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MAYOR**



**DEPARTMENT OF FINANCE  
INTERNAL AUDIT SECTION**

**METROPOLITAN  
GOVERNMENT OF NASHVILLE  
AND DAVIDSON COUNTY**

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May 12, 2004

Nancy Whittemore, Director of General Services  
Metropolitan Government of Nashville and  
Davidson County  
222 3<sup>rd</sup> Avenue North, Suite 350  
Nashville, TN 37201

Dear Ms. Whittemore:

The Fleet Management performance audit issued in November 2001 reported that vehicle utilization practices and policies needed significant improvement. Because the new Office of Fleet Management (OFM) was in the early stages of being consolidated, Internal Audit contracted with Transportation Consultants, Inc. (TCI) to further address vehicle utilization in order to expedite the implementation of improvements in utilization.

TCI has completed their work, which includes a draft of proposed policies for you to consider. These policies establish criteria for assigning Metro vehicles, including defining when take-home cars are justified. As part of their work, TCI conducted detail analyses of vehicle utilization, including reviewing each vehicle's estimated annual mileage, surveying departments, surveying and interviewing selected drivers, and observing actual vehicle usage. Their analyses have resulted in recommendations to reduce the fleet by 193 vehicles, which is approximately 6% of the current fleet. This represents approximately \$3,000,000 of capital and is expected to result in annual operating savings of \$350,000. TCI's draft recommended policies and other recommendations are included in the enclosed report.

May 12, 2004  
Ms. Whittemore  
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We greatly appreciate the assistance of staff in several Metro departments and agencies who provided information and worked with the TCI consultants during this study.

Internal Audit Section

Kim McDoniel  
Internal Audit Manager

Copy: David Manning  
Metropolitan Council Audit Committee



**Metro Nashville  
and Davidson County  
Fleet Utilization Study  
May 2004**



**presented by:  
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## **EXECUTIVE SUMMARY**

Transportation Consultants, Inc. (TCI) was contracted by the Metro Nashville and Davidson County government (Metro) to review the utilization of the Metro Fleet. The two major segments of our study involved a utilization review of existing Metro vehicles as well as development of recommended Metro government policies and procedures, focusing on the assignment of vehicles. The Estimated Fiscal Impact of Recommendations Table (see Appendix) shows that the overall annual impact of reducing the fleet would be \$354,426 for operations and \$440,808 for debt service. The related one-time capital savings would be \$3,080,000.

TCI has completed previous assignments for Metro involving vehicles and their maintenance. In 2001, TCI completed a detailed performance audit report that recommended the consolidation of vehicle maintenance operations within the government. This report recommended the creation of an Office of Fleet Management (OFM) to implement the report recommendations.

As the report indicates, we recommended that Metro reduce its overall fleet by surplusing a total of 193 vehicles. Seventeen of these vehicles are from the Police's unmarked cars. These fleet reductions stem from 111 underutilized and obsolete vehicles and from 94 vehicles targeted based on anticipated implementation of recommend new and/or expanded policies that, when implemented, will further reduce the Metro fleet. For example, one of the new recommended policies is an annual review by OFM that would focus on low mileage vehicles. As a part of this report, and with the information available, we have done such a review. This resulted in a recommendation to surplus 84 (of the 94) vehicles based on vehicles that did not accumulate 6,000 miles annually. We also targeted 10 personally assigned take-home vehicles based on applying the new policies and on net on-the-job miles after commuting mileage was subtracted. The creation of a recommended OFM pool of 12 vehicles resulted in the recommended net reduction of 193 vehicles. It should also be noted that the analysis of take-home vehicles resulted in a recommendation that 17 of those vehicles not be driven home but be assigned for day use only.

