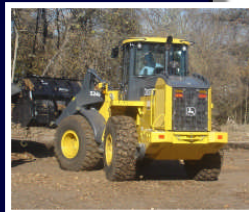


Fleet Utilization Study

Technical Brief

Prepared for

The City of University City



MERCURY

Mercury Associates, Inc.
January 2010

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The City of University City

Fleet Utilization Study Summary

Introduction

In an ongoing effort to reduce costs without jeopardizing the safety and wellbeing of its employees, residents, or visitors, or compromising the missions or performance of City agencies, the City engaged Mercury Associates, Inc. to review the size and utilization of the University City vehicle and equipment fleet. This study was conducted as the result of preliminary findings included in the recently completed Fleet Management Study¹. The objective of this review was to identify opportunities to right size the City's vehicle by eliminating any underutilized fleet assets.

University City operates a fleet of more than 200 vehicles and pieces of equipment that enable its employees to perform a wide array of job duties. The purpose of this fleet utilization study was to identify specific assets that can be eliminated from this fleet with minimal impact on the services the City provides to the public. Although outside of the original scope of work, this study facilitated elimination of several small tools and equipment (i.e., walk behind snow blower, sand blaster, portable heaters, etc.) not included in the regular fleet inventory.

An excerpt from the original study report follows:

The primary factors driving fleet related costs for any organization are the size and composition of the fleet. The more vehicles an organization owns, the higher the annual cost to that organization, because for each fleet asset there are costs associated with ownership and operation. Even under-utilized vehicles consume fuel and maintenance resources each year. More importantly, these units also lose value each and every day even if they are older and are fully depreciated (i.e., paid for) on the books. Time and effort are also required to maintain appropriate licenses, tags, fleet inventory records, insurance, fuel cards, etc.

Three fleet utilization study options were proposed and submitted to the City for consideration. The option selected was a modified scope of work based on Options A & B and is included in the Appendix for reference.

¹ The Fleet Management Study Report for the City was completed several months ago and identified the potential opportunity to reduce the size of the City's fleet based on summary level utilization analysis.

The scope of this review included:

1. Developing a detailed fleet deployment and use profile of the City's vehicle and equipment fleet. This involved analyzing detailed data on the utilization of the existing inventory of City vehicles by asset type, user organization, business application or job function, and physical location.
2. Identifying specific assets that can be eliminated from the City's fleet. This involved identifying assets whose utilization is substantially less than that of comparable units in the fleet; interviewing the users of these assets to determine whether their retention is warranted; and earmarking and establishing agreement (to the extent possible) with vehicle user organizations on the disposal of underutilized and unneeded assets.

On-site research trips were conducted in August and September 2009.

Study Approach and Methodology

The following tasks were undertaken to perform the project:

1. **Developed and submitted an information and data request.** Although a detailed fleet inventory was developed during the initial fleet study, we were able to further refine the inventory database through careful review of all assets, improved meter reading captures from the fuel management system, and physical inspection of several work areas such as the Public Works yard, Police Headquarters parking lot, Fire Stations, and the Golf Course.
2. **Reviewed current fleet utilization management practices.** During the course of this review of fleet utilization we confirmed that only informal and inconsistent review of fleet utilization has taken place over the last several years.
3. **Developed detailed usage profiles by asset type and by department.** Based on updated meter readings and fuel consumption records from the fuel management system, and information in the newly implemented fleet management information system, we were able to develop utilization profiles by vehicle and equipment classifications. This provided an opportunity to compare usage trends of similar vehicle and equipment types across the fleet.
4. **Conducted physical inventory of many City vehicles and pieces of equipment.** Although not included in the scope of work, we conducted a physical inspection of nearly every vehicle and piece of equipment in the City's fleet. This included non-traditional fleet items such as chain saws, line trimmers, push lawn mowers, etc. These inspections revealed considerable information about the use and condition of many of the units.

For example, a trailer mounted concrete mixer was not only in very poor condition due to rust, cobwebs, trash, and debris in/around the unit indicated that the mixer had not been recently utilized.

