Fleet Management Study

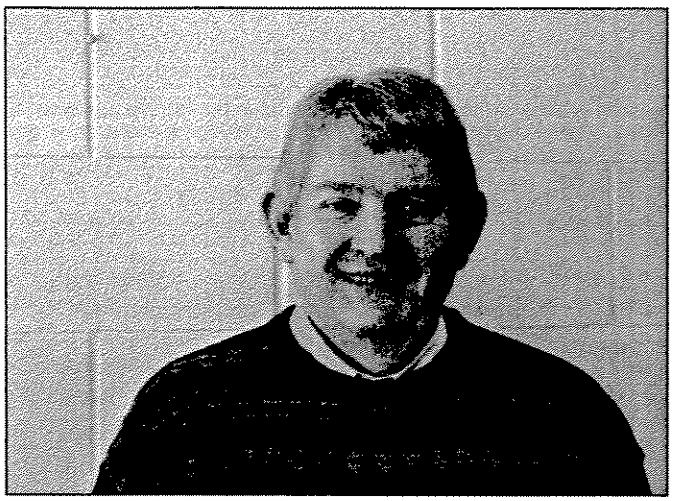
With a Multi-Year Equipment Replacement Schedule

Prepared by Fleet Services

March 4, 2005

City of Milwaukee

Contributors to the Fleet Management Study



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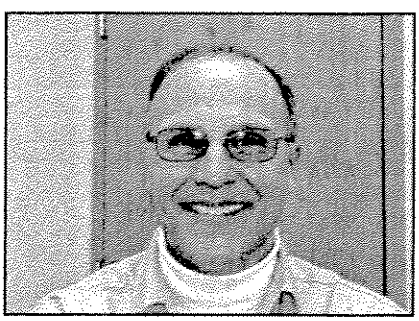

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Introduction to the *2005 Fleet Management Study*

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

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

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

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

Respectfully,

Dan Blosser

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

City of Milwaukee, WI
Fleet Services
March, 2005

Executive Summary Recommendations

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

Executive Summary Recommendations—*Fleet Management Study*

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

Parking Ramp Survey

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

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

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

Conclusions

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

Recommendations

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

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

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

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

Passenger Vehicle Mileage

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

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

Conclusions

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

Recommendations

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

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

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

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

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

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

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

Passenger Vehicle Mileage
for
12 Months

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

City of Milwaukee
DPW Fleet Services

Passenger Vehicle Mileage
for
12 Months

Exhibit B

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

Feb 2005

City of Milwaukee
DPW Fleet Services

Passenger Vehicle Mileage
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12 Months

Exhibit B

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

City of Milwaukee
DPW Fleet Services

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

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

Feb 1, 2005

City of Milwaukee
DPW Fleet Services

Passenger Vehicle Mileage
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12 Months

Exhibit B

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

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

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

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

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

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

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

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

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

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

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

Passenger Vehicle Mileage
for
12 Months

Exhibit B

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

Passenger Vehicle Mileage
for
12 Months

Exhibit B

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

Passenger Vehicle Mileage
for
12 Months

Exhibit B

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

Passenger Vehicle Mileage
for
12 Months

Exhibit B

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

Ending of Additions to the Fleet

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

Recommendations

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

City of Milwaukee
Fleet Services

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

February 10, 2005

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

City of Milwaukee
Fleet Services

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

February 10, 2005

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

Equipment Downtime and Identification of Surplus Equipment

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

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

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

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

Surplus Equipment Identified for Sale without Replacement

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

City of Milwaukee, WI
DPW Fleet Services

Equipment Downtime Survey

Exhibit D

Percent of Fleet Available

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

2/28/05

Heavy Out of Service

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

2/28/05

Heavy Out of Service

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

Total Equipment 821

City % OOS 6.7%

Total OOS over 10 Days 17

2/28/03

Light Out Of Service

Feb 28 thru Mar 4

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

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

Police % OOS 1.5%

City % OOS 4.7%

Mechanic's Productivity

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

Conclusions

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

Recommendations

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

Survey of Other Municipalities

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

Conclusions

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

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

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

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

Municipality Fleet Survey Form FY2005

Fleet Services ● City of Milwaukee, WI

Municipality Surveyed:_____ Population:_____

Square Miles:_____ Lane Miles:_____

Contact Person:_____ Title:_____

Tel. #: _____ Fax #: _____

Mailing Address:_____

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

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

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

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

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

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

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

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

Vehicles Rented to User Depts?: Yes No

Do you utilize commercial rental equipment? Yes No

Do you lease equipment from a commercial company? Yes No

Is there separate maintenance of police vehicles? Yes No

Is there separate maintenance of fire vehicles? Yes No

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

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

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

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

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

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

(End of quick telephone survey)

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

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

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

Rental Rate Schedule? Yes No

Explain:_____

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

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

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

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

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

Explain:_____

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

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

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

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

Comments:_____

Thank You !

Please fax this form back to:

Dan Blosser, Fleet Manager
City of Milwaukee, WI

FAX 414-286-2157

Rising Fuel Costs

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

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

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

Fleet Management

February 2005
Volume 26, Number 2

In This Issue:

Crystal Ball: High Gas Prices Will Persist All Year

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

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

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

The Impact on Fleets

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

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

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

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

Price Projection for 2005

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

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

EPA Targets New Pollutant

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

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

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

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

'Green' and Diesel Engines

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

Recommendation

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

Refuse Trucks and Salter/Plow Trucks

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

Refuse Trucks

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

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

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

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

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

Salter/Plow Trucks

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

Recommendations

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

Preventive Maintenance Program

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

Recommendation

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

Multi-Year Equipment Replacement Schedule

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

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

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

2017	2018	2019	2020
20.2	22.7	13.5	22.6

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

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

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