**Our analysis targets the number of vehicles to be surplused, but these recommendations need to be carefully reviewed by General Services and the using departments, keeping the following in mind:**

- **The using departments generally agree with the recommendations surrounding the specific 111 underutilized vehicles.**
- **The using departments have not reviewed the recommendations surrounding the targeted 94 vehicles.**

- **The premise behind the targeted 94 vehicles is that Metro would adopt policies in line with those proposed in this report, and adoption would require General Services to work with Legal and Finance to finalize and approve new policies.**
- **While we have identified 193 as the number of vehicles that could be reduced, the actual vehicles to be surplus and/or reassigned should follow a review of the fleet for each vehicle's age, mileage, and condition – then surplus the oldest, highest mileage vehicles and reassigning the newer, lower mileage vehicles.**
- **The recommendations surrounding the targeted 94 vehicles were based in part on Fuelmaster data that is not totally reliable and is now several months old. Our analysis should be updated for any specific vehicles that departments contend are currently being utilized differently.**

## **ENGAGEMENT APPROACH/CURRENT SITUATION**

TCI began the utilization study by meeting with the Central Accounting staff and acquiring a list of their inventory of assets throughout Metro. This list was a starting point for us and we broke down the list by department to begin our research.

TCI then accessed utilization records through OFM's fuel system, Fuelmaster. By accessing the Fuelmaster database, we downloaded all the fuel transactions over the past 18 months. From that point, we broke down the information further by vehicle decal number, odometer reading at the time of re-fueling, and the date of each transaction. The next step was to run queries on the information so we could view miles traveled (by comparing odometer readings at each fuel transaction) on a time basis of 12 months. By arranging the transactions by decal number, we could see the utilization patterns of each vehicle and then array them by Metro department.

Each department of Metro had different patterns of usage due to their scope of responsibilities. This meant that setting utilization standards for every department was not a feasible way to test utilization. For example, Police had very high average usage due to their patrol vehicles that travel through Metro Nashville on a constant basis. A majority of these vehicles average between 30-50,000 miles annually. By looking at the average pattern of usage by department, TCI was able to analyze under utilized vehicles. This process was executed by taking the average mileage by department by each class of vehicle (Heavy Duty (1ton or more), Light Duty (3/4 ton or less), Passenger (sedan type vehicle) from each of all the departments in Metro. From there, TCI took that average figure and divided it by half. Every vehicle that accumulated less than the calculated utilization standard figure went into our target list for more in-depth, departmental analysis to determine why these vehicles were underutilized.

The next step was to create vehicle surveys to distribute to the users in an attempt to better understand the day-to-day patterns of use of each of the vehicles targeted as underutilized. TCI then analyzed the surveys and in some cases went into the field to better understand the usage of the vehicle and challenge the questioned vehicle's function to the particular department. From there, we met with the heads of the department and evaluated options to "right size" that individual department's fleet to the optimum number, ultimately resulting in the recommended reduction of 111 vehicles.

Concurrently, TCI reviewed the Executive order of 1989 (89.13) that addressed vehicle assignment and use and applied our knowledge of best practices and peer government experience to the current situations in Metro. We then developed a proposed vehicle utilization policy based on best practices and Metros' needs and applied these recommended policies to an additional review of underutilized and personally assigned vehicles.

Additional analyses focused on underutilized vehicles and personally assigned vehicles to arrive at the additional 94 vehicles that are now “targeted” for surplus or reallocation to an OFM pool. **It is important to note that the specific vehicles to be excised from the fleet will need to be based on vehicular age, mileage, and condition at the time of surplus.**

### Fleet Count

One of our major recommendations in our initial fleet audit (completed in November 2001) was a reduction in the total size of the fleet. Another was the more timely replacement of many segments of the fleet. Listed below are tables that show the status of the fleet in 2001 and as of late 2003.

The numbers below indicate that the vehicles in the fleet have been reduced by 120 vehicles, or 4.1%. This study has created opportunities to immediately surplus 111 more vehicles. In addition, we are recommending an additional reduction of 94 vehicles to be surplus and reallocated to an OFM pool of 12 vehicles, for a total net reduction of 193 vehicles from Metro’s fleet. Therefore, the new, baseline target should be 2,736 vehicles as follows:

Fleet Status Comparison Including Police Vice Vehicles <sup>1</sup>

	11/01/2001	Reduction from 2001-2003	11/01/2003	Utilization Study Reduction	Target Fleet Count
<b>Total Vehicles in Fleet:</b>	<b>3,049</b>	<b>120</b>	<b>2,929</b>	<b>193</b>	<b>2,736</b>

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<sup>1</sup> Includes 158 unmarked Police vehicles that were not included in the fleet count in our 2001 audit but were included in this utilization study.