5. **Met with user agencies to review and agree on the disposition of under-utilized assets.** Crunching numbers and looking at the vehicles can only provide limited information. We also conducted interviews with representatives of nearly every department that was assigned vehicles to obtain information about how each unit was used and the potential consequence of removing it from the fleet.
6. **Documented and findings, conclusions, and recommendations.** This Technical Brief provides a high level summary of our findings, conclusions, and recommendations as the result of our review of fleet utilization.

Fleet Utilization Findings

A total of 202 fleet assets were reviewed.

**Table 1
Fleet Summary**

Organization	Vehicles		Equipment	
	# of Units	Avg. Age (years)	# of Units	Avg. Age (years)
Central Garage	3	3.4	4	18.0
City Manager	1	1.6		
Fire Department	10	5.3	2	5.8
Golf Course	1	3.3	17	Not Available
Park Department	13	5.9	21	11.7
Community Development/ Planning	2	7.2		
Police Department	33	2.6	2	3.3
Sanitation Division	23	7.8	6	25.6
Street Division	24	7.0	40	9.2
Total	110	5.4	92	11.7

On the basis of our investigation and follow-up discussions with agency representatives, we concluded that 37² of the 202 fleet units can be eliminated from the fleet. This represents an eighteen percent (18%) net reduction in the number of units in the fleet. This far exceeds the typical reduction of 5-10% that most organizations realize during this type of study.

It is important to note that, although we earmark specific vehicles, we are actually recommending elimination of a vehicle assigned to a certain position or part of the organization. Each department should be given the latitude to eliminate an equivalent vehicle that may be in worse shape than the one specified. The overall objective is a reduction in the number of vehicles.

**Table 2
Summary of Recommended Vehicle Actions**

Organization	# of Units (vehicles and equipment)	Consensus		
		Retain	Eliminate	Pool
Central Garage	7	5	1	1
City Manager	1	1		
Fire Department	12	12		
Golf Course	18	15	3	
Park Department	34	23	11	
Community Development/ Planning	2	2		
Police Department	35	34	1	
Sanitation Division	29	24	5	
Street Division	64	48	16	
Total	202	164	37	1

Definitions for Table 2:

- Retain – the vehicle is justified for retention (at this point in time);

² Specific units are identified in the Appendix.

- Eliminate- the vehicle should be returned to the Central Garage for disposal (vehicle returned may be a different vehicle at the option of the department manager); and
- Pool – the vehicle should be transferred to the Central Garage where it will be maintained and made available for other departments to utilize.

It should be noted that during the conduct of this fleet utilization review, several other items (i.e., obsolete parts, clubhouse grill, line trimmers) were identified as excess and were included in the City's excess items auction process.

The City, in an effort to implement these recommendations, initiated disposal of most of the fleet assets identified as a result of this study through a commercial on-line auction service. The City should be commended for taking quick action in eliminating these fleet assets from the fleet because for each day that a vehicle or piece of equipment sits idle awaiting disposal, the value of that unit diminishes.

Factors Influencing Low-Use Vehicle Retention

There are several factors that influence departments to retain low-use vehicles and pieces of equipment. Some are discussed below.

- Emergency Response & Special Needs: During interviews, some departments referenced that they maintain depth in some vehicle and equipment classes specifically for emergency response or special needs. For example, the Sanitation Division requires a specific number of vehicles, plus spares, to meet daily "roll-out" to satisfy refuse collection service needs. Without these units, they would not be able to provide the basic services that they are required to accomplish. However, we were still able to target several units for elimination.

The City Manager's vehicle (2008 Ford Escape hybrid SUV) accumulated reasonable average annual miles to justify retention. Permanent assignment of a city vehicle to a City Manager/Administrator is a very common practice. The selection of an environmentally friendly and reasonably sized (i.e., compact SUV) vehicle to meet this transportation requirement demonstrates fiscal prudence, sense of fiduciary responsibility toward taxpayer money, yet fulfills a vital transportation need. A "green" vehicle supports goals the City should espouse from top to bottom. As such, the City Manager's assigned vehicle models desired fleet standards and performance.

An undercover vehicle in the Police Department was identified as having very low usage (less than 3,400 miles/year). However the Department stated that staffing shortages reduced the use of the vehicle over the past year and operations would be negatively impacted by removing it from the fleet. When this unit requires replacement sometime in the future,

consideration should be given to rotating seized units in this position or renting from a commercial rental company as needed.

