	48		100%	100%	100%	100%	100%	100%	100%					
Container Packers	6		100%	100%	100%	100%	100%	100%	100%					
AutoCar Packers	3		100%	100%	100%	100%	100%	100%	100%					
Sweepers	19		100%	100%	100%	99%	98%	99%	97%					
TOTALS - Sanitation	215													

Percent of Equipment Ready for Service

January Through June 2007

Street & Sewer		January	February	March	April	May	June	July	August	September	October	November	December
Road Patchers	2	100%	100%	100%	100%	100%	100%	100%					
5 Man Dump	4	100%	100%	100%	100%	100%	100%	100%					
Rodder	2	100%	100%	100%	100%	100%	98%	100%					
Sewer Jet	2	90%	100%	95%	100%	95%	88%	100%					
Compressor	6	100%	100%	100%	100%	100%	100%	100%					
Vac-Con	7	100%	97%	92%	98%	100%	88%	81%					
Hydro Excavator	1	71%	65%	91%	75%	91%	95%	100%					
Mason Dumps	4	100%	100%	100%	100%	100%	100%	100%					
Grad-All	3	100%	100%	100%	100%	100%	100%	79%					
Paver Shaver	1	100%	100%	100%	100%	95%	100%	100%					
Hydro Crane	4	100%	100%	100%	100%	100%	100%	100%					
TOTALS - Street & Sewer	36												
Water													
Single Axle Dumps	6	99%	100%	100%	100%	100%	100%	100%					
Drill Rigs	7	100%	100%	100%	100%	100%	100%	100%					
Compressors	17	100%	100%	100%	100%	100%	100%	100%					
Tandem Axle Dumps	1	100%	100%	100%	100%	100%	100%	100%					
Tri-Alxe Dumps	13	100%	100%	100%	100%	100%	100%	100%					
Backhoes	15	100%	100%	100%	100%	100%	100%	100%					
Step Vans	24	100%	100%	100%	100%	100%	100%	100%					
Hydro Excavator	1	100%	100%	100%	55%	100%	100%	100%					
TOTALS - Water	84												
TE&ES													
Aerials	23	92%	98%	100%	100%	100%	97%	100%					
Combination Compressors	6	100%	100%	100%	100%	100%	100%	100%					
Trailer Mounted Comp	8	100%	100%	100%	100%	100%	100%	100%					
Truck Mounted Comp	3	89%	100%	100%	100%	100%	100%	100%					
Derrick-Diggers	4	100%	100%	100%	71%	55%	79%	100%					
Step Vans	8	92%	96%	94%	96%	89%	89%	71%					
Dumps	6	100%	100%	100%	100%	100%	100%	97%					
TOTALS - TE&ES	58												

Percent of Equipment Ready for Service

	Fleet Size		January Through June 2007											
City of Milw. Vehicles			January	February	March	April	May	June	July	August	September	October	November	December
Passenger Cars 20xxx	117		100%	100%	100%	100%	100%	100%	100%					
Suburban Trks. 21xxx	17		97%	99%	100%	100%	100%	100%	100%					
Vibratory Compactors	11		100%	100%	98%	100%	100%	100%	100%					
Light Dump Trks. 25xxx	75		100%	100%	100%	100%	100%	100%	95%					
Tar Kettles and Melters	20		100%	100%	99%	96%	98%	100%	100%					
Sidewalk Tractors	47		89%	98%	99%	100%	100%	100%	100%					
Miscellaneous Drivable	23		100%	100%	100%	100%	100%	100%	100%					
Miscellaneous Non-Drivable	220		100%	100%	100%	100%	100%	100%	100%					
Parking Enforcement	52		95%	95%	95%	96%	98%	91%	96%					
Full Size Pick-Up	123		100%	100%	100%	100%	100%	100%	100%					
Mini Pick-Up	91		100%	100%	100%	100%	100%	100%	100%					
Utility Body Pick -Up	43		100%	100%	100%	100%	100%	100%	99%					
Vibratory Rollers	16		94%	95%	98%	100%	99%	100%	100%					
Pavement Saw	9		95%	100%	93%	99%	100%	97%	100%					
Stake Trucks Light	17		97%	100%	98%	100%	100%	100%	100%					
Sport Utility Vehicles	34		100%	98%	100%	100%	100%	100%	100%					
Light Tow Trucks	5		99%	92%	95%	100%	100%	100%	100%					
Van Light	86		100%	100%	100%	100%	100%	100%	100%					
TOTALS - City Light	**1006**													
	Fleet													
MPD VEHICLES	Size		January	February	March	April	May	June	July	August	September	October	November	December
Detectives	258		100%	100%	100%	100%	100%	100%	100%					
Cargo and Equip Vans	17		100%	100%	100%	100%	100%	99%	100%					
Minivans	8		100%	100%	100%	100%	100%	100%	100%					
Miscellaneous	35		100%	100%	99%	100%	100%	100%	100%					
Roving Patrols	21		98%	97%	98%	97%	99%	99%	100%					
Sargeants	20		97%	93%	95%	93%	98%	97%	100%					
Undercover	101		99%	100%	100%	100%	100%	100%	100%					
Uniforms	208		100%	99%	100%	98%	99%	99%	99%					
TOTALS - Police	**668**													

