City of Milwaukee
Department of Public Works

FLEET REPORT
August 2008

This report is printed on recycled paper.

2008 Fleet Report
August 2008

		Page
Preface	Managing the Effects of Change, Venu J. Gupta	1
	Executive Summary, Venu J. Gupta & Jeffrey A. Tews	2
Section 1	**Fleet Initiatives**	6
	Greening the Fleet	6
	Improving Fleet Repair Facilities	9
	Update of September, 2004 Audit of City Fleet Management	10
	• Technician Productivity	19
	• Fleet Reduction	20
	• Vehicle Usage Policy	21
Section 2	**Fleet Maintenance**	22
	PM Compliance	23
	Fleet Availability	24
	Tire Shop Activities	27
Section 3	**Vehicle Replacement**	28
	Equipment Purchased in 2007	28
	Equipment Requested for 2008	29

Managing the Effects of Change:

Fleet/equipment services impact the delivery and cost of nearly every service provided to the public, impact the productivity of nearly every employee, support emergency services making the difference between life and death, and support the maintenance of public infrastructure which helps support local economy and quality of life.

Fleet management is a vital but often under-appreciated and over-simplified area of endeavor. Managing the effects of change, while maximizing fleet effectiveness in supporting government services, is the main goal of the department.

No industry has experienced a more dramatic change than fleet management. Twenty years ago, maintaining equipment was generally the only responsibility that the fleet management had. Today, the role of the fleet management has not only expanded, but is constantly drifting;

- From accepting technology to embracing and pursuing technology
- From "fleet only" to total maintenance and fleet operations management
- From low bid to best bid
- From shop mechanic to computer technician
- From a focus on cost only to leading the way for clean air

Across the board, fleet operating costs have increased, the price of fuel has increased as have tires and parts prices. In addition to material costs, personnel costs have increased and therefore it has become a necessity to improve efficiency and other measures.

Every effort is being made in extending vehicle usage and in lowering the total cost of ownership for taxpayers. As the largest city in Wisconsin, the City Fleet has taken the leadership role for improving air quality with the use of alternative fuels such as bio-diesel and sustainable practices.

As Superintendent, I take great pride in our highly skilled vehicle technicians and other talented individuals operating behind the scenes, providing proficient fleet repairs maintenance, driver training and dispatch services for the City of Milwaukee.

Venu J. Gupta
Superintendent, Buildings and Fleet
August, 2008

EXECUTIVE SUMMARY

GOAL

To provide responsive, flexible, efficient and comprehensive fleet services and dispatch operations to support the delivery of public programs and services for the City of Milwaukee.

Fleet Services is under continuing pressure to lower costs and constantly being asked to prove the competitiveness of various fleet programs. To achieve lasting economic savings, there are three major methods available to any fleet operations: 1) reducing the size of fleet, 2) reducing service levels, or 3) improving efficiency. For the past several years the department has made concerted efforts to Right Size the fleet. Another method to reduce costs is to provide services more economically and efficiently.

FLEET SERVICES OVERVIEW

One needs to appreciate the diversity and complexity of activities encompassed by "Fleet Management". The activities range from managing the maintenance and replacement of $166 million worth of assets to diagnosing an electrical problem in a diesel engine control module.

Fleet Repairs

- Vehicle Maintenance and Repair
- Motor pool Management

4 Garages
Staff 96

Vehicle Acquisition & Disposal

- Vehicle Disposal
- Vehicle Replacement
- Specification Preparation
- Vehicle Assignment

Dispatching

- Routing & Scheduling
- Operator/ Driver Training
- Accident Management
- Fuel Procurement & Supply

Dispatching
400+ drivers
Staff 10

Stockroom

- Inventory Management
- Parts Procurement

Stockroom Inventory Valued at $1 million

Tire Shop

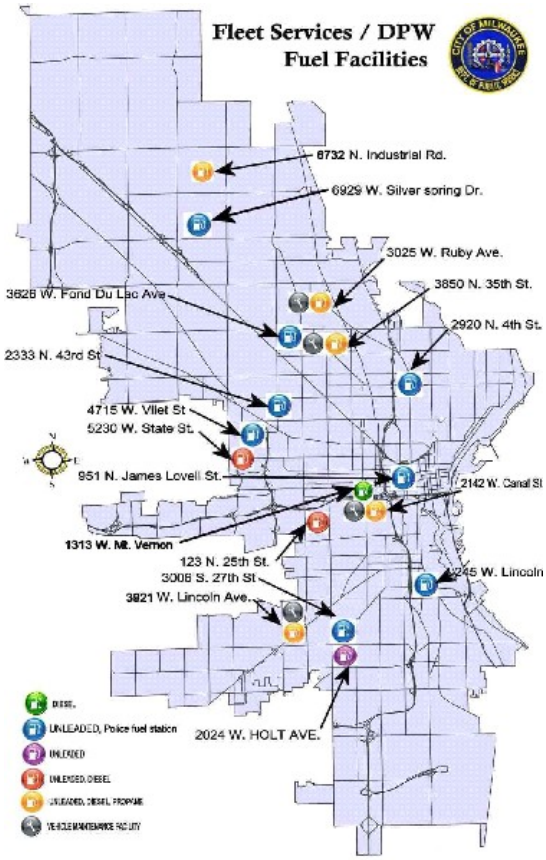
- Tire Maintenance
- Tire Procurement
- Tire Inspections

Tire Inventory Value $111,000
Tires replaced annually 3,380

Fleet Services purchases, maintains and fuels a fleet of over 4000 light and heavy vehicles and components.

Fleet Services operates Fleet Focus, a computerized fleet maintenance information system, to track all of the units, repairs and maintenance costs, and to schedule vehicles for periodic preventive maintenance. The system also records fuels dispensed to each vehicle, a critical metric in the fleet maintenance program.

Fleet Services is in the process of upgrading the fuel management system. Fuel Focus system has been installed. Each vehicle will be equipped with RFID technology to capture accurate mileage and fuel used data on all these vehicles. The installation is expected to be complete by 2009. Fleet Services maintains 17 fuel facilities.