The four general purpose vehicles in the Fire Department are all emergency response units. One is assigned to the Chief and one is assigned to the Assistant Chief as take home vehicles. It is very common for Fire command staff to have assigned take home vehicles and is consistent with practices across the country. Although the accumulated mileage on these vehicles is sufficient to justify retention, we did not have data to determine how much of this mileage was for commuting to and from work. The other SUV is assigned to the Battalion Chief and used daily. Since in this case they are sport utility vehicles they provide greater operational flexibility for the Fire Department. The Tahoe and the Trailblazers are mid-size SUVs (not the large Suburban type SUV) and also very consistent with fire departments across the country. The other vehicle (crewcab pickup truck) is more of a general purpose emergency support vehicle. This vehicle also serves as a backup unit to the SUVs when they are out of service. Although it also accumulated reasonable mileage, it should be reviewed and justified annually to determine specifically how it is used and its criticality to the operation. This can be done best with vehicle log sheets that identify the number of trips, purpose, and mileage for each use.

Parks Department has a crane truck that has accumulated very low mileage over the course of its life. However, the unit is a specialty unit and is often used in the Public Works yard by other departments/divisions. For example, since the Garage does not have an overhead crane in the shop, the crane truck is often used by the Garage staff to handle heavy lifting.

Community Development/Planning has a $\frac{3}{4}$ -ton pickup that is used primarily by the Environmental Inspector. Due to the nature of the work (according to discussions with staff), there is a demonstrated need for a City vehicle for this function and a pickup truck is appropriate due to the stated need to often transport "stuff" in the bed of the truck. We were not able to substantiate how often the bed is actually used. The truck is definitely a candidate to be "right-sized" when it comes due for replacement. A compact pickup truck (i.e., Ford Ranger) which would be less costly and achieve better fuel economy could effectively meet the needs of this position.

- Funding Allocations for New and Replacement Equipment: Operating groups recognize vehicle replacement funds are uncertain from one year to the next, so they feel compelled to retain some vehicles rather than dispose of them in the event that replacement funding is reduced. When

vehicle and equipment replacement does not keep pace with replacement requirements, vehicles become less reliable and require more extensive or frequent repairs (resulting in increased down-time). To ensure missions can be met despite the aging fleet, departments opt to retain more vehicles as spares and back-up units.

Moreover, some groups hold onto low-use vehicles as a “placeholder” because it is much easier for departments to replace a vehicle than to add a new vehicle if mission requirements change.

- Reluctance To “Pool” Vehicles: While we targeted one vehicle for pooling, we believe that more vehicles and pieces of equipment can be pooled and shared among all City departments in the future. Department staff needs to realize that City vehicles and equipment, even if permanently assigned to a specific department, are not the property of that department. Some departments are reluctant to buy into the concept of a City-wide motor pool because there is the perception that not all operators take care in the operation and use of vehicles. All motor pool vehicles should be managed by the Central Garage.

Informally, departments borrow equipment from one another to meet some occasional needs; however, there is not a formal system for tracking the equipment loans or charging back those costs to the “borrowing” departments.

Potential Cost Savings

There are both “hard” and “soft” cost savings that can be realized by implementing our recommended actions. Savings will be derived from:

- The sale of eliminated vehicles and equipment;
- The avoidance of the costs of replacing eliminated vehicles in the future;
- The avoidance of the maintenance, fueling, and other operating costs of the vehicles that are eliminated, although increased utilization of remaining assigned vehicles will offset some of these cost savings;

In order to calculate the estimated potential cost savings, we used the following assumptions:

- Since comprehensive actual life-to-date maintenance and repair costs were not readily available, projections of M&R cost savings were developed based on vehicle equivalency units and industry standards for annual M&R costs. To recognize the low use of these units and provide a more conservative savings estimate we assumed that only 40 percent of

the maintenance and repair (M&R) costs of the eliminated vehicles will be avoided since some of the use will be transferred to existing units in the fleet. These are recurring annual cost savings.

- There will be a no savings associated with the fueling costs of the eliminated vehicles because mileage of the eliminated vehicles will transfer to other vehicles remaining in the fleet as the requirement to travel will not be eliminated.
- Estimated disposal proceeds were obtained from actual auction results from the City's on-line auction or our recent experience.