Average Daily Out Of Service For Each Division

January Through June 2007

	Fleet Size	January	February	March	April	May	June	July	August	September	October	November	December
Forestry													
Aerials	13	1	1	2	3	1	1	1					
Dumps	14	0	0	0	0	0	0	0					
Chippers	15	1	1	2	2	1	1	1					
Stumpers	7	0	0	0	0	0	0	1					
Root Cutters	2	0	0	0	0	0	0	0					
TOTALS - Forestry	51												
Fleet Services													
Mounted Salt Trucks	105	6	7	7	3	0	0	0					
Dumps													
Single Axle (25000)	49	0	0	0	0	4	3	3					
Single Axle (30000)	7	0	0	0	0	0	0	0					
5 man Dumps	7	1	1	0	0	0	0	0					
Tandem Axle	2	1	1	1	0	0	0	0					
Tri-Axle	23	2	1	0	1	3	2	3					
Vac-Alls	4	1	1	1	1	1	1	1					
Compressors, Trailer	28	2	2	2	2	3	3	1					
Compressors, Truck	23	1	2	2	2	2	2	2					
Endloaders	16	2	0	2	2	1	0	2					
Backhoes	8	0	0	0	0	0	0	0					
Dozers	2	0	0	0	0	0	0	0					
Prentice Loaders	5	1	1	0	1	0	0	0					
TOTALS - Fleet Service	174												
Sanitation													
Skid Steers	11	0	0	0	1	2	2	2					
Roll-Offs	13	2	1	2	3	2	3	4					
Top-Loaders	7	1	1	1	1	0	1	1					
Flipper Packers	119	11	11	10	13	14	10	8					
Split Body Recyclers	48	10	7	4	6	7	4	5					
Container Packers	6	0	1	1	0	0	0	0					
AutoCar Packers	3	0	0	0	0	0	0	0					
Sweepers	19	0	0	1	6	6	5	6					
TOTALS - Sanitation	215												

Average Daily Out Of Service For Each Division

January Through June 2007

	Fleet Size	January	February	March	April	May	June	July	August	September	October	November	December
Street & Sewer													
Road Patchers	2	0	0	0	0	0	1	0					
5 Man Dump	4	0	1	0	0	0	0	0					
Rodder	2	0	0	0	0	0	0	0					
Sewer Jet	2	0	0	0	0	0	0	0					
Compressor	6	0	0	0	0	0	0	0					
Vac-Con	7	0	0	1	1	0	2	2					
Hydro Excavator	1	0	0	0	0	0	0	0					
Mason Dumps	4	0	0	0	0	0	0	0					
Grad-All	3	0	0	0	0	0	1	1					
Paver Shaver	1	0	0	0	0	0	0	0					
Hydro Crane	4	0	0	0	0	1	0	1					
TOTALS - Street & Sewer	36												
Water													
Single Axle Dumps	6	1	0	0	0	0	0	0					
Drill Rigs	7	0	1	0	0	0	0	0					
Compressors	17	1	0	1	1	1	1	0					
Tandem Axle Dumps	1	0	0	0	0	0	0	0					
Tri-Alxe Dumps	13	0	0	0	1	1	0	0					
Backhoes	15	1	0	0	0	0	1	1					
Step Vans	24	0	0	1	1	2	1	0					
Hydro Excavator	1	0	0	0	0	0	0	0					
TOTALS - Water	84												
TE&ES													
Aerials	23	5	3	1	2	1	3	2					
Combination Compressors	6	0	0	0	0	0	1	0					
Trailer Mounted Comp	8	0	0	0	0	0	0	0					
Truck Mounted Comp	3	0	0	0	0	0	0	0					
Derrick-Diggers	4	1	0	0	1	2	1	0					
Step Vans	8	1	0	0	0	1	1	2					
Dumps	6	0	0	0	0	0	0	1					
TOTALS - TE&ES	58												

Average Daily Out Of Service For Each Division

January Through June 2007

City of Milw. Vehicles	Fleet Size	January	February	March	April	May	June	July	August	September	October	November	December
Passenger Cars 20xxx	117	5	5	4	4	3	3	4					
Suburban Trks. 21xxx	17	1	1	0	0	1	1	1					
Vibratory Compactors	11	0	0	1	0	0	0	0					
Light Dump Trks. 25xxx	75	4	2	2	4	4	2	9					
Tar Kettles and Melters	20	0	0	2	3	2	1	0					
Sidewalk Tractors	47	9	5	4	3	3	2	2					
Miscellaneous Drivable	23	0	0	0	1	0	0	0					
Miscellaneous Non-Drivable	220	1	1	1	0	0	0	1					
Parking Enforcement	52	5	5	6	5	4	8	6					
Full Size Pick-Up	123	5	3	6	5	3	3	6					
Mini Pick-Up	91	3	4	3	2	2	4	2					
Utility Body Pick -Up	43	1	1	1	1	1	2	3					
Vibratory Rollers	16	2	2	2	0	1	2	2					
Pavement Saw	9	1	0	1	0	1	1	0					
Stake Trucks Light	17	2	0	2	1	0	0	1					
Sport Utility Vehicles	34	2	2	0	1	1	1	1					
Light Tow Trucks	5	0	0	0	0	0	0	0					
Van Light	86	2	5	4	3	3	4	5					
TOTALS - City Light	**1006**												

MPD VEHICLES	Fleet Size												
Detectives	258	5	4	4	4	5	7	4					
Cargo and Equip Vans	17	0	0	0	0	0	1	0					
Minivans	8	0	0	0	0	0	0	0					
Miscellaneous	35	1	1	2	1	1	2	0					
Roving Patrols	21	1	1	2	2	1	1	1					
Sargeants	20	1	2	2	2	1	1	0					
Undercover	101	4	3	5	2	2	3	1					
Uniforms	208	9	12	8	14	11	13	13					
TOTALS - Police	**668**												