**Fleet Age**

Table 1 represents Metro’s fleet age in 2001:

Metro Nashville Fleet											
Distribution by Year											
TCI Report, November, 2001											
>15 yrs old	13-14 yr old	11-12 yrs old	10 yrs old	8-9 yrs old	7 yrs old	5-6 yrs old	3-4 yrs old	2 yr old	<1 to 1 yr old	Unknown	TOTAL*
9%	7%	6%	4%	8%	6%	10%	12%	16%	16%	6%	100%
The average age for the Metro fleet is 5 years old.											

Table 2 represents Metro’s fleet age currently (2003):

Metro Nashville Fleet											
Distribution by Year											
TCI Analysis, November, 2003											
>15 yrs old	13-14 yr old	11-12 yrs old	10 yrs old	8-9 yrs old	7 yrs old	5-6 yrs old	3-4 yrs old	2 yr old	<1 to 1 yr old	Unknown	TOTAL*
6%	4%	4%	3%	7%	6%	12%	22%	10%	23%	3%	100%
The average age for the Metro fleet is 4 years old.											

These tables show a significant improvement in the age of the fleet and equipment. In 2001, the average age of the fleet was 5 years old. Currently, the average age of the fleet is 4 years old. We are pleased to see that Metro has proceeded with the timely replacement of fleet assets as recommended in the 2001 Fleet Performance Audit. As this report suggests, elimination of old, obsolete fleet assets is key to a successful fleet operation. When annual reviews of utilization are implemented by OFM, Metro will continue to see an improved, younger (and perhaps smaller) fleet.

## FINDINGS AND RECOMMENDATIONS

### Vehicles Recommended for Surplus

The table below shows the results, summarized by department, of the vehicles that we are targeting to be surplus. A more detailed table of these vehicles can be found in the Appendix. These initial reductions (111 vehicles) have been reviewed with the individual departments, and in most cases they agree with the recommendations. In TCI’s opinion, the vehicles recommended for immediate surplus can be eliminated without interruption or diminishment of departmental operations.

The chart below represents all the vehicles in Metro under the OFM umbrella. It details the number of vehicles that should be surplus or targeted for surplus based on our review, including vehicles that are personally assigned. The column to the far right summarizes the current take-home vehicles that should be reassigned to day use.

VEHICLE REDUCTION CHART										
Department	Current Counts				# of Vehicles to be Surplused Immediately (based on initial study)	TARGETED for Surplus from 6,000 Mile Analysis (low utilization)	TARGETED for Surplus from Personal Assignment Analysis	Add back to OFM Pool	New Department Vehicle Count	Current Take Home vehicles recommended for Day Use Assignment*
	Original # of Vehicles	Passenger	Light Duty	Heavy Duty (Inc. Ambulances and Apparatuses)						
911 Emergency Comm	11	2	8	1		2	1		8	1
ADA	4	3	1						4	
Beer Board	3	3					1		2	
Bordeaux Hosp	10		6	4		1			9	
Codes	64	63	1			4			60	
Community Edu. Alliance	1		1						1	
Convention Center	2	1	1						2	
County Clerk	5	4	1						5	
DA office	2	2							2	
Drug Task Force	9	8	1						9	
Elec Comm	1		1						1	
Fin Real Property	2	2							2	
Fire	272	105	24	143	9	8			255	
Gen Hospital Env	4		4		1				3	
Gen Session Pre-Trial	1	1							1	
General Services	42	6	34	2	4	4	3		31	3
Gov't Access	1		1						1	
Health	47	2	36	9	8	4			35	
Human Resources	2	2			1				1	
ITS	5	1	4						5	

Vehicles Recommended for Surplus (continued)