Cost Savings/Avoidance	Amount
Avoided Replacement Cost of Eliminated Units	\$1,260,000
Proceeds from Sale of Eliminated Units	\$ 152,000 ³
Maintenance & Repair Savings (annual)	\$ 28,100
Maintenance & Repair Savings (5 year total)	\$140,500

The on-line auction was very successful and the proceeds were higher than expected.

Fleet Replacement Considerations

Rightsizing a fleet goes beyond the initial review of usage and elimination of under utilized assets. Subsequent replacement of remaining units should be done under close scrutiny of the Fleet Manager. The base replacement vehicle should be an intermediate sedan (or close alternative). If a department or division requests a unit other than the base unit, a written justification should be required followed by a formal review process. Of course some vehicles should be exempt from this process such as police patrol cars, fire apparatus, and refuse trucks. However, even these vehicle types should be reviewed to insure that the replacement unit meets the stated operational need but does so at the lowest overall cost to the City. Consideration should always be given to standardization of the fleet (i.e., like make and model), fuel economy, warranty, etc. For example, four-wheel drive on pickups and SUVs is a perceived

³ Proceeds from the sale of eliminated units/items is listed based on final bids as posted on the City's on-line auction being administered by Purple Wave Auctions as of November 9, 2009. Projected proceeds from items not included in this auction are based on regression analysis formulas developed based on industry standards. Final disposal proceeds may change.

operational need by many organizations but is often rarely used. Daily trip logs or crew work orders should be required to justify this costly add-on.

Some typical pre-acquisition considerations are included in the following table.

Pre-Acquisition Considerations
1. What is the job to be done?
2. How many miles or hours use per year?
3. Off-road use? How often?
4. Typical load? Maximum load?
5. Pulls a trailer?
6. Operating terrain?
7. Night use?
8. Environmental requirements?

Another excerpt from the original study report is included for reference.

Acquiring the “right vehicle for the right job” is an important decision that an organization must make. These decisions impact costs in a variety of ways. For example, purchasing a SUV at a cost of \$28,000 to meet general transportation needs when an intermediate sedan is available at a cost of \$13,000 is not fiscally responsible. Not only does an organization experience higher acquisition costs, but fuel costs and maintenance and repair costs are typically higher for larger vehicles. The following table provides a matrix that many organizations utilize to help determine what type of a vehicle will best meet the transportation needs of the requestor.

Application	Vehicle Standard
<i>Basic transportation – 1-4 passengers</i>	<i>Compact or intermediate sedan</i>
<i>Basic transportation – 5 passengers</i>	<i>Full size sedan</i>
<i>Basic transportation – 5 to 7 passengers</i>	<i>Mini van</i>
<i>Basic transportation – up to 5 passengers with light cargo capacity</i>	<i>SUV or quad cab pickup truck</i>
<i>Light hauling – uncovered</i>	<i>Pickup truck (appropriately sized to match load and towing capacity)</i>
<i>Light hauling – covered</i>	<i>SUV, cargo van (mini van where payloads allow)</i>
<i>Off-road</i>	<i>Pickup truck (4x4) or SUV (4x4)</i>

Strategies for Improving Fleet Sustainability Management

The City also has a responsibility to obtain environmentally friendly vehicles when possible. Although some alternative fuel (i.e., CNG, E85) may not be readily available in the area other action can be taken such as purchasing hybrid vehicles, low speed vehicles (for certain applications), or at the very least simply purchasing vehicles with the best MPG ratings and overall lowest carbon footprint.

The most obvious and substantial environmental impacts of University City fleet assets are tailpipe emissions and fuel use. Excluding factors that are beyond the control of the City - such as ability to influence the vehicle manufacturing process - the elements that the City can control or influence to improve sustainability include the following:

1. **Replace** petroleum with alternative fuels and low-level blends of non-petroleum replacement fuels;
2. **Reduce volume** of fossil fuels consumed by promoting advanced vehicle and equipment technology;
3. **Reduce volume** of fossil fuels consumed by acquiring more fuel efficient/lower emission vehicles;
4. **Reduce number** of vehicles and equipment assets in the fleet (utilization study completed and the number of fleet assets in the City's fleet have been reduced);
5. **Advance alternatives** in place of assigned fleet assets (i.e., motor pool, rentals, car-sharing – the City is initiating more shared use assets);
6. **Reduce** number of vehicle miles traveled;
7. **Modification** of driver/operator behavior relating to fuel usage and economy (e.g., excess idling, speeding, “jack-rabbit” starts);
8. **Measurement and reporting** of data relating to fleet assets and fuel usage (better fuel management and mileage data capture initiated by the City); and
9. **Communications** and customer support (City has established a Fleet Liaison Committee to discuss all fleet related matters including greening the fleet).