TIRE SHOP ACTIVITY-2006

FIRST QUARTER 1/01/06 THRU		SECOND QUARTER		THIRD QUARTER		FOURTH QUARTER	
TIRES MOUNTED		**TIRES MOUNTED**		**TIRES MOUNTED**		**TIRES MOUNTED**	
NEW TIRES FLEET EQUIP.	279	NEW TIRES FLEET EQUIP.	335	NEW TIRES FLEET EQUIP.	331	NEW TIRES FLEET EQUIP.	318
NEW POLICE TIRES	264	NEW POLICE TIRES	210	NEW POLICE TIRES	254	NEW POLICE TIRES	319
TRUCK RECAPPED TIRES	248	TRUCK RECAPPED TIRES	247	TRUCK RECAPPED TIRES	295	TRUCK RECAPPED TIRES	331
WARRANTY TIRES		WARRANTY TIRES	0	WARRANTY TIRES	0	WARRANTY TIRES	0
TOTAL TIRES MOUNTED	791	TOTAL TIRES MOUNTED	792	TOTAL TIRES MOUNTED	880	TOTAL TIRES MOUNTED	968
TIRES REPAIRED		**TIRES REPAIRED**		**TIRES REPAIRED**		**TIRES REPAIRED**	
VENDOR REPAIRS	212	VENDOR REPAIRS	169	VENDOR REPAIRS	267	VENDOR REPAIRS	261
WARRANTY REPAIRS	1	WARRANTY REPAIRS	0	WARRANTY REPAIRS	2	WARRANTY REPAIRS	0
HEAVY EQUIPMENT TIRES	465	HEAVY EQUIPMENT TIRES	617	HEAVY EQUIPMENT TIRES	565	HEAVY EQUIPMENT TIRES	538
LIGHT EQUIPMENT REPAIRS	444	LIGHT EQUIPMENT REPAIRS	351	LIGHT EQUIPMENT REPAIRS	405	LIGHT EQUIPMENT REPAIRS	380
POLICE TIRES REPAIRED	496	POLICE TIRES REPAIRED	345	POLICE TIRES REPAIRED	370	POLICE TIRES REPAIRED	367
TOTAL TIRES REPAIRED	1618	TOTAL TIRES REPAIRED	1482	TOTAL TIRES REPAIRED	1609	TOTAL TIRES REPAIRED	1546
SERVICE AND SHOP CALLS		**SERVICE AND SHOP CALLS**		**SERVICE AND SHOP CALLS**		**SERVICE AND SHOP CALLS**	
WEEKEND/AFTERHOURS	13	WEEKEND/AFTERHOURS	3	WEEKEND/AFTERHOURS	5	WEEKEND/AFTERHOURS	11
DISPATCH CALLS	449	DISPATCH CALLS	436	DISPATCH CALLS	401	DISPATCH CALLS	340
NIGHT CALLS	175	NIGHT CALLS	159	NIGHT CALLS	208	NIGHT CALLS	214
IN HOUSE SHOP CALLS	298	IN HOUSE SHOP CALLS	257	IN HOUSE SHOP CALLS	299	IN HOUSE SHOP CALLS	267
TOTAL SERVICE CALLS	935	TOTAL SERVICE CALLS	855	TOTAL SERVICE CALLS	913	TOTAL SERVICE CALLS	832

	1ST QTR	2ND QTR	3RD QTR	4THQTR	TOTALS
TOTAL TIRES MOUNTED -2006	791	792	880	968	**3431**
TOTAL TIRES REPAIRED- 2006	1618	1482	1609	1546	**6255**
TOTAL SERVICE AND SHOP CALLS-200	935	855	913	832	**3535**

TIRE SHOP ACTIVITY-2007

FIRST QUARTER 1/01/06 THRU		SECOND QUARTER		THIRD QUARTER		FOURTH QUARTER	
TIRES MOUNTED		**TIRES MOUNTED**		**TIRES MOUNTED**		**TIRES MOUNTED**	
NEW TIRES FLEET EQUIP.	302	NEW TIRES FLEET EQUIP.	322	NEW TIRES FLEET EQUIP.		NEW TIRES FLEET EQUIP.	
NEW POLICE TIRES	270	NEW POLICE TIRES	272	NEW POLICE TIRES		NEW POLICE TIRES	
TRUCK RECAPPED TIRES	325	TRUCK RECAPPED TIRES	183	TRUCK RECAPPED TIRES		TRUCK RECAPPED TIRES	
WARRANTY TIRES	0	WARRANTY TIRES	0	WARRANTY TIRES	0	WARRANTY TIRES	
TOTAL TIRES MOUNTED	897	TOTAL TIRES MOUNTED	777	TOTAL TIRES MOUNTED	0	TOTAL TIRES MOUNTED	0
TIRES REPAIRED		**TIRES REPAIRED**		**TIRES REPAIRED**		**TIRES REPAIRED**	
VENDOR REPAIRS	187	VENDOR REPAIRS	136	VENDOR REPAIRS		VENDOR REPAIRS	
WARRANTY REPAIRS	0	WARRANTY REPAIRS	0	WARRANTY REPAIRS		WARRANTY REPAIRS	
HEAVY EQUIPMENT TIRES	590	HEAVY EQUIPMENT TIRES	439	HEAVY EQUIPMENT TIRES		HEAVY EQUIPMENT TIRES	
LIGHT EQUIPMENT REPAIRS	314	LIGHT EQUIPMENT REPAIRS	357	LIGHT EQUIPMENT REPAIRS		LIGHT EQUIPMENT REPAIRS	
POLICE TIRES REPAIRED	396	POLICE TIRES REPAIRED	366	POLICE TIRES REPAIRED		POLICE TIRES REPAIRED	
TOTAL TIRES REPAIRED	1487	TOTAL TIRES REPAIRED	1298	TOTAL TIRES REPAIRED	0	TOTAL TIRES REPAIRED	0
SERVICE AND SHOP CALLS		**SERVICE AND SHOP CALLS**		**SERVICE AND SHOP CALLS**		**SERVICE AND SHOP CALLS**	
WEEKEND/AFTERHOURS	34	WEEKEND/AFTERHOURS	4	WEEKEND/AFTERHOURS		WEEKEND/AFTERHOURS	
DISPATCH CALLS	321	DISPATCH CALLS	328	DISPATCH CALLS		DISPATCH CALLS	
NIGHT CALLS	241	NIGHT CALLS	205	NIGHT CALLS		NIGHT CALLS	
IN HOUSE SHOP CALLS	235	IN HOUSE SHOP CALLS	261	IN HOUSE SHOP CALLS		IN HOUSE SHOP CALLS	
TOTAL SERVICE CALLS	831	TOTAL SERVICE CALLS	798	TOTAL SERVICE CALLS	0	TOTAL SERVICE CALLS	0