VEHICLE REDUCTION CHART										
Department	Current Counts				# of Vehicles to be Surplused Immediately (based on initial study)	TARGETED for Surplus from 6,000 Mile Analysis (low utilization)	TARGETED for Surplus from Personal Assignment Analysis	Add back to O'Fall Pool	New Department Vehicle Count	Current Take Home vehicles recommended for Day Use Assignment*
	Original # of Vehicles	Passenger	Light Duty	Heavy Duty (Inc. Ambulances and Apparatuses)						
Juvenile Court	19	12	7			1			18	
Legal	2	2							2	
Library	27	1	23	3		1			26	
MAC	58	2	22	34	4				54	
Metro Clerk	1		1						1	
Municipal Auditorium	1		1						1	
NCAC	1	1							1	
OEM	20	1	18	1	1	1			18	
OFM	0							12	12	
Parks	157	31	53	73	9	3			145	
Planning	1		1						1	
Police (Conventional)	1,066	956	100	11			3		1,063	
Police (Unmarked)	158	158			17				141	
Public Defender	2	2							2	
Public Works	318	16	123	179	17	11			290	
Register of Deeds	1	1							1	
Sheriff	134	66	47	21	11	14	1		108	3
Social Services	40	15	16	9	1	6			33	
State Trial Court	20	4	14	2		2			18	
Tax Assessor	31	31				3			28	
Traffic Violations	10	10							10	
Trans. Licensing Comm	4	4							4	
Trustee	1	1							1	
Water	369	8	249	112	28	19	1		321	10
<b>TOTAL</b>	<b>2929</b>	<b>1526</b>	<b>799</b>	<b>604</b>	<b>111</b>	<b>84</b>	<b>10</b>	<b>12</b>	<b>2736</b>	<b>17</b>
*Reallocation of use only										

TOTAL TARGETED FOR REDUCTION: 193

The Appendix to this report details this list by decal number and by department.

**It is important to remember that the specific vehicles to be excised from the fleet will depend on OFM’s assessment of vehicular age, mileage, and condition at the time of surplus. TCI has recommended the number of vehicles to be surplused based solely on vehicle utilization. The specific vehicles identified will not necessarily be the ones ultimately chosen for surplus.**

### **Review of Low Usage and Personally Assigned Vehicles**

One of the initial objectives established for OFM is an annual review of vehicles. As a part of this assignment, TCI performed (using the available inventory and mileage information) reviews of vehicles receiving low usage and those vehicles assigned to one individual. Listed below are the steps we completed during this review:

#### **STEP 1: Initial 111 Vehicles Recommended for Surplus**

As previously discussed, TCI's initial review of all Metro departments yielded a total of 111 vehicles to be surplus. This process included meeting with each department and compiling an asset listing to provide us with an idea of the size and scope of the inventory. From this point, TCI compared the inventory we collected from the affected departments with the FASTnet listing to give us the most complete inventory list possible. The next step in our study was breaking down the Fuelmaster system (Metro's fuel computer system) to obtain odometer readings from fuel transactions. TCI merged this information in Microsoft Access and ran queries on the information for the most complete database of vehicle utilization.

The objective of this segment of our review was to track the usage of all Metro vehicles during the past 12 months. We analyzed this data and then focused on vehicles that were well underutilized. For light duty and passenger vehicles, we looked at the entire fleet, added up all mileages and divided by the number of vehicles, and then targeted the lower utilized 50% of vehicles. For heavy-duty vehicles, we used the same technique, but 3,200 miles annually eventually became our standard low utilization mark. This review usually included meeting with department heads, observing certain jobsites and identifying vehicles that we were scrutinizing. On several occasions, we would meet with the drivers to hear reasons for usage patterns for the vehicle and from there, made recommendations for surplus after pulling all these factors together. TCI's initial review concluded with 111 vehicles recommended for surplus.