Replacement of petroleum with either alternative fuels and/or low-level blends of non-petroleum replacement fuels (i.e., biodiesel) provide varying degrees of reduced greenhouse gas (GHG) results. The most common alternative fuels in use today are biodiesel, electric, ethanol, and natural gas. The following table

summarizes these energy sources and the advantages/disadvantages relative to GHG emissions for each source.

Summary of Alt Fuel Sources and GHG Emission Reduction Potential

ENERGY SOURCE	COMMENTS ⁴
Biodiesel	Provides CO ₂ gains, but increased NOx remains an issue. Fuel quality improving, but varies greatly. Operating concerns in cold weather. Can be used in most (preferably new) diesel engines. Warranties for use of blends above B5 not yet provided by automakers. Lower fuel economy and power. Currently more expensive than diesel.
Electric	Dedicated electric vehicles (EV) are a niche market due to lack of availability, infrastructure, and high cost. GHG emissions are significantly lower, but the net reduction depends on the fuel source of power plants. Electricity generated from coal produces only a four to five percent reduction in CO ₂ (versus its gasoline counterpart) whereas natural gas generation is 54 percent and low carbon sources such as nuclear or wind can be up to 100 percent. The next-generation EV's, will be plug-in hybrids, which are propelled by batteries, and utilize a small gasoline engine to charge the batteries.
Ethanol	Ethanol-powered vehicles provide a small CO ₂ gain. Growth in production is slowing due to lower conventional fuel prices and lower fuel economy of ethanol, questions on land impact, price on corn, and that the fuel is not sustainable in the long term. Barriers are the lack of an ethanol infrastructure and its lower energy content (i.e., fewer miles per gallon).
Natural gas (CNG and LNG)	Natural gas has a limited infrastructure, but a 21 percent CO ₂ gain. Its niche is in transit, refuse and port fleets. Infrastructure is the key barrier, as well as lack of OEM vehicles and diminished energy content. The required tanks also reduce available cargo capacity.

It is important to remember that any fleet replacement plan should be considered a strategic guide to identify potential candidates for replacement. Each year, the Fleet Manager will need to make tactical fleet replacement decisions based not only on age and mileage, but also on life-to-date maintenance and repair history, the condition of the unit, how well it meets the operation needs of the City, etc. These tactical decisions will almost certainly vary slightly from any replacement plan that was developed a year or even several months prior. That being said, there is still significant value in developing a long-term strategic fleet replacement plan.

⁴ Environmental Defense Fund (edf.org). CALSTART (calstart.org). U.S. Department of Energy (fuel economy.gov).

We have developed the following table to illustrate the difference in MPG, carbon footprint, and cost of a few standard vehicles.

Fuel Efficiency Comparison⁵

Pickup Truck Comparison

	2009 Ford Ranger 2WD	2009 Ford Ranger 4WD	2009 Ford F150 2WD	2009 Ford F150 4WD
Class Size	Standard Pickup	Standard Pickup	Standard Pickup	Standard Pickup
MSRP ⁶	\$18,235	\$21,250	\$21,565	\$25,710
Engine Size	4.0L	4.0L	4.6L	4.6L
Cylinders	6	6	8	8
Transmission	Auto-5 speed	Auto-5 speed	Auto-6 speed	Auto-6 speed
EPA MPG City	16	14	15	14
EPA MPG Hwy	21	18	20	19
EPA MPG Combined	17	15	16	15
ASSUMPTIONS: <i>10,000 annual miles driven; regular gas at \$2.59 per gallon; 25% highway and 75% city driving</i>				
Fuel Cost to drive 25 miles	\$3.81	\$4.32	\$4.05	\$4.32
Fuel to drive 25 miles	1.47 gal	1.67 gal	1.56 gal	1.67 gal
Annual Fuel Cost	\$1,524	\$1,727	\$1,619	\$1,727
Annual Petroleum Consumption	13.4 barrels	15.2 barrels	14.3 barrels	15.2 barrels
Annual tons of CO ₂ Emitted (Carbon Footprint)	7.2	8.1	7.6	8.1