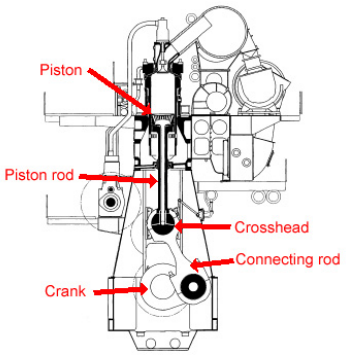
POLICIES AND PROCEDURES

Fleet Polices and Procedures Manuals are reviewed and updated annually and made available on the Department of Public Works Intranet in the *.pdf file format. All manuals were reviewed in August 2008, and are available at http://www.mpw.net/fleetproceduremanuals

- DPW Operations Division Major Work Rules
- Fleet Services
- Fleet Vehicle Usage
- City of Milwaukee Snow and Ice Control
- 2008 Fleet Maintenance Manual

OBJECTIVES

Over the next five years it is important for Fleet Services to focus efforts in five (5) key areas:



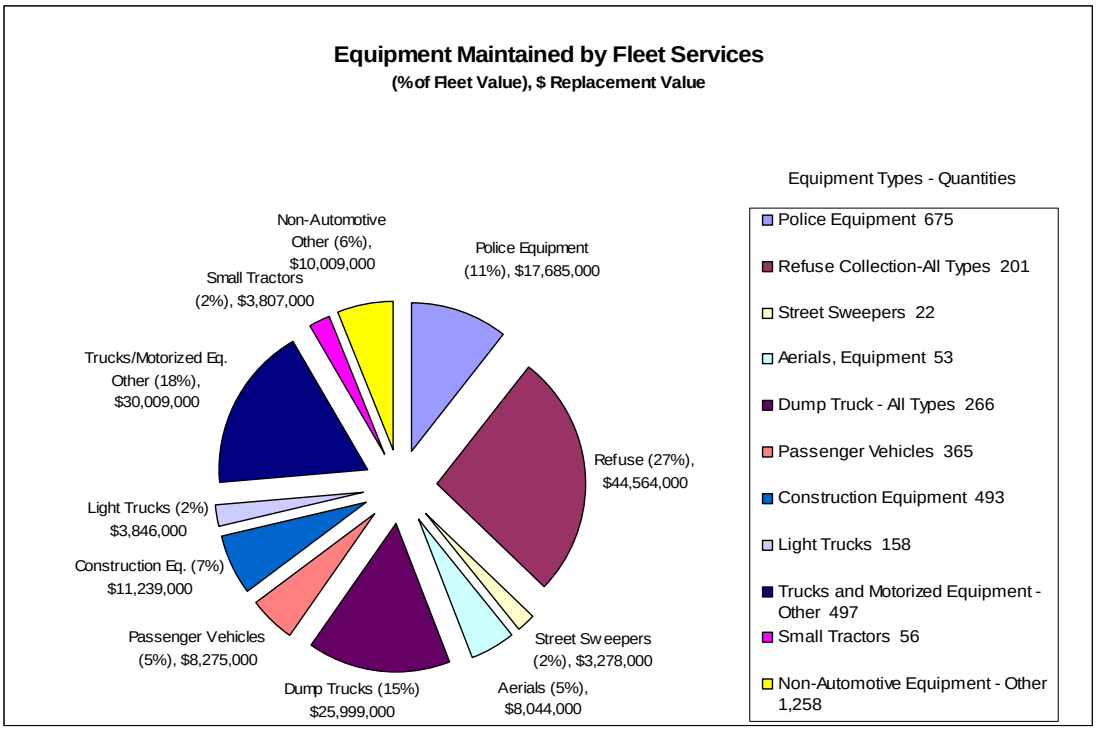
- Ensure fiscal performance
- Seek out opportunities to replace aged vehicles
- "Green" the fleet where applicable and economical
- Improve condition of fleet garages
- Utilize technology to improve operations

KEY STRATEGIES

Some of the strategies outlined will create sustainability in operations while controlling the impact of increase in costs of inputs, whether they are employee labor, material and supplies, fuel, contractual services or facilities.

<u>Strategy: Reduce fleet maintenance costs</u>

- Replacing vehicles that have outlived their useful life. At this time 43.7% of current fleet is overdue for replacement and therefore subject to more frequent breakdowns.



Strategy: Expedite disposal of vehicles

- Promptly replace vehicles

Strategy: Extend vehicle service life

- Writing procurement specs for extended service life
- Preventive maintenance

Strategy: Identify Fuel Savings

- Driver education
- Fuel management program
- On site maintenance

Strategy: Maintain Vehicle Availability Rates

- 95% availability for Police and light vehicles
- 90% availability for trucks and heavy vehicles

GREENING THE FLEET

As global non-renewable energy stocks dwindle and fuel prices increase, the City's commitment to improve air quality demonstrates sound financial management as well as environmental sustainability.

Strategy: Reduce Fleet Emissions

Strategy: Conserve Fuel

Strategy: Aggressively Seek Out Federal, State and Local Grants to Reduce Emissions

MOBILIZING AND TRAINING DRIVERS

Drivers and operating engineers need to be well trained and mobilized on a daily basis to fill the jobs to provide the most effective public services.

Strategy: Continuous Driver Training

Strategy: Ensure Staff are Kept Informed

Strategy: Reduce Sick Leave and Injury While Maintaining Good Safety Record

SECTION 1: FLEET INITIATIVES

GREENING THE FLEET:

Balancing Fleet Efficiency, Costs and the Environment

Going green isn't just about saving the environment; it's doing so within the constraints of the City's fleet budget and limited cost effective product availability.

With gasoline and diesel prices hovering around $4.00 a gallon range, a fleet that can achieve fuel use reduction also reduces operating costs and reduces emissions.

Given the Mayor's commitment to sustainability, City fleet has adopted various sustainability measures and "green" initiatives.