#### **STEP 2: Review of Vehicle Policies**

During our review of the various departments of the Metropolitan Government of Nashville and Davidson County, we observed that many of the problems and issues regarding vehicle use and assignment were a direct result of a lack of current policies and procedures in place. This lack of current Metro-wide policies has caused many departments to create and follow their own vehicle practices that do not usually factor in issues such as maximum utilization. The use of these departmental practices has not only created a decentralized use of the Metro vehicle fleet, but it has also created a perception that vehicles are departmental assets. This has caused many departments to hold onto the vehicles in their department even if they are not being used

regularly for fear of losing them. Departments also tend to put in requests for replacement and new vehicles before a full assessment of the necessity for owning a vehicle is made. This results in a surplus of under-utilized vehicles, some for general use and some for specialized use. We believe that if enhanced Metro-wide policies and procedures are put into place by OFM, this will eventually change the way vehicles are assigned and utilized in Metro. TCI has made the following observations during the Utilization Study and believes that the following recommendations will assist in remedying many of the problems regarding vehicle use and assignment.

- **Metro should develop and implement vehicle utilization standards**

Metro does not currently have clear vehicle utilization standards. After a careful review of the economies of operating a vehicle and after review of information received from other cities and counties, we would recommend a minimum annual utilization of 6,000 miles for sedans, and an average of 3,200 miles for heavy duty vehicles. Note that with the recommended life cycle for sedans of 8 years and 100,000 miles, if a vehicle consistently operates 6,000 miles per year in usage it will fall well short of the target mileage life.

- **Metro should limit the number of vehicles assigned to one person exclusively**

Many of the vehicles in Metro are assigned to one person (or group of people like a work crew) exclusively for day use and/or for take-home use. In many cases, vehicles that can be used for more than one purpose are only being used to meet the needs of single individuals. Also, if the vehicle has a particularly specialized function, options for expanding the use of the vehicle, or meeting the need with less specialized vehicles, are usually not explored. This situation is not ideal for maximum utilization and therefore is not the most efficient plan financially. We believe that it would be in the best interest of the Metro Government to explore and adopt at least some of the following alternatives, all of which can lead to significant fleet reductions.

1. **Vehicle Pools**

Because several departments in Metro have similar basic transportation needs and are located in close proximity, inter-departmental and intra-departmental vehicle pools present a cost-effective alternative to individual assignment. Vehicles in pools tend to be more consistently utilized because they are effectively rotated among users. If a pool is well run and organized, fewer vehicles are needed to meet transportation needs. We believe that the first Metro-wide vehicle pool should be established at the Office of Fleet Management. We believe that OFM is

a good location for a vehicle pool not only because it is centrally located between the downtown offices and those in the Howard School building, but also because the staff at OFM is able to organize and run a vehicle pool without much change in their daily schedules. This first pool should be composed of passenger-type sedans like Ford Tauruses and Chevy Malibus. After this first pool is established, we believe that OFM can then begin to establish more pools in various locations around Metro in order to better serve the various departments.

Listed below are some guidelines on how a vehicle pool should be operated:

- Metro employees wishing to utilize a vehicle should call to make a reservation.
- Process of picking up (and returning) of vehicle should be straightforward and require minimal time.
- Vehicles should be cleaned inside and out prior to leasing vehicle to next individual.
- User should refuel the vehicle if it is not at least half full prior to returning to the pool.

## **2. Use of Personal Vehicles**

Another alternative to furnishing employees Metro vehicles is to compensate the employee for using his or her own vehicle. A driver using their vehicle on Official Business would be ultimately responsible for recording the mileage driven and submitting an expense form for mileage reimbursement. This option can be especially beneficial to those employees who have occasional travel to nearby destinations. For example, if an employee needs a car to travel only 3,500 miles per year, reimbursing them at 37.5 cents/mile (for a total of \$1,312.50 a year) is much less expensive than the average purchase and maintenance price of a Metro-owned passenger car. During our study, we found that some departments encourage using personal vehicles for Official Business while others are strongly against it. We believe that Metro would realize significant savings by encouraging more employees to use their personal vehicles whenever practical in place of furnishing a Metro vehicle.

### **3. Take-home Vehicles**

After looking at vehicle assignments in various departments around Metro, we have concluded that too many vehicles are being driven home on a daily basis. Much of this is due to the fact that proper standards for this type of assignment have never been centrally monitored and controlled. We believe that if tighter standards are implemented, the number of vehicles driven home on a daily basis will greatly decrease. We believe that vehicles should only be assigned on a 24-hour basis for the following reasons:

- The driver is a public safety employee of the Metro Police or Fire Department that lives within Davidson County. Job responsibilities include emergency call out responsibilities.
- The driver is on call for emergencies, including repairs, and responds **at least 4 times a month.**
- The driver has job responsibilities that require the employee to report to non-central work sites daily.