⁵ Fuel efficiency information obtained from fueleconomy.gov

⁶ MSRP from Edmonds.com

Ford Escape Comparison

	2009 Ford Escape FWD	2009 Ford Escape 4WD	2009 Ford Escape Hybrid FWD	2009 Ford Escape Hybrid 4WD
Class Size	Sport Utility	Sport Utility	Sport Utility	Sport Utility
MSRP	\$21,645	\$23,395	\$31,395	\$31,975
Engine Size	2.5L	2.5L	2.5L	2.5L
Cylinders	4	4	4	4
Transmission	Auto-6 speed	Auto-6 speed	Auto (variable gear ratios)	Auto (variable gear ratios)
EPA MPG City	20	19	34	29
EPA MPG Hwy	28	25	31	27
EPA MPG Combined	22	20	33	28
ASSUMPTIONS: <i>10,000 annual miles driven; regular gas at \$2.59 per gallon; 25% highway and 75% city driving</i>				
Fuel Cost to drive 25 miles	\$2.94	\$3.24	\$1.96	\$2.31
Fuel to drive 25 miles	1.14 gal	1.25 gal	0.76 gal	0.89 gal
Annual Fuel Cost	\$1,177	\$1,295	\$785	\$925
Annual Petroleum Consumption	10.4 barrels	11.4 barrels	6.9 barrels	8.2 barrels
Annual tons of CO ₂ Emitted (Carbon Footprint)	5.6	6.1	3.7	4.4

Sedan Comparison

	2009 Ford Focus FWD	2009 Chev Impala Gasoline	2009 Chev Impala E85	2009 Honda Fit Gasoline
Class Size	Compact Car	Large Car	Large Car	Compact Car
MSRP	\$15,520	\$23,790	\$23,790	\$15,550
Engine Size	2.0L	3.5L	3.5L	1.5L
Cylinders	4	6	6	4
Transmission	Auto-4 speed	Auto-4 speed	Auto-4 speed	Auto-5 speed
EPA MPG City	24	19	14	28
EPA MPG Hwy	33	29	22	35
EPA MPG Combined	26	21	15	30
ASSUMPTIONS: <i>10,000 annual miles driven; regular gas at \$2.59 per gallon; 25% highway and 75% city driving</i>				
Fuel Cost to drive 25 miles	\$2.49	\$3.08	\$3.55	\$2.16
Fuel to drive 25 miles	0.96 gal	1.19 gal	1.67 gal	0.83 gal
Annual Fuel Cost	\$996	\$1,233	\$1,420	\$863
Annual Petroleum Consumption	8.8 barrels	10.9 barrels	3.6 barrels	7.6 barrels
Annual tons of CO ₂ Emitted (Carbon Footprint)	4.7	5.8	4.9	4.1

Appendix

- List of Fleet Assets Recommended for Elimination
- Pictures of Disposal Candidates
- Project Scope of Work