Clean Diesel, DOC's (Diesel Oxidation Catalyst) & Idle Reduction

- Ultra-Low sulfur Diesel (15ppm Sulfur)
- Bio-Diesel
- DOC (Diesel Oxidation Catalyst) muffler
- Idle Reduction Program

Diesel Oxidation Catalyst

CMAQ Grant $264,476 (2008-2009)

- Increases Bio-Diesel use
- DOC's on 28 Packers
- Reprogram idle shut-off (73 Packers)

WDNR Grant $105,000 (2007-2008)

DOCs retrofit 110 Refuse Packers & dump trucks

EPA Grant $89,000 (2005-2007)

Retrofitted 50 Refuse packers w/ DOCs

Idle Reduction Program

- Education, Training & Monitoring
- Automatic Shut Down of Engines on Heavy Vehicles

Eco-Driving Pilot Project

Partnership Project (1st of it's kind)
(1st fleet in the state) (September 2008)

- Wisconsin Clean Cities
- MATC
- City of Milwaukee

UNLEADED	DIESEL	CRUDE OIL
Feb 2002 $0.96/gal	Feb 2002 $0.88/gal	Feb 2002 $ 22.81/barrel
June 2007 $3.01/gal	June 2007 $2.60/gal	June 2007 $ 56.08/barrel
June 2008 $3.90/gal	June 2008 $4.53/gal	June 2008 $140.00/barrel

- **Tires**
  Recapped 885 tires – 2007
  65.3 tons of tires recycled – 2007
  Nitrogen filled tires (pilot program)
  tires run cooler and hold pressure longer

Nitrogen Generator

- **Batteries**
  624 used batteries Recycled by vendor (LEAD)

- **Oil & Coolant Filters** (new program)
  Filter crushing machine – November 2008

Filter Crushing Machine

- **Vehicle Wash Chemicals**
  30% Biodegradable Chemicals
  (increase to 60% in 2009)

- **Salvage Old Catalytic Converters**
  To recycle platinum and palladium
  (program just initiated)

- **Used Oil**
  Sold to recycle vendor
  Percentage of drain oil is used as fuel for boiler, to provide supplement heat

- **Reduce Frequency of Oil Changes – 2009**
  Increase use of synthetic oil
  Oil testing of regular oil to reduce oil changes

Hybrid Aerial Bucket Truck
(On Order) Operates on Batteries
Reduces noise, emissions and Fuel
Payback = 6 years

Flex Fuel Vehicles
78 vehicles purchased
in 2007

Hybrid Vehicles
Ford Escape
29 MPG vs. 19 MPG
Payback = 5 years

On Site Oil Changes
No Shuttling vehicles to other locations
500 Vehicles on site

IMPROVING FLEET REPAIR FACILITIES

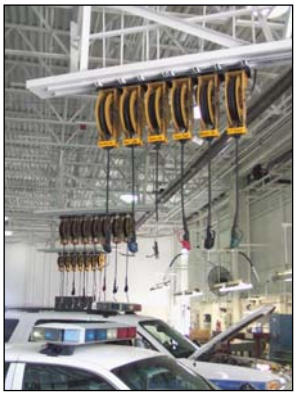
Central Garage Facility, located at 2142 W. Canal was constructed in 1979. A major initiative was started in 2007 to update this facility. The mechanical and electrical systems had aged and many lifts were inoperable. As part of this capital improvement program, major systems such as lubricant dispensing equipment, central compressed air, vehicle lifts and building HVAC have been or are in the process of being replaced.

New Paint-Central Heavy

CoRayVac Infrared Heating Unit

Air Compressor System

Lubricant Pump System



Light Side Lubricant Distribution

Heavy Side Lubricant Distribution

When completed, the City of Milwaukee Central Repair Garage will become the best of its class facility in Wisconsin with highly effective vehicle service systems and the ability to provide efficient light and heavy vehicle repairs and preventive maintenance.

STATUS UPDATE OF THE COMPTROLLER'S FLEET AUDIT

Since the comptrollers initial audit in September 2004, Fleet Services continues to make various improvements in providing fleet information and vehicle data to the using departments. Since then, the following reports have been produced and/or updated annually.

1. Fleet Maintenance Manual, updated annually
2. Fleet Report presented to Public Works annually
3. The Quarterly Mileage report and Annual Mileage report are produced and provided to the using departments. The vehicles discussed in this report are mainly cars, pickup trucks and small vans, which comprise about 5% of the overall value of the city fleet. The using departments are asked to scrutinize the report for vehicles that fall below the 3600 minimum mileage requirement.
4. Light vehicles not meeting the minimum standards are being watched carefully and usage will be re-examined at the end of 2008. A report with results of the annual light vehicle mileage review with recommendations will be submitted to the Commissioner
5. Vehicle use is monitored closely and reported quarterly. Reports are submitted to user departments. Certain vehicles, classified as "special use vehicles" are monitored separately.

The initial mileage report contained tracked 505 passenger vehicles. A total of 104 of these vehicles were sold off as surplus within six months of the initial report, with additional sales to follow. Currently there are 365 vehicles tracked, representing an overall decrease in the passenger vehicle fleet of 27.7%. Of these, 43 are considered special purpose vehicles, and were excluded from the 2nd quarter 2008 report for low miles. Two other vehicles were turned in for disposal. The 43 special purpose vehicles are expected not to meet mileage standards, although they are essential to the operations in providing public services.

Special purpose vehicles are those units that serve a very definite mission, separate from use solely as transportation vehicles. Fleet Services has identified the following three scenarios, circumstances that routinely contribute to low mileage recorded for these vehicles, and subsequent reasoning as to why these vehicles are necessary, despite the low mileage.

Scenario 1:

This applies to a vehicle such as a pickup truck or cargo van used by City personnel mainly for the purpose of transporting workers along with materials and tools to a worksite. A prime example is utility truck #22473, assigned to Buildings & Fleet-Communications for use in transporting tools and pulling a conduit trailer. The work location for these vehicles is usually between 1 to 10 miles from the worker's headquarters. The materials and tools used by the worker generally require storage space that a car does not offer. The worker may spend the entire day at the worksite, or visit multiple sites per shift. There will be occasions when the vehicle travels less than 10 miles in a workday, since the mission of the worker is performed apart from the vehicle, working on a bridge, in a building, or on a street or sewer project. These vehicles may be subject to higher mileage during a particular season. An example of seasonal use is Infrastructure Sign Shop stake truck #22860, used mainly during warmer months to support the paint striper truck by carrying bulk amounts of road paint, used to reload the striper unit throughout the workday.

Scenario 2:

This vehicle can be a car, van or truck, such as car #20089, mainly used by Infrastructure-Bridges personnel to transport workers to and from various movable bridges. Since there is no longer a worker stationed at each movable bridge 24 hours a day/seven days a week, the need has been created to provide transportation that allows for fewer workers to cover the operations needs at all movable bridges. These vehicles inherently do not travel many miles in the course of normal work, but their need is crucial, due to federal mandates to keep the waterways navigable.