	1ST QTR	2ND QTR	3RD QTR	4THQTR	TOTALS
TOTAL TIRES MOUNTED -2007	897	777			**1674**
TOTAL TIRES REPAIRED- 2007	1487	1298			**2785**
TOTAL SERVICE AND SHOP CALLS-2007	831	798			**1629**

Work Order Information for all Locations

Location	Total Number of Work Orders	Repair Only	PM Only
Light Repair	7,626	6,372	1,254
Heavy Repair - Days	4,351	4,217	134
Heavy Repair - Nights	4,015	3,501	514
Lincoln	4,077	2,961	1,116
Northwest	3,247	2,392	855
Tire Shop	2,128	2,128	0
Body Shop	140	140	0
Field	12	2	10
MPD (vendor PM's)	2,066	0	2,066
Tower	1,076	407	669
Total	28,738	22,120	6,618

SECTION III

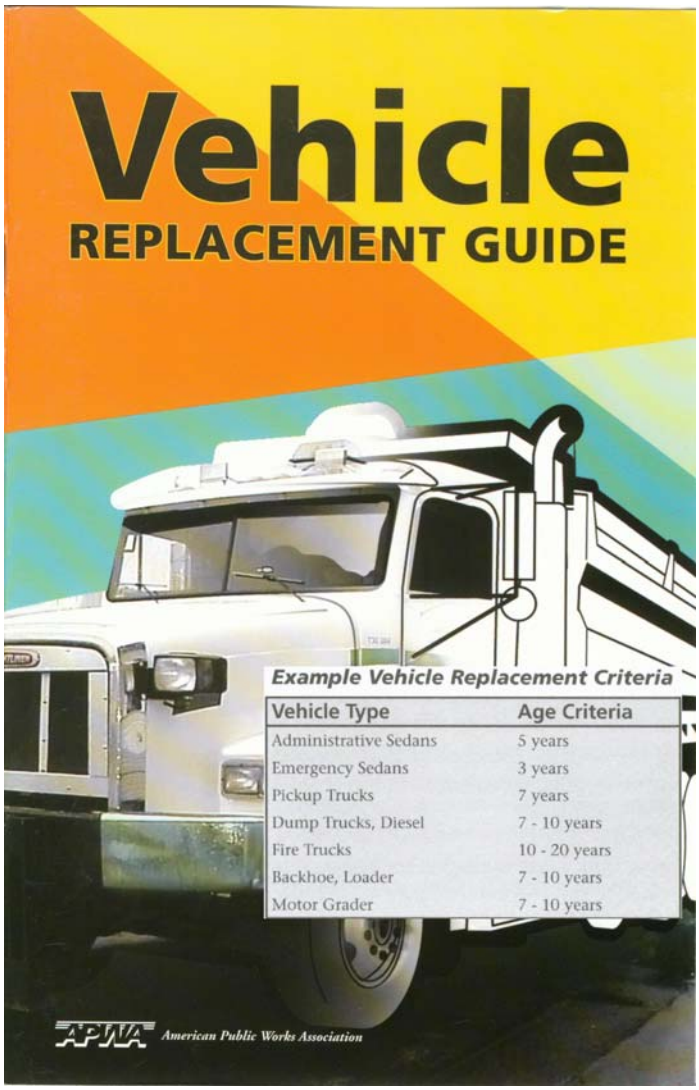
Fleet Data

FLEET VALUE AND REPLACEMENT

Motor vehicles and equipment are vital to day-to-day operations and service delivery activities of the City of Milwaukee. Fleet Services is responsible for the stewardship of the city's motor vehicle assets and for meeting the fleet service requirements of the city's departments.

A mature fleet has to place a greater emphasis for increased maintenance so as to minimize fleet downtime. Fleet downtime not only impacts the cost of the vehicle but also includes the cost of idle skilled labor which has impact on service delivery.

Timely vehicle replacement is important for controlling vehicle availability, safety, reliability and efficiency. Fleet services staff evaluates all vehicles based on "Economic Theory"; when the total cost, the combined costs of owning and operating the vehicles, is at a minimum. Replacement cycles are somewhat established by various professional agencies as guidelines, then modified by the user organization, such as the City of Milwaukee. The replacement schedule is adjusted to reflect City of Milwaukee experience and usage. A physical assessment of vehicles is then conducted. Working closely with the budget office, replacement of vehicles is proposed on an annual basis using a multi-year replacement scheme. The replacement scheme along with the age and usage, evaluates historical repair costs and current conditions.



FLEET VALUE

The current City's total fleet and equipment replacement is valued at over $157 million of which the Department of Public Works vehicles represents almost $119 million. The passenger vehicles fleet represents about 6.5% of total with a current replacement value of about $9.5 million dollars. The police vehicles (651) represent 11% of total with a value of $16 million dollars. The majority of investment is in the 2,400 heavy vehicles representing over $93.5 million dollars.