We recommend that all 24-hour assignments be approved by the appropriate Department head and the Director of General Services, and these assignments should only be approved if they meet policies that support the functions of the Metro government. If a Department Head deems it necessary that an employee utilize a take home vehicle, that Department Head should document the reasons and submit it to General Services. It is also important to remember that an employee needing to return to work after-hours, whose vehicle type is not an integral part of their job function, can also be reimbursed for the use of his or her personal vehicle.

It is important to note in this section that during this study, we have also examined the issue of **compliance with IRS regulations** in regards to take home vehicles. According to IRS regulations, all Metro employees who are driving a Metro-owned vehicle to and from work must report this to the IRS. Certain vehicles like fire and police vehicles are exempt from this requirement because personal usage would be limited by the type of vehicle it is. Buses and cargo vans are also examples of vehicles where use does not have to be reported to the IRS. All other employees who drive a Metro vehicle home, even those on rotation, must report this to the Payroll department, usually through the departmental Payroll representative. The value of this fringe benefit should then be calculated and added to the employee's pay where it will then be subject to taxes. We have found

that many of the employees who are required by law to be taxed for their take-home vehicles are not doing the necessary paperwork to meet the requirement. Currently 55 people out of 135 employees taking vehicles home were not complying with the documentation requirements. This list was provided to Metro Payroll for follow up. In the future, OFM should keep Payroll apprised of all employees with take-home cars so the Director of General Services can ensure the employees are complying with documentation and reporting requirements. Further, General Services, in turn, should provide OFM and employees with take-home cars access to the IRS regulations and should require those employees to acknowledge their responsibility to comply with those regulations.

- **Metro should strive to make no new net additions to the fleet after a base-line fleet is established.**

The most important goal of the Utilization Study is to eliminate all underutilized, obsolete, and inappropriately assigned vehicles from the fleet, thus producing a base-line fleet size that is appropriate for the size and functions of the Metro Government. We recommend that certain standards and processes be put in place to ensure that the fleet approximates this size after our study is complete. It is also important to note that certain recommendations we have made should actually cause a continued decrease in fleet size.

We believe that OFM should continuously monitor this process and strive to maintain (or decrease) the number of vehicles in the base-line fleet by conducting periodic utilization reviews. If a department believes that they are in need of an additional new vehicle, the following process should be followed: 1) The department should develop a business case to explain why they believe this addition is necessary to their daily operations, 2) General Services should review these requests, and to be considered further, should approve the request, then 3) If the request is approved at this level, OMB should approve new net additions.

An important part of maintaining a base line fleet is the timing of replacements. From our past work and from working with other local governments, we have also developed a detailed replacement schedule. This vehicular replacement schedule is attached in the Appendix section.

- **The process to authorize a Metro employee to drive a vehicle needs to be more clearly defined.**

After reviewing the current processes that are in place, it is clear that there are very few Metro-wide policies regarding the authorization of a Metro employee to drive a Metro



vehicle on Official Business. The only policy that seems to be enforced is that all Metro Employees that drive or may potentially drive a Metro vehicle must take a Defensive Driving course. This course is offered by the Human Resources department and is monitored on a departmental level. It is clear, however, after reviewing other Cities' policies and talking with the Human Resources and Legal Departments, that other processes should be in place to authorize an employee to drive a Metro vehicle. The following recommendations should be considered:

**1. Metro Driving Permits should be put into effect**

We believe that every driver or potential driver of a Metro vehicle should have a **Permit to Drive a Metro Vehicle**. A simple process could be put into place to ensure that all drivers of Metro vehicles have a permit. This process would include filling out and signing an application form that clearly states the Metro vehicle policy as well as driver responsibility. Individuals wishing to obtain a driving permit would have to take a driving class and have departmental approval. After this form is signed and training and other requirements are met, the employee would be issued a permit with a distinct number.