Scenario 3:

These vehicles are primarily used at outlying City facilities such as the Tow Lot, a Water Works pumping station, or Fleet Services maintenance garage. An example is Tow Lot pickup #22398, which is driven mainly on the lot in warmer months, but is used to plow and salt multiple facilities in winter. These vehicles are typically used for very short trips around the perimeter of the facility and for trips to other nearby facilities, sometimes carrying tools and equipment needed for a specific mission. These vehicles save time and increase worker

productivity, allowing personnel to concentrate on a specific task much faster than if they had to walk around the lot to perform their tasks. The need for these vehicles becomes critical during snowstorms and other emergency operations, when they are used to retrieve parts or other supplies from outside vendors in order to keep city services from being disrupted.

In addition to the two vehicles turned in for disposal, the 43 vehicles flagged for low mileage from the 2nd quarter 2008 mileage report are classified as special purpose vehicles, since each falls into one of the three scenarios described above. Fleet Services will continue to monitor all light vehicles, and work with using departments to help determine how low mileage vehicles can be better utilized.

Office of the Comptroller						
Audit of City Fleet Management						
Issued: 9/3/04						
Rec	**Recommendation**	**Response**	**Common Council Resolution 040738**	**Status**	**Status**	**Status**
#	**Summary**	**In Audit**	**4/21/05**	**8/10/06**	**9/14/2007**	**September 2008**
	Summarized from audit report:			**Status report summary:**	**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	"Further Resolved, That the Department of Public Works shall submit a progress report concerning implementation of these recommendations to the Common Council within 30 days of the adoption of this resolution."	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	**DPW has implemented or adequately addressed 8 of the 12 recommendations and has made substantial progress on another 3. 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.**			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.**	**Adequately addressed**	**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..."			"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." **Adequately addressed**	**Addressed**
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,,,"		"3. The Department of Public Works shall develop a Vehicle Usage Policy and Procedures Manual which defines and guides the assignment and use of City vehicles aided by a survey of fleet management practices of comparable organizations."	"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." Comptroller's 10/2/06 letter on 2006 Fleet Report states that the Usage and Safety Manual prohibits personal use unless authorized by the department or division. **Adequately addressed**	**Addressed**

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."		"1. The Department of Public Works shall conduct a study to reduce fleet size for the 2006 budget, identifying unneeded vehicles for transfer to the City-wide pool or a larger work group, or for sale. This study shall include the usage review of all vehicles currently assigned to individuals for consistency with demonstrated job travel demand and the 'minimum mileage' criterion."	"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." Comptroller's 10/9/07 letter on the 2007 Fleet Report indicates that DPW has substantially met the requirements of the 2005 resolution 040738 and Mayoral directive to reduce the passenger fleet. **Implemented**	**Implemented**
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."		"2. The Department of Public Works shall submit to the Mayor and Common Council an 'Annual City Fleet Management Report'. The report would present and analyze essential cost and availability information and trends, including trends in key fleet performance indicators. Such indicators shall be developed by the department based on data maintained in its current 'Fleet Anywhere' information system to support its monitoring and reporting of fleet usage and cost."	"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." Resolution 040738 directs DPW to submit annual Fleet Reports and the department has been submitting the reports. **Implemented**	**Implemented**

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."		"4. The Department of Public Works shall implement minimum mileage and preventive maintenance policies such that departments will be subject to the same minimum mileage and preventive maintenance policies as established by the Department of Public Works - Fleet Services."	"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'ed once every 3,000 mile or six months which ever comes first. Heavy equipment is PM'ed 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." Mayor's 2005 directive specified a minimum 3,600 average miles in 3 years to retain vehicles. Comptroller's 10/9/07 letter states that 24.6% or 97 vehicles driven less in 2006 and about the same percentage in 2005. The Fleet report covering 2007 issued in 2008 should indicate the 3 year average. **Partially implemented**	Three year average provided. In 2005, 17.6% of tracked vehicles did not meet minimum requirements. This figure was down to 16.2% in 2006, and 11.2% in 2007, a 36.5% overall reduction. However, since many vehicles have been reassigned due to the reductions in the fleet, the 3 year average does not provide a true usage pattern for all vehicle assignments. On March 5, 2008, the Commissioner of Public Works issued a Vehicle Usage Policy. This policy further defines minimum mileage requirements, and distinguishes special purpose vehicles. As of September 2008, 8.4% or 27 vehicles out of 320 charted in the 2nd quarter 2008 mileage report remain under Fleet scrutiny, and will continue to be monitored.
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…"			"No change in response."	"Budget Office has no current plans to change the accounting system." **Adequately addressed**	**Addressed**

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."			"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." Comptroller's 10/9/07 letter states that 2007 Fleet Report covering 2006 provided availability data but no analysis or trends. **Partially implemented**	Quarterly availability reports are sent to all City section managers, detailing the quantities and types of all vehicles, and their level of availability by month. A sample of these reports is included in the 2008 Fleet Report. Although the fleet size has been reduced, new equipment replacement of the fleet has not kept pace, resulting in 74.7% of all work orders to be for repairs, compared to 25.3% for preventive maintenance, as reported in the 2008 Fleet Maintenance manual.
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 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." **Not yet implemented**	At this time, personal vehicle use reimbursement is administered by using departments. DNS is reviewing possible changes to labor contracts to offer reimbursement for vehicle use. Reimbursement is handled at department level to address prevailing union contracts and operational needs
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."			"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." **Adequately addressed**	**Addressed**

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."			"N/A" **Appears implemented.**	**Implemented**	**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."			"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" Comptroller's 10/9/07 letter states that DPW is not tracking vehicle cost as recommended. **Partially implemented**	In addition to items already tracked, Fleet is now tracking daily out of service, daily service availability, cost per mile/cost per hour on demand for any vehicle with an odometer or hourmenter, technician productivity direct vs. indirect hours, passenger vehicle use, and fuel use annually and life-to-date.