Description	Qty of Type	Purchased by non-Fleet Services group	Fleet Services Responsible to Purchase	Average Age - All City of Milwaukee Units	Optimal Average Age	Desirable Replacement Cycle (years)	FSS Need Each Year	Estimated Cost Each 3/14/07	Replacement Value (All)	Annual Funding Needed (Fleet Services Only)	Total Fleet Replacement Value (Fleet Services Only)
AERIAL MAN LIFT TRUCK	37		37	7.2	4.0	8	4.63	145,000.00	5,365,000.00	670,625.00	5,365,000.00
BACKHOE/LOADER	24	16	8	7.3	5.0	10	0.80	90,000.00	2,160,000.00	72,000.00	720,000.00
BOAT- NON POLICE	1	1	0	29.0	7.5	15	0.00	20,700.00	20,700.00	0.00	0.00
BOOKMOBILE	1	1	0	16.0	5.0	10	0.00	112,350.00	112,350.00	0.00	0.00
BREAKER FOR BACKHOE	50	26	24	19.1	5.0	10	2.40	15,000.00	750,000.00	36,000.00	360,000.00
BRUSH CHIPPER	15	0	15	6.2	4.5	9	1.67	38,500.00	577,500.00	64,166.67	577,500.00
BUCKET SEWER CLEANER - TRAILER	5	5	0	27.2	5.0	10	0.00	3,200.00	16,000.00	0.00	0.00
CAR	117	15	102	10.0	5.0	10	10.20	18,500.00	2,164,500.00	188,700.00	1,887,000.00
CARRYALL/SUBURBAN TYPE	17	1	16	8.8	5.0	10	1.60	35,700.00	606,900.00	57,120.00	571,200.00
CHLORINATOR - TRAILER	1	1	0	12.0	4.0	8	0.00	45,000.00	45,000.00	0.00	0.00
COMPRESSOR - DUMP TRUCK	10	2	8	8.9	5.5	11	0.73	81,500.00	815,000.00	59,272.73	652,000.00
COMPRESSOR - TRAILER OR SKID	81	19	62	13.6	5.5	11	5.64	15,225.00	1,233,225.00	85,813.64	943,950.00
COMPRESSOR TRUCK	24	0	24	11.7	5.5	11	2.18	48,000.00	1,152,000.00	104,727.27	1,152,000.00
CONCRETE MIXER	4	0	4	15.0	3.0	6	0.67	3,150.00	12,600.00	2,100.00	12,600.00
CONCRETE STRIKE OFF	2	0	2	22.0	3.0	6	0.33	3,150.00	6,300.00	1,050.00	6,300.00
CONTRACTOR BODY DUMP	4	4	0	13.8	6.0	12	0.00	78,500.00	314,000.00	0.00	0.00
CRAWLER DOZER	2	0	2	14.0	10.0	20	0.10	130,750.00	261,500.00	13,075.00	261,500.00
DERRICK DIGGER	6	0	6	15.4	5.0	10	0.60	189,000.00	1,134,000.00	113,400.00	1,134,000.00
DRILL RIG	6	6	0	9.8	5.0	10	0.00	126,000.00	756,000.00	0.00	0.00

DUMP - 1 TON 2 YARD	75	17	58	7.6	5.0	10	5.80	37,800.00	2,835,000.00	219,240.00	2,192,400.00
DUMP - 2 TON 5 YARD	27	6	21	8.8	6.0	12	1.75	110,000.00	2,970,000.00	192,500.00	2,310,000.00
DUMP - SALTER	119	0	119	7.9	5.5	11	10.82	92,200.00	10,971,800.00	997,436.36	10,971,800.00
DUMP - TRIAXLE	30	14	16	8.5	6.0	12	1.33	140,000.00	4,200,000.00	186,666.67	2,240,000.00
DUMP 5 PASSANGER INSULATED	14	0	14	13.6	6.0	12	1.17	85,800.00	1,201,200.00	100,100.00	1,201,200.00
DUMP TANDEM AXLE	1	1	0	14.0	6.0	12	0.00	100,800.00	100,800.00	0.00	0.00
END LOADER	10	0	10	17.1	7.5	15	0.67	120,000.00	1,200,000.00	80,000.00	1,200,000.00
FLOOR SWEEPER	8	2	6	10.9	7.5	15	0.40	24,900.00	199,200.00	9,960.00	149,400.00
FLUSHER	1	1	0	13.0	5.0	10	0.00	13,125.00	13,125.00	0.00	0.00
FORKLIFT	15	4	11	16.8	7.5	15	0.73	40,215.00	603,225.00	29,491.00	442,365.00
GRAPPLE - SKID LOADER ATTACHMENT	17	0	17	7.6	2.5	5	3.40	2,450.00	41,650.00	8,330.00	41,650.00
GENERATOR	40	16	24	11.0	5.0	10	2.40	6,650.00	266,000.00	15,960.00	159,600.00
GRADALL - EXCAVATOR/CRANE	4	0	4	11.0	7.5	15	0.27	262,500.00	1,050,000.00	70,000.00	1,050,000.00
GRINDER/CRACK ROUTER SCABBLER	7	1	6	14.9	4.0	8	0.75	13,125.00	91,875.00	9,843.75	78,750.00
HOLDER - TRACTOR	47	1	46	6.5	6.5	13	3.54	87,150.00	4,096,050.00	308,376.92	4,008,900.00
HYDROCRANE - BASIN CLEANER	4	4	0	24.0	6.0	12	0.00	126,400.00	505,600.00	0.00	0.00
HYDROCRANE BUCKET ATTACHMENT	8	8	0	46.0	15.0	30	0.00	500.00	4,000.00	0.00	0.00
JEEP - PARKING ENFORCEMENT	52	52	0	4.9	4.0	8	0.00	23,600.00	1,227,200.00	0.00	0.00
JET VAC	9	9	0	4.9	5.0	10	0.00	246,750.00	2,220,750.00	0.00	0.00
LEAF HOPPER	11	0	11	14.0	5.0	10	1.10	2,250.00	24,750.00	2,475.00	24,750.00
LEAF PAN OR RAMP	34	0	34	13.0	5.0	10	3.40	3,350.00	113,900.00	11,390.00	113,900.00
LEAF RAKE	97	0	97	10.1	5.0	10	9.70	3,350.00	324,950.00	32,495.00	324,950.00
LIGHT VANS	86	16	70	10.4	5.0	10	7.00	28,300.00	2,433,800.00	198,100.00	1,981,000.00
LINE ERASER	1	0	1	19.0	3.0	6	0.17	3,150.00	3,150.00	525.00	3,150.00
LINE MARKER	3	0	3	28.3	3.0	6	0.50	3,150.00	9,450.00	1,575.00	9,450.00
LOG LOADER	5	0	5	8.0	5.0	10	0.50	137,500.00	687,500.00	68,750.00	687,500.00
MINIVAN - PASSENGER VAN	12	4	8	11.8	5.0	10	0.80	23,625.00	283,500.00	18,900.00	189,000.00
MISCELLANEOUS SMALL TRACTORS	14	14	0	10.9	5.0	10	0.00	714.29	10,000.00	0.00	0.00
MISCELLANEOUS TRAILERS	193	21	172	16.1	7.5	15	11.47	7,500.00	1,447,500.00	86,000.00	1,290,000.00
MOBILE MEDICAL UNIT	2	2	0	13.0	6.0	12	0.00	120,000.00	240,000.00	0.00	0.00
MOWER - FLAIL ATTACHMENT	25	0	25	18.4	6.5	13	1.92	7,350.00	183,750.00	14,134.62	183,750.00
MUDJACK	0	0	0		4.0	8	0.00	7,560.00	0.00	0.00	0.00
PACKER - REAR LOAD CONTAINER	6	0	6	8.7	5.5	11	0.55	141,750.00	850,500.00	77,318.18	850,500.00
PACKER AUTOMATED SIDE LOADING	0	0	0	8.0	4.0	8	0.00	210,000.00	0.00	0.00	0.00