List of Recommended Fleet Reductions

Department	Fleet ID	Description
CENTRAL GARAGE	57056	56 1979 Cushman Truckster dump bed CART, PARKING E
GOLF COURSE		John Deere 2155 Tractor
GOLF COURSE		Jacobsen walk-behind greens mower
GOLF COURSE		Cushman top dresser
PARK DEPT	25064	64 2006 Chevrolet Silverado 2500HD PICKUP, 3/4 T,
PARK DEPT	42101	101 Dump 2005 Freightliner M2-106 TRUCK, HD, DUMP
PARK DEPT		Log splitter
PARK DEPT		Tennant small sweeper
PARK DEPT		Spray tank - push
PARK DEPT		Sprayer - towed
PARK DEPT		Tailgate Spreader
PARK DEPT		Man Haul lift
PARK DEPT		Billy Goat - walk behind vac
PARK DEPT		Billy Goat - walk behind vac
PARK DEPT		Snow Blower - walk behind
POLICE DEPT	81009	9 2007 Chevrolet EMG SEDAN, UNMARKED, PATROL
SANITATION	147	147 NEWSPAPER CONVEYOR
SANITATION	44044	44 1996 Crane Carrier CENTURION LET40 - C -RRL 25-
SANITATION	44155	155 2000 VOLVO WX64 -BRIDGEPORT - NEW WAY 25YD #99
SANITATION	44043	43 1997 Crane Carrier CENTURION LET40 - A - RRL 25
SANITATION	44151	151 2000 PETERBILT 320 - HEIL 7000 BODY SER# 7E790
STREET DEPT	60093	93 1991 Gilson CONCRETE MIXER, TRLR MTD
STREET DEPT	61107	107 Leaf Loader 2003 GiantVac TM6500-HW LEAF VACUU
STREET DEPT	61113	113 Leafloader 1999 GiantVac TM6500-HW LEAF VACUUM
STREET DEPT	61114	114 Leafloader 2003 GiantVac TM6500-HW LEAF VACUUM
STREET DEPT	61116	116 Leafloader 2000 GiantVac TM6500-HW LEAF VACUUM
STREET DEPT	61141	141 2003 GIANTVAC TM6500-HW LEAFLOADER
STREET DEPT	137	137 1995 WILLIBALD TBU 3000 AIRATOR
STREET DEPT	138	138 1995 WILLIBALD TRAILER
STREET DEPT	54091	91 1995 John Deere 7800 TRACTOR, W/LOADER
STREET DEPT	54108	108 Tractor 1993 John Deere 5200 TRACTOR, UTILITY,
STREET DEPT	70145	145 1997 MIDWEST TRAILER
STREET DEPT	42084	84 2000 GMC C7500 TRUCK, HD, DUMP 5-7 YD W/PLOW &
STREET DEPT	27082	82 1999 Chevrolet K3500 TRUCK, 1 T, UTILITY BODY,
STREET DEPT		John Deere Z-track mower
STREET DEPT		Troybilt Riding mower
STREET DEPT	61001	Leaf Collection Box

Photographs of some of the vehicles/equipment targeted for elimination from the fleet.



Truck 84



Concrete Mixer



Tractor 108



Truck 44



Truck 43



Side Loading Trailer

Project Scope of Work

Project Scope/Sub-Tasks	Option A	Revised Option ⁷	Option B	Option C
Conduct one day work session with Fleet Utilization Committee to provide project direction	✓			
Provide fleet consulting services related to fleet utilization	✓	✓	✓	✓
Develop fleet inventory spreadsheet template to serve as the database of fleet assets for the utilization study		✓	✓	✓
Visually inspect fleet units included in the study				✓
Visually verify meter readings of all units included in the study (to the extent possible)				✓
Calculate average annual utilization by vehicle and equipment class		✓	✓	✓
Develop utilization threshold by class to identify units that require additional scrutiny		✓	✓	✓
Identify potentially underutilized fleet assets		✓	✓	✓
Develop on-line fleet utilization survey to acquire additional information for each potentially underutilized unit. (Surveys to be completed by City staff that is familiar with how the unit is used)				✓
Conduct interviews with department representatives to discuss potentially underutilized units		✓	✓	✓
Review composition of fleet (i.e., is a 1-ton pickup truck being used when a standard administrative sedan would satisfy the transportation need?)				✓
Develop recommendations for each fleet asset in the study group		✓	✓	✓
Identify potential revenue from the disposal of identified units using industry standards		✓	✓	✓
Identify potential revenue from the disposal of identified units using actual City surplus experience				✓

⁷ Revised Option based on Purchase Order No. 2009-00000152.

Project Scope/Sub-Tasks	Option A	Revised Option ⁷	Option B	Option C
(to the extent available) and industry manuals.				
Identify potential savings from the reduction in repair and maintenance costs of the units removed from the fleet using industry standards and our experience.		✓	✓	✓
Identify reduction in future capital funding requirements since eliminated units will not have to be replaced.			✓	✓
Provide comment on other transportation solutions such as commercial providers, POV, and City-wide motor pool				✓
Document findings, conclusions, and recommendations in a project report			✓	✓