TECHNICIAN PRODUCTIVITY

Fleet Services developed the following report mechanism for distinguishing vehicle service technician productivity. This report tracks the number of technicians at each repair location, and their respective hours spent on various tasks. The following is an example of the summary of this report:

Vehicle Service Technician – Heavy *By Time* Jul-2008

Location	Number of Techs	Total Hours	Direct Time	Indirect Time Total	Indirect Time "A"	Indirect Time "B"	Indirect Time "C"
Heavy Repairs - Second Shift	4	748.5	505.5	243.0	128.0	66.9	48.1
Heavy Repairs - First Shift	14	2,515.8	1,420.4	1,095.4	574.0	160.9	360.5
Lincoln Garage	6	1,100.9	767.9	333.0	82.0	102.0	149.0
Northwest Garage	6	1,024.7	777.0	247.7	64.0	101.6	82.1
DPW Field Headquarters	2	694.0	564.4	129.6	58.5	71.1	0.0
Grand Total	32	6083.9	4035.2	2048.7	906.5	502.5	639.7

By Percent - based against total hours

Location	Number of Techs	Total Hours	Direct Time	Indirect Time Total	Indirect Time "A"	Indirect Time "B"	Indirect Time "C"
Heavy Repairs - Second Shift	4	100%	67.5%	32.5%	17.1%	8.9%	6.4%
Heavy Repairs - First Shift	14	100%	56.5%	43.5%	22.8%	6.4%	14.3%
Lincoln Garage	6	100%	69.8%	30.2%	7.4%	9.3%	13.5%
Northwest Garage	6	100%	75.8%	24.2%	6.2%	9.9%	8.0%
DPW Field Headquarters	2	100%	81.3%	18.7%	8.4%	10.2%	0.0%
Grand Total	32	100%	66.3%	33.7%	14.9%	8.3%	10.5%

Time categories are calculated on the following basis

Direct Time charged to Work Orders
Only time spent repairing vehicles and equipment entered into the fleet management computer tracking system.

Indirect Time A – time paid but not worked –
Includes typical employee benefits such as vacation, sick leave, jury duty, FMLA funeral leave, injury pay, sick leave incentive

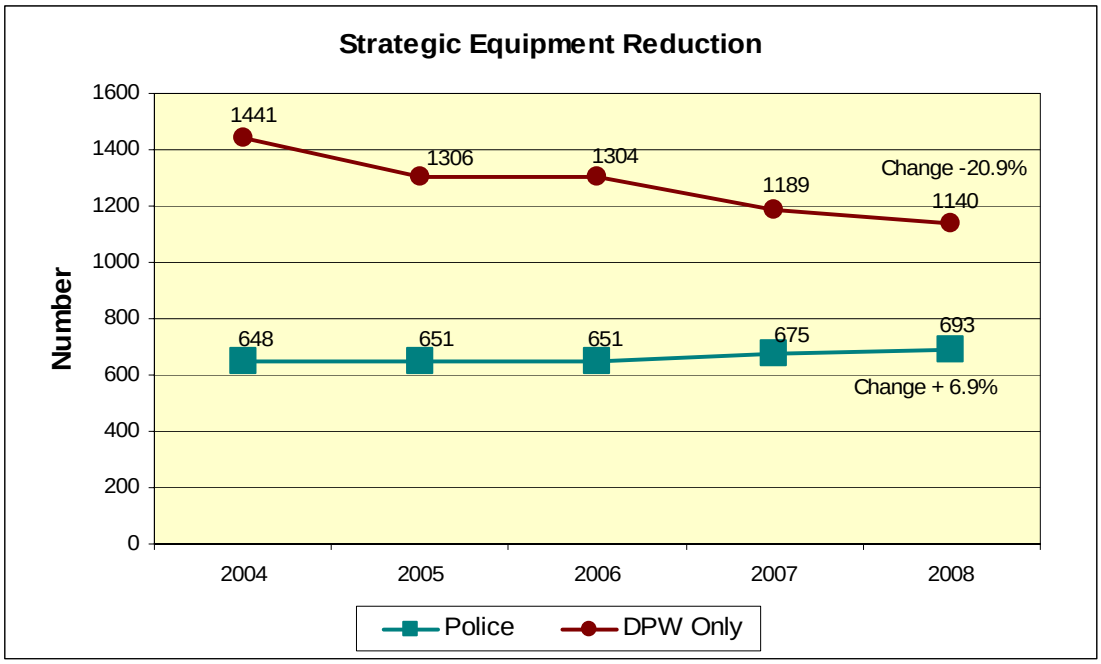
Indirect Time B – Time paid, at work, but "on-the-job benefits" – Includes normal breaks, paid lunch and allowed doctor appointments

Indirect Time C – Time paid, at work, but part of normal operations excluding Work Orders and covers work involving things not entered as vehicles in the system. Includes training, shop meeting, repairing shop equipment, snow removal, travel to other work locations, general cold weather vehicle starting, parts pickup, cleaning of shop, supervisory step-up, cab and limousine inspections for MPD.

FLEET REDUCTION

In 2005, Fleet Services was directed to reduce the overall size of the municipal fleet. A total of 144 pieces of equipment were identified as surplus and sold, including 104 passenger vehicles and 40 heavy trucks. Since 2005, Fleet Services has continually sought to reduce the size of the fleet, looking at strategic groups of equipment for possible reductions. These groups include passenger vehicles, light trucks, refuse equipment, small tractors, large endloaders, and dump trucks. This process is continuous. Equipment is sold throughout each year at various sales and regional auctions.

	Number of Pieces					Increase or Reduction,	Sale
Type	2004	2005	2006	2007	2008	2004-2008	Pending
Automobiles	169	135	130	117	102	-39.6%	2
Dumps - All Types, Heavy	217	182	187	191	196	-9.7%	1
Parking Enforcement	53	44	55	52	47	-11.3%	4
Other Large Trucks	41	42	42	42	43	4.9%	0
Refuse Collection - All Types	215	206	203	197	201	-6.5%	5
Police - All Types	648	651	651	675	693	6.9%	14
Light Trucks – Various	622	568	562	488	462	-25.7%	6
Construction Equipment	124	129	125	102	89	-28.2%	2
DPW Equipment	1441	1306	1304	1189	1140	-20.9%	20
Police Equipment	648	651	651	675	693	6.9%	14
All Vehicles and Equip	2089	1957	1955	1864	1833	-12.3%	34



VEHICLE USAGE POLICY

In March 2008 the Commissioner of Public Works proposed a low mileage vehicle policy to respond to reports of several passenger vehicles that were flagged with low average miles over a 24 month period. The policy also distinguishes special purpose vehicles that are expected to remain as low use vehicles, and therefore excluded from this policy:

City passenger vehicles, sedans, light trucks and SUV's must meet both of the following minimum mileage standards:

- 300 miles per month minimum in at least 3 of the previous 6 quarterly review periods (18 months)
- 275 miles per month average over the previous 6 quarterly review periods (18 months)

The Buildings and Fleet Superintendent will annually review the mileage history of all the City's light vehicles under DPW control. Vehicles not meeting the above minimum standards shall be returned to the pool for City-wide assignment, except for vehicles that are explicitly exempt from the minimum mileage standard by the Commissioner. The Buildings and Fleet Superintendent shall report the results of the annual light vehicle mileage review to the Commissioner.