PACKER RECYCLING	46	0	46	8.1	5.5	11	4.18	260,000.00	11,960,000.00	1,087,272.73	11,960,000.00
PACKER TOP LOADING	7	0	7	6.1	4.5	9	0.78	179,250.00	1,254,750.00	139,416.67	1,254,750.00
PACKER W/O CART LIFTERS 25 YD	4	0	4	17.0	5.5	11	0.36	225,000.00	900,000.00	81,818.18	900,000.00
PACKER WITH CART LIFTERS 25 YD	121	0	121	8.6	5.5	11	11.00	220,000.00	26,620,000.00	2,420,000.00	26,620,000.00
PAVEMENT BREAKER	2	0	2	8.0	6.0	12	0.17	20,750.00	41,500.00	3,458.33	41,500.00
PICK UP - ALL TYPES	259	57	202	11.6	5.5	11	18.36	24,675.00	6,390,825.00	453,122.73	4,984,350.00
POLICE DEPT - VEHICLE_EQUIP	675	675	0	5.6	4.0	8	0.00	26,200.00	17,685,000.00	0.00	0.00
PRESSURE TESTER TRAILER	1	1	0	15.0	4.0	8	0.00	30,000.00	30,000.00	0.00	0.00
PUMP	3	1	2	20.0	7.5	15	0.13	16,275.00	48,825.00	2,170.00	32,550.00
ROAD PATCHER TRUCK	2	0	2	9.0	5.0	10	0.20	180,500.00	361,000.00	36,100.00	361,000.00
ROAD PLANER - PROFILER	1	0	1	5.0	4.0	8	0.13	375,250.00	375,250.00	46,906.25	375,250.00
ROLLOFF CONTAINER	222	222	0	10.5	7.5	15	0.00	3,450.00	765,900.00	0.00	0.00
ROLLOFF TRUCK	13	0	13	10.5	5.5	11	1.18	147,000.00	1,911,000.00	173,727.27	1,911,000.00
ROOT CUTTER	2	0	2	16.5	5.0	10	0.20	37,800.00	75,600.00	7,560.00	75,600.00
SALT CONVEYOR	2	0	2	8.0	5.0	10	0.20	62,270.00	124,540.00	12,454.00	124,540.00
SALT CONVEYOR POWER UNIT	2	0	2	5.0	5.0	10	0.20	59,930.00	119,860.00	11,986.00	119,860.00
SALT SPREADER	172	6	166	8.2	10.0	20	8.30	18,450.00	3,173,400.00	153,135.00	3,062,700.00
SAND BLASTER	5	0	5	18.6	5.0	10	0.50	28,825.00	144,125.00	14,412.50	144,125.00
SAW - CONCRETE/ASPHALT	9	0	9	13.8	4.0	8	1.13	15,225.00	137,025.00	17,128.13	137,025.00
SEWER JET	4	4	0	10.3	6.0	12	0.00	141,225.00	564,900.00	0.00	0.00
SEWER OR DUCT RODDER	3	1	2	8.8	6.0	12	0.17	111,650.00	334,950.00	18,608.33	223,300.00
SHOP CRANE - SMALL MOBIL	7	2	5	22.4	7.5	15	0.33	103,500.00	724,500.00	34,500.00	517,500.00
SIDEWALK SWEEPER	4	0	4	7.5	4.0	8	0.50	63,000.00	252,000.00	31,500.00	252,000.00
SKID STEER LOADER	19	1	18	9.9	4.5	9	2.00	27,500.00	522,500.00	55,000.00	495,000.00
SNOW BLOWER FOR SMALL TRACTOR	19	0	19	3.2	5.0	10	1.90	7,500.00	142,500.00	14,250.00	142,500.00
SNOW BLOWER FOR ENDLOADER	12	0	12	28.6	15.0	30	0.40	76,850.00	922,200.00	30,740.00	922,200.00
SNOW PLOW	760	10	750	17.2	15.0	30	25.00	10,300.00	7,828,000.00	257,500.00	7,725,000.00
SOD CUTTER/SOIL SHREDDER	4	0	4	24.3	3.0	6	0.67	11,500.00	46,000.00	7,666.67	46,000.00
SPRAYER - TRAILER MOUNTED	4	4	0	16.8	5.0	10	0.00	1,750.00	7,000.00	0.00	0.00
STAKE TRUCK	33	15	18	9.7	5.0	10	1.80	74,000.00	2,442,000.00	133,200.00	1,332,000.00
STEAM CLEANER PRESSURE WASHER	5	0	5	15.2	7.5	15	0.33	6,000.00	30,000.00	2,000.00	30,000.00
STEP VAN	68	42	26	8.2	6.0	12	2.17	75,000.00	5,100,000.00	162,500.00	1,950,000.00
STREET SWEEPER	21	0	21	7.5	4.5	9	2.33	145,000.00	3,045,000.00	338,333.33	3,045,000.00
STUMP CUTTER	7	0	7	7.3	3.0	6	1.17	37,800.00	264,600.00	44,100.00	264,600.00