**2. A Motor Vehicle Records check should be required**

Some departments, like Water Services and the Metro Action Commission, are already running Motor Vehicle Records checks on all of their employees that drive Metro vehicles, but we believe that this policy should be in place for each department. A policy should be established Metro-wide that ensures that OFM checks the driving history of all drivers of Metro vehicles before issuing a permit. Records checks should be updated annually.

**3. All documents related to driving should be kept on file**

The following documents should be kept on file for employees who are issued a permit: 1) a copy of their valid driver's license, 2) a copy of the Application to Drive a Metro Vehicle, 3) the Permit to Drive a Metro vehicle, 4) the certificate of attendance for the defensive driving course, and 5) any pertinent driving history that is found during the Motor Vehicle Records Check.

• **Record Keeping on all levels needs to become a priority**

During our study, it became clear that record keeping at many levels in regards to vehicles is not sufficient. The inaccuracy of Metro records not only prevented us from

extracting usable data from Metro databases, but created daily confusion within and between departments. We are hopeful that many of these problems will be solved with the installation of the new fleet management system in OFM, but it is important that some of these problems be addressed now, such as the following:

- There is not an accurate central inventory of vehicles.
- Many drivers are not entering accurate odometer readings into the Fuelmaster system.
- Vehicle ID numbers and/or decal numbers are not always updated when a vehicle is transferred from one department to another.
- Many Departments do not have a designated Vehicle Coordinator that can monitor utilization and vehicular assignment and coordinate with OFM.
- Fuelmaster computer files are poorly maintained and are not reliable.

We believe that when these issues are addressed, OFM can better monitor utilization, fleet size, replacement schedules, and vehicular assignment.

A draft recommended Proposed Vehicle Use and Assignment Policy incorporating the above recommendations is included in the appendix. In developing these policies, TCI incorporated collective experience with best practice vehicle utilization policies and contacted peer governments in Cincinnati, Indianapolis, and Louisville. We also reviewed existing Metro policies and incorporated Metros' unique operating and other circumstances into the recommended policies.

### **STEP 3: The 6,000-Mile Analysis**

This review took our initial review one step further. In this analysis, we focused our attention solely on all light duty and passenger vehicles that were receiving less than 6,000 miles annually. The 6,000-mile analysis provided another approach to identify and target underutilized vehicles. In this analysis, every vehicle being used under 6,000 miles annually was listed by department, and the total annual miles for all of those vehicles for a given department was divided by 6,000 in order to determine a recommended number of vehicles for that department. It is anticipated that the recommended reduction in vehicle count would result in better utilization of Metro vehicles, accompanied with an increase in personal vehicle use and mileage reimbursement. This analysis resulted in 84 vehicles being targeted for surplus, with 12 of those vehicles recommended for reallocation to the OFM pool.

#### **STEP 4: Personally Assigned Vehicles Analysis**

For those vehicles that were personally assigned, a preliminary review was also performed. TCI developed a list that was obtained from individual departments, compiled from work previously done by General Services, and with input from Metro Payroll.

We then surveyed users and compared the vehicle usage for the vehicles on our list to the proposed procedure for Vehicle Use and Assignment that is contained in this report. Part of this analysis involved reviewing personally assigned vehicles that did not meet 6,000 annual miles utilization after commuting miles were eliminated. We accomplished this task by subtracting estimated commuting miles from the annual mileage totals accumulated by vehicles taken home. Once this task was completed, we subtracted this amount from the total miles accrued and analyzed the remaining total to determine, in fact, how many miles these vehicles were being driven for job related tasks. In situations where vehicles were not accumulating sufficient mileages, we recommended surplus action unless that individual's job duties warranted the use of a personally assigned vehicle.

In cases where we did not believe that a personally assigned vehicle was appropriate, we selected that vehicle for removal from personal assignment. The individual who was driving that vehicle could have their vehicle needs met through use of a personal vehicle (with reimbursement), use of a pool vehicle, or use of a personally assigned vehicle that is restricted to day use.

Through this review, TCI has recommended that 10 vehicles be surplus and that 17 vehicles that were being taken home be re-assigned to day use.