SECTION 2: FLEET MAINTENANCE

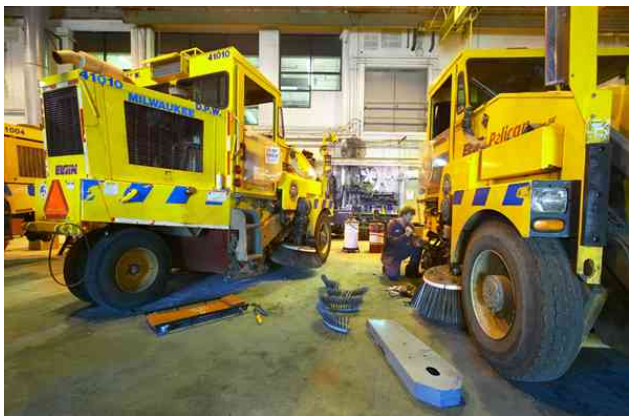
Preventative Maintenance (PM) program is the bedrock of any fleet maintenance operation. A well designed program of preventive maintenance can extend the life of vehicles and equipment, increase residual value and reduce costly repairs.

City of Milwaukee fleet organization operates and repairs a large fleet with highly diverse types of vehicles and motorized equipment to provide services with the ultimate objective: optimum fleet performance and availability at the lowest possible cost.

All preventive maintenance programs consist of a series of maintenance services that are scheduled throughout a vehicles life cycle. Service delivery generally coincides with milestones such as miles driven, date or time (hours) intervals and fuel consumption levels.

City's fleet preventive maintenance program services include:

- Standard preventive maintenance procedures and schedules
- Reports about preventive maintenance compliance
- Warranty repairs
- Tune-ups to meet emission standards



A PM (Preventive Maintenance) Committee oversees the PM program. Their mission is to evaluate PM's that are performed late and improve on-time PM compliance rate. When vehicles are more than 60 days late for scheduled PM, the committee contacts the departments.

In 2007/2008 a special effort has been placed on streamlining preventive maintenance to take advantage of improved oil quality and longer time between PM services, utilizing oil sampling oil to adjust oil change frequencies.

PM COMPLIANCE

Fleet Services showed improvement in completing Preventive Maintenance Inspections (PM's) according to the scheduled date. Using criteria of the scheduled due date, plus or minus 30 days as being within target, the percentage of PM's done on time rose from 59% in 2006 to 73% in 2007. The first half of 2008 continues to show improvement, with 79% of all PM's done within 30 days of the target date. Accordingly, the number and percentage of those PM's done late has decreased. Two shop locations with personnel vacancies have slight decreases in on-time percentages, but the total numbers of PM's done have remained steady or higher.

PM Compliance
By Location

2007

		Early		Late		Within Target	
Location	Total PM's	Qty	%	Qty	%	Qty	%
HVY	166	26	16%	46	28%	94	57%
HV2	976	46	5%	145	15%	785	80%
LGT	1,342	478	36%	170	13%	694	52%
LNC	1,117	40	4%	67	6%	1,010	90%
NW	612	18	3%	63	10%	531	87%
TOWER	1,217	208	17%	171	14%	838	73%
Grand Totals	5,430	816	15%	662	12%	3,952	73%

2006

		Early		Late		Within Target	
Location	Total PM's	Qty	%	Qty	%	Qty	%
HVY	131	13	10%	76	58%	42	32%
HV2	508	60	12%	340	67%	108	21%
LGT	1,242	329	26%	343	28%	570	46%
LNC	1,115	46	4%	161	14%	908	81%
NW	850	21	3%	163	21%	666	78%
TOWER	659	77	12%	209	32%	373	57%
Grand Totals	4,505	546	12%	1,292	29%	2,667	59%

Highlights from 2006 to 2007:

- PM's performed within target improved by 14%
- The number of late PM's performed decreased by 59%

FLEET AVAILABILITY

Fleet Services strives to maintain the availability of all fleet equipment to ensure that City divisions have the capability to deliver services. The goal of Fleet Services is to provide the following levels of equipment availability:

Light Equipment: 95% available, Police Equipment: 95%, Heavy Equipment: 90%

The following tables show the availability for the fleet from January-August 2008.

Percent of Equipment Ready for Service 2008

	Fleet Size	January	February	March	April	May	June	July	August
Forestry									
Aerials	14	94.8%	96.3%	100.0%	99.2%	95.6%	98.0%	93.9%	97.2%
Dumps	15	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Chippers	15	92.2%	100.0%	99.3%	85.7%	94.6%	95.2%	98.4%	95.2%
Stumpers	7	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Root Cutters	2	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
TOTALS - Forestry	53								
Fleet Services									
Mounted Salt Trucks	109	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Dumps									
Single Axle (25000)	49	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Single Axle (30000)	7	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
5 man Dumps	7	100.0%	89.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Tandem Axle	2	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Tri-Axle	26	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vac-Alls	4	75.0%	81.3%	93.8%	81.8%	97.6%	91.7%	94.3%	91.7%
Compressors, Trailer	28	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Compressors, Truck	23	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Endloaders	16	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Backhoes	8	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	95.2%
Dozers	2	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Prentice Loaders	5	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
TOTALS - Fleet Service	177								
Sanitation									
Skid Steers	10	98.8%	100.0%	100.0%	97.7%	100.0%	100.0%	100.0%	100.0%
Roll-Offs	13	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Top-Loaders	7	100.0%	100.0%	100.0%	92.0%	100.0%	100.0%	100.0%	100.0%
Flipper Packers	125	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Split Body Recyclers	51	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Container Packers	5	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
AutoCar Packers	2								
Sweepers	19	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
TOTALS - Sanitation	222								