TAR KETTLE	13	0	13	7.7	5.0	10	1.30	8,715.00	113,295.00	11,329.50	113,295.00
TAR MELTER	7	0	7	12.0	4.0	8	0.88	26,250.00	183,750.00	22,968.75	183,750.00
TILT TOP CAR CARRIER	1	0	1	2.0	6.0	12	0.08	76,125.00	76,125.00	6,343.75	76,125.00
TRAILER CABLE REEL	12	0	12	19.0	7.5	15	0.80	14,500.00	174,000.00	11,600.00	174,000.00
TREE SPADE	3	0	3	16.8	4.0	8	0.38	26,675.00	80,025.00	10,003.13	80,025.00
TRENCHER	14	0	14	15.9	4.0	8	1.75	121,900.00	1,706,600.00	213,325.00	1,706,600.00
UNDER BRIDGE INSP. BOOM TRUCK	1	0	1	16.0	7.5	15	0.07	467,850.00	467,850.00	31,190.00	467,850.00
VAC ALL	4	0	4	13.5	5.0	10	0.40	220,000.00	880,000.00	88,000.00	880,000.00
VACUUM UNIT - SKID MOUNTED	8	8	0	7.9	5.0	10	0.00	44,000.00	352,000.00	0.00	0.00
VEHICLE HEATER/TOOL HEATER	53	35	18	5.5	5.0	10	1.80	3,650.00	193,450.00	6,570.00	65,700.00
VIBRATORY ROLLER	16	0	16	8.9	4.0	8	2.00	15,225.00	243,600.00	30,450.00	243,600.00
VIBRATORY SOIL COMPACTOR	11	0	11	8.9	3.0	6	1.83	4,200.00	46,200.00	7,700.00	46,200.00
WATER WAGON	1	0	1	25.0	7.5	15	0.07	6,900.00	6,900.00	460.00	6,900.00
WELDER	9	0	9	23.1	5.0	10	0.90	13,925.00	125,325.00	12,532.50	125,325.00
WRECKER HEAVY	1	0	1	17.0	10.0	20	0.05	246,750.00	246,750.00	12,337.50	246,750.00
WRECKER LIGHT	5	3	2	6.8	4.0	8	0.25	70,875.00	354,375.00	17,718.75	141,750.00
Totals/Averages	4061	1377	2684	10.864	5.6	11.2	200.00		$157,507,795.00	$10,480,712.80	$118,954,285.00

Equipment Replaced but not yet sold

Equip	Year	Vehicle Class	Miles	Dept	Repl By	Bgt. Yr.	Comments
31125	1981	Derrick - Digger	91,594	B+F COMM	31102	2003	*See Note
27603	1984	Compressor Truck	98,545	B+F POOL	22902	2007	Fall Sale Pending
23527	1992	Step Van	69,633	INF TE+ES	23550	2006	Fall Sale Pending
26377	1990	Aerial Lift	80,755	INF TE+ES	26340	2006	*See Note
26378	1990	Aerial Lift	111,093	INF TE+ES	26341	2007	Fall Sale Pending
26379	1990	Aerial Lift	101,167	INF TE+ES	26342	2007	Fall Sale Pending
27147	1995	Compressor Truck	50,915	INF TE+ES	25407	2007	Fall Sale Pending
26631	1993	Sewer Jet	109,979	INF UNDER	26634	2007	Fall Sale Pending
32153	1993	Recycling Truck	85,531	SANITATION	32236	2007	Scrap Pending
32155	1993	Recycling Truck	45,206	SANITATION	32237	2007	Scrap Pending
41095	1993	Street Sweeper	12,800	SANITATION	41020	2007	On Hold-Pending Litigation
23588	1995	Step Van	45,590	WATER	23548	2005	Fall Sale Pending

12 Units Listed Above

*Temporary use for Marquette Interchange

All replaced equipment is expected to be returned to Fleet Services to be sold

2006 Equipment Purchased

Light Equipment

Department	Qty.	Description	
Fleet Services			
	1	COMPACTOR, VIBRATORY	
	1	ROLLER, VIBRATORY, WALK-BEHIND	
	1	SEALANT MELTER	
	8	TRACTOR, SMALL, MULTI-PURPOSE	
	2	TRUCK, DUMP, 2-YARD w/TOOL BOX	
	1	TRUCK, VAN, STEP, 9,400 LB	$733,000
DPW-Adm/Parking	5	TRUCK, PARKING CHECKER JEEP	$140,000
Police			
	2	CAR, COMPACT, 4-DOOR SEDAN	
	2	CAR, SQUAD, FULL-SIZE, FWD	
	27	CAR, SQUAD, FULL-SIZE, RWD, MARKED	
	26	CAR, SQUAD, FULL-SIZE, RWD, UNMARKED	
	2	TRUCK, VAN, CARGO, 5800 LB.	
	3	TRUCK, VAN, CARGO, PRISONER TRANSPORT	
	2	TRUCK, VAN, CARGO, PRISONER TRANSPORT	$1,406,252
	83	**Total**	**$2,279,252**