Percent of Equipment Ready for Service 2008

	Fleet Size	January	February	March	April	May	June	July	August
Street & Sewer									
Road Patchers	2	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
5 Man Dump	4	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Rodder	2	100.0%	100.0%	100.0%	100.0%	95.2%	100.0%	100.0%	100.0%
Sewer Jet	4	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Compressor	6	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Vac-Con	7	98.4%	91.7%	84.2%	80.3%	96.0%	90.5%	98.5%	91.3%
Hydro Excavator	1	57.1%	100.0%	100.0%	100.0%	38.1%	100.0%	50.0%	57.1%
Mason Dumps	4	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Grad-All	3	100.0%	100.0%	100.0%	95.5%	100.0%	100.0%	100.0%	100.0%
Paver Shaver	1	100.0%	100.0%	100.0%	100.0%	95.2%	71.4%	90.9%	100.0%
Hydro Crane	4	100.0%	100.0%	100.0%	100.0%	97.6%	100.0%	100.0%	100.0%
TOTALS - Street & Sewer	38								
Water									
Single Axle Dumps	6	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Drill Rigs	7	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Compressors	19	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Tandem Axle Dumps	1	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Tri-Alxe Dumps	14	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Backhoes	14	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Step Vans	28	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Hydro Excavator	1	90.5%	0.0%	25.0%	36.4%	100.0%	100.0%	100.0%	100.0%
TOTALS - Water	90								
TE&ES									
Aerials	25	99.0%	97.5%	96.5%	100.0%	100.0%	99.5%	99.8%	100.0%
Combination Compressors	6	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Trailer Mounted Comp	8	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Truck Mounted Comp	3	41.3%	56.7%	70.0%	80.3%	100.0%	92.1%	80.3%	90.5%
Derrick-Diggers	4	96.4%	100.0%	83.8%	70.5%	96.4%	96.4%	98.9%	86.9%
Step Vans	8	86.3%	87.6%	69.4%	67.6%	78.6%	97.6%	96.6%	91.1%
Dumps	6	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
TOTALS - TE&ES	60								

Percent of Equipment Ready for Service 2008

	Fleet Size	January	February	March	April	May	June	July	August
City - Light Vehicles									
Passenger Cars 20xxx	104	99.9%	100.0%	100.0%	99.7%	100.0%	100.0%	100.0%	100.0%
Suburban Trks. 21xxx	14	97.4%	100.0%	98.1%	99.7%	100.0%	100.0%	100.0%	100.0%
Vibratory Compactors	9	100.0%	100.0%	100.0%	100.0%	100.0%	97.9%	100.0%	100.0%
Light Dump Trks. 25xxx	71	99.1%	100.0%	100.0%	100.0%	100.0%	99.9%	100.0%	99.9%
Tar Kettles and Melters	19	88.9%	88.9%	89.5%	94.9%	98.4%	95.6%	99.2%	99.7%
Sidewalk Tractors	39	84.9%	88.1%	82.3%	75.5%	84.1%	87.9%	88.3%	88.6%
Miscellaneous Drivable	27	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Miscellaneous Non-Drivable	220	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Parking Enforcement	47	95.7%	87.6%	89.8%	89.8%	90.9%	84.6%	87.3%	90.6%
Full Size Pick-Up	116	98.9%	100.0%	99.2%	100.0%	99.9%	99.7%	100.0%	100.0%
Mini Pick-Up	87	99.9%	100.0%	100.0%	100.0%	100.0%	100.0%	99.9%	99.9%
Utility Body Pick -Up	39	99.3%	99.3%	98.3%	100.0%	100.0%	99.9%	99.6%	96.9%
Vibratory Rollers	16	100.0%	100.0%	100.0%	100.0%	99.0%	97.5%	100.0%	98.9%
Pavement Saw	9	83.3%	84.9%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Stake Trucks Light	21	100.0%	100.0%	92.5%	99.7%	99.7%	96.7%	99.7%	100.0%
Sport Utility Vehicles	37	99.3%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Light Tow Trucks	2	100.0%	100.0%	100.0%	100.0%	100.0%	90.0%	100.0%	100.0%
Van Light	100	100.0%	100.0%	100.0%	100.0%	100.0%	99.9%	99.8%	100.0%
TOTALS - City Light	**977**								
MPD VEHICLES									
Detectives	278	100.0%	100.0%	100.0%	100.0%	99.8%	100.0%	100.0%	100.0%
Cargo and Equip Vans	17	99.4%	100.0%	99.8%	100.0%	100.0%	100.0%	99.5%	100.0%
Minivans	7	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Miscellaneous	36	100.0%	99.4%	98.6%	100.0%	99.9%	100.0%	99.7%	100.0%
Roving Patrols	29	100.0%	99.5%	99.2%	95.2%	98.5%	95.8%	98.3%	98.1%
Sargeants	14	98.3%	100.0%	98.9%	99.0%	99.3%	96.1%	100.0%	97.7%
Undercover	103	100.0%	100.0%	99.8%	100.0%	100.0%	100.0%	100.0%	100.0%
Uniforms	206	96.5%	96.4%	99.8%	99.3%	99.6%	98.6%	99.7%	100.0%
TOTALS - Police	**690**								

TIRE SHOP ACTIVITIES

The tire shop services all of DPW along with the Police Department. The Tire Shop routinely repairs and changes over 5600 tires per year. There were over 3400 tire mountings and 3300 tire service calls in 2007. The Tire Shop is open from 5:30 am to 11:00 pm. This work is performed by only 5 employees. The Tire Shop is always looking for new ways to enhance the operation and the safety of the fleet regarding tires.

Currently the Tire Shop is involved in the installation of visual lug nut indicators, known as ***Wheel Checks***. Lately there have been cases of commercial trucks that have lost tires while driving. Some of these incidents resulted in fatalities that could have been caused by loose wheel lugs. Fleet Services is currently testing a product called Wheel Check.

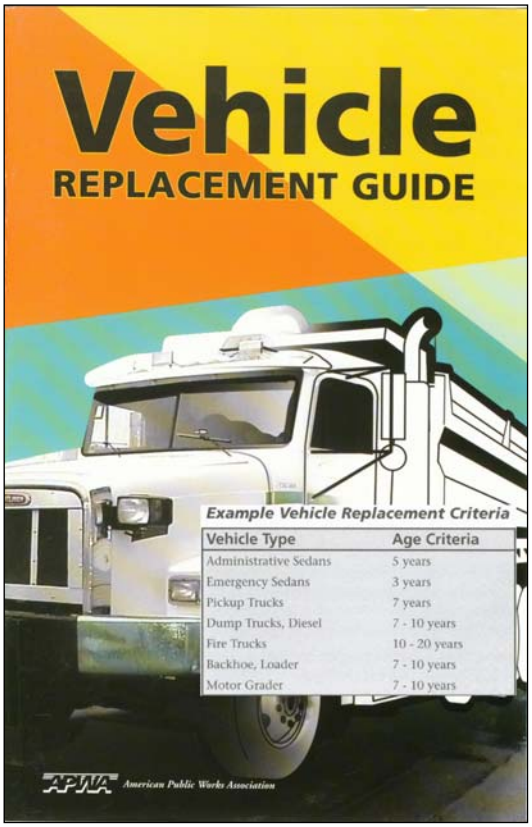
These pictures show the Wheel Check in place on a City Truck. The small plastic pointers will rotate if the wheel lugs loosen up. They are visible as the drivers do their pre-trip inspections, immediately alerting the driver of a problem.

The following chart represents the Tire Shop activities from mid 2007 to mid 2008.

	2007		2008		
Activity	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	**Totals**
Tires Mounted, One Year Period	960	746	896	911	**3,513**
Tires Repaired, One Year Period	1,527	1,323	1,384	1,539	**5,773**
Service and Shop Calls, One Year Period	798	793	865	1,017	**3,473**

SECTION 3:
VEHICLE REPLACEMENT

EQUIPMENT PURCHASED IN 2007



Qty	Description		Total
Fleet Services			
2	Compactor, Vibratory		
20	Plow, 10 Foot, D-Ring		
1	Sweeper, 3-Yard		
2	Truck, Platform w/Welder		
1	Truck, Aerial, 36', Utility Body		
1	Truck, Aerial, 50', Utility Body		
6	Truck, Dump, 16-Yard Tri-Axle		
1	Truck, Dump, 2-Yard		
2	Truck, Dump, 5-Yard		
7	Truck, Dump, 5-Yard, Ice Control		
4	Truck, Dump, 5-Yard, w/Crew Cab		
1	Truck, Fuel		
3	Truck, Hybrid 4x4		
6	Truck, Packer, 25-Yard Recycler		
1	Truck, Packer, 34-Yard Top Load		
1	Truck, Pickup, 9200 Lb. 4x4, w/Plow		
9	Truck, Refuse Packer, 25-Yard		
2	Truck, Van, Cargo, 5800 Lb., Flex-Fuel		
1	Truck, Van, Cargo, 9500 Lb.		
3	Truck, Van, Step, 14,000 Lb		
74		Total	$6,790,000
DPW-Admin			
1	Endloader, Skid-Steer		
1	Spreader, 1.6 Yard		
1	Sweeper, Small, Riding Type		
3	Truck, Parking Checker Jeep		
1	Truck, Pickup, 9200 Lb. 4x4, w/Plow		
1	Spreader, 10 Cu. Ft.		
8		Total	$174,500
Sanitation			
10	Roll-Off Container, 20-Yard		
24	Front Load Container, 6-Yard		
32	Rear Load Container, 2-Yard		
66		Total	$58,900
Infrastructure-Underground			
1	Truck, Sewer Jet		
1		Total	$85,000
Water Works			
2	Backhoe/Loader		
1	Truck, Hybrid 4x4		
1	Trailer, For Backhoe		
2	Truck, Dump, 16-Yard Tri-Axle		
1	Truck, Hybrid 4x4		
6	Truck, Hybrid 4x4		
1	Truck, Pickup, 6000 Lb. 4x4, Crew Cab		
9	Truck, Van, Cargo, 5800 Lb., Flex-Fuel		
1	Truck, Van, Cargo, 5800 Lb., Flex-Fuel		
1	Truck, Van, Cargo, 9500 Lb.		
25		Total	$928,000
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		
75		Total	$1,486,782

2008 PLANNED PURCHASES

Qty	Description		Total
Fleet Services			
1	Brush Chipper		
1	Compactor, Vibratory		
2	Compressor, 185 CFM		
1	Concrete Saw, 65 Hp		
1	Endloader, 3-Yard		
4	Endloader, Skid-Steer		
1	Roller, Vibratory		
1	Sealant Melter		
1	Sweeper, 3-Yard		
1	Tar Kettle, 125 Gallon		
1	Truck, Aerial, 36', Utility Body		
1	Truck, Digger Derrick		
1	Truck, Dump, 16-Yard Tri-Axle		
3	Truck, Dump, 2-Yard		
8	Truck, Dump, 5-Yard Ice Control		
2	Truck, Dump, 5-Yard, w/Crew Cab		
11	Truck, Packer, 25-Yard, Refuse		
4	Truck, Packer, 25-Yard Recycler		
1	Truck, Pickup, Utility, 11,000 Lb		
3	Truck, Platform/Compressor/Salter/Plow		
5	Truck, Van, Cargo, 9500 Lb.		
2	Truck, Van, Step, 16,000 Lb.		
51		Total	$6,414,000
DPW-Admin			
4	Truck, Parking Checker Jeep		
4		Total	$120,000
Sanitation			
24	Front Load Container, 6-Yard		
32	Rear Load Container, 2-Yard		
56		Total	$30,400
Infrastructure-Underground			
1	Truck, Dump, 5-Yard, Crew Cab		
1		Total	$95,000
Water Works			
1	Backhoe/Loader, w/Breaker		
5	Car, Compact		
1	Truck, Dump, 16-Yard Tri-Axle		
1	Truck, Dump, 5-Yard		
3	Truck, Hybrid, 4x4		
2	Truck, Pickup, Utility		
1	Truck, Platform Drill Rig		
2	Truck, Van, Cargo, 9500 Lb.		
2	Truck, Van, Step, 16,000 Lb.		
1	Truck, Van, Step, 25,500 Lb.		
19		Total	$1,132,900
Police			
5	Car, Compact, 4-Door Sedan		
5	Car, Squad, Full-Size, Fwd		
64	Car, Squad, Full-Size, Rwd		
2	Truck, Van, Cargo, 5800 Lb.		
2	Truck, Van, Cargo, Prisoner Transport		
78		Total	$1,599,647

This page intentionally left blank