2006 Equipment Purchased

Heavy Equipment

Department	Qty.	Description	
Fleet Services			
	1	CHIPPER, BRUSH	
	1	ENDLOADER, SKID-STEER, 1350 LB., w/TRAILER	
	1	FORKLIFT, 9000 LB.	
	1	STUMP CUTTER	
	3	SWEEPER, 3-YARD	
	1	TRACTOR, TRENCHER w/BREAKER & TRAILER	
	1	TRUCK, AERIAL, 36-FOOT, w/UTILITY BODY	
	2	TRUCK, DUMP, 5-YARD (1 w/CHIP BOX)	
	12	TRUCK, DUMP, 5-YARD w/UB PLOW, SALTER & 10' FRONT PLOW	
	10	TRUCK, PACKER, 25-YARD REAR LOAD w/CART LIFTERS	
	6	TRUCK, PACKER, 25-YARD RECYCLER	
	2	TRUCK, PACKER, 34-YARD TOP LOAD	
	3	TRUCK, PLATFORM, 4x4 w/COMPRESSOR & SALTER	$5,897,000
DPW-Adm/Parking			
	1	TRUCK, VAN, STEP, 14,500 LB.	
	1	TRUCK, WRECKER	$103,000
Sanitation	10	ROLL-OFF CONTAINER, 20 YARD	$25,000
INFR-Underground			
	1	BUCKET MACHINE	
	1	TRUCK, DUMP, 2-YARD, 16,500 LB., w/TOOL BOX & COMPRESSOR	
	1	TRUCK, SEWER JET	
	1	TRUCK, VAN, STEP, 14,000 LB	$320,000
Water Works			
	1	COMPRESSOR, 185 CFM, TRAILER MOUNT	
	1	FORKLIFT, 4000 LB.	
	1	TRUCK, PICKUP, UTILITY	
	1	TRUCK, PLATFORM DRILL RIG	
	1	TRUCK, VAN, STEP, 14,000 LB.	
	3	TRUCK, VAN, STEP, 23,500 LB, w/GENERATOR and LP HEATER	$737,000
Police	1	TRUCK, BOMB SQUAD VAN	$224,000
	69	**Total**	**$7,306,000**

2007 Planned Purchases

Light Equipment

Department	Qty.	Description	
Fleet Services	2	COMPACTOR, VIBRATORY	
	1	TRUCK, DUMP, 2-YARD w/TOOL BOX	
	3	TRUCK, HYBRID SUV, 4-DOOR, 4X4	
	1	TRUCK, PICKUP, 9200 LB. 4X4, w/PLOW	
	2	TRUCK, VAN, CARGO, 5800 LB., FLEX-FUEL	
	1	TRUCK, VAN, CARGO, 9500 LB.	$210,000
DPW-Adm/Parking	1	ENDLOADER, SKID-STEER	
	1	PLOW, FOR PICKUP	
	1	SPREADER, 1.6 YARD	
	1	SWEEPER, SMALL, RIDING TYPE	
	3	TRUCK, PARKING CHECKER JEEP	
	1	TRUCK, PICKUP, 9200 LB, 4X4 w/PLOW + SALTER	$178,500
Water Works	8	TRUCK, HYBRID SUV, 4-DOOR, 4X4	
	1	TRUCK, PICKUP, 6000 LB. 4X4, CREW CAB	
	10	TRUCK, VAN, CARGO, 5800 LB., FLEX-FUEL	
	1	TRUCK, VAN, CARGO, 9500 LB.	$438,000
Police	5	CAR, COMPACT, 4-DOOR SEDAN	
	5	CAR, SQUAD, FULL-SIZE, FWD	
	58	CAR, SQUAD, FULL-SIZE, RWD	
	2	TRUCK, VAN, CARGO, 5800 LB.	
	5	TRUCK, VAN, CARGO, PRISONER TRANSPORT	$1,474,612
	113	**Total**	**$2,301,112**

2007 Planned Purchases

Heavy Equipment

Department	Qty.	Description	
Fleet Services			
	1	SWEEPER, 3-YARD	
	1	TRUCK, AERIAL, 36', UTILITY BODY	
	1	TRUCK, AERIAL, 50', UTILITY BODY	
	6	TRUCK, DUMP, 16-YARD TRI-AXLE, for SALTER	
	2	TRUCK, DUMP, 5-YARD (2 FOR BRINE UNITS)	
	7	TRUCK, DUMP, 5-YARD w/UB PLOW, SALTER & 10' FRONT PLOW	
	4	TRUCK, DUMP, 5-YARD, w/CREW CAB	
	1	TRUCK, FUEL	
	9	TRUCK, PACKER, 25-YARD REAR LOAD w/CART LIFTERS	
	6	TRUCK, PACKER, 25-YARD RECYCLER	
	1	TRUCK, PACKER, 34-YARD TOP LOAD	
	3	TRUCK, VAN, STEP, 14,000 LB	$6,300,300
Sanitation	8	ROLL-OFF CONTAINER, 20 YARD	$30,000
INFR-Underground	1	TRUCK, SEWER JET	$85,000
Water Works	2	BACKHOE/LOADER	
	1	TRAILER, FOR BACKHOE	
	2	TRUCK, DUMP, 16-YARD TRI-AXLE	$490,000
	56	**Total**	**$6,905,000**