## **APPENDICES**

**Attached For Reference are the Following Documents:**

- **Proposed Vehicle Use and Assignment Policy**
- **Vehicles Targeted for Reduction**
- **Estimated Fiscal Impact of Recommendations**
- **Recommended Replacement Schedule**

**PROPOSED VEHICLE USE AND ASSIGNMENT POLICY**  
**Metropolitan Government of Nashville and Davidson County**  
**Effective Date: 2004**

**Purpose:**

The purpose of this policy is to establish Metro Government policy concerning vehicular assignment and use. This policy replaces Executive Order 89-15, as authorized by Executive Order 014.

**Policy:**

It is the policy of General Services all affected personnel adhere to the provisions herein regarding vehicle use.

**Scope of Responsibilities:**

This policy includes the following aspects on vehicular assignment and use:

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<b>1. General Information .....</b>	<b>2</b>
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## 1. General Information

These statements of Policy shall apply to all vehicles owned, leased, or rented by the Metropolitan Government of Nashville and Davidson County and to employees using personal vehicles for Metro business

This includes passenger cars, pick-up trucks, vans, buses, and other vehicles used for job-related transportation or work assignments of employees of the Departments and Agencies of the Metro Government.

Responsibility for the administration of this policy is assigned to the Director of General Services (or his/her designee). Specific practices can be established within each Agency or Department to address its specific needs and/or use of specialized vehicles, but these practices must fit into the Vehicle Policies of the Metro government.

## 2. Requirements to Operate a Metro Government Vehicle

- a. The operation of Metro Government vehicles is limited to regular full-time and regular part-time employees for conducting official Metro business. The Director of General Services, as well as the appropriate department head, must approve any exceptions to this policy.
- b. The minimum age requirement for a driver is eighteen (18) years old, except when carrying passengers in a van or bus, in which case the driver must be at least twenty-one (21) years of age.
- c. It is mandatory that a Metro employee possess a valid Tennessee State Driver's license before approval can be given to operate a Metro Government vehicle. This must also include a Commercial Drivers License (CDL), if required for operation of certain vehicles.
- d. Metro Government employees must complete/sign an Application for a City Driver's Permit\* approved by the Department Head prior to the operation of a Metro Government vehicle. A driving course and record check must be completed prior to OFM issuing a permit.
- e. All Employees who drive Metro vehicles on Official business are required to take the defensive driving course of the National Safety Council, or a program deemed to be equivalent by the Law Department. Information and scheduling of the courses are arranged through the Human Resources Department. A refresher of this course

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\* This form is not yet in existence.

must be taken periodically based on the recommendation of the National Safety Council or the organization providing equivalent training.

- f. All employees must agree to a Motor Vehicle Records check, which may be done by OFM. Any major violations, such as a DUI, or a large number of points accumulated on the employee's license may exclude the employee from driving a Metro vehicle.
- g. OFM must keep on file for every Metro employee issued a driver's permit a copy of their driver's license, the Application for a City Driver's Permit, evidence of successful completion of the Defensive Driving course, and a copy of the Motor Vehicle Records check.

### **3. Assignment of Vehicles**

Vehicular assignments are not made for the convenience of an employee but rather to assist in the delivery of service and to facilitate Official Business of the Metropolitan Government of Nashville and Davidson County.

- a. All vehicle assignments shall be approved by the Director of General Services, upon written request from the Department Director. Such approval shall be contingent upon the availability of vehicles and the OFM budget.
- b. Vehicle assignments are considered based on job classification, rather than the individual employee.
- c. Each department/agency must designate an employee of the department to be the Departmental Vehicle Coordinator. These coordinators are responsible for providing the Office of Fleet Management with all pertinent information regarding the assignments of their vehicles. This includes:
  - i. Agency/Department Name
  - ii. Type of Assignment
  - iii. Name of Principal Driver
  - iv. Driver's Job Title
  - v. Any changes in assignment or status of a vehicle
- d. Seasonal, Temporary, Volunteer, and Co-Op workers will not be permitted to drive Metro Government vehicles except those specifically named and requested by Department Heads and approved by General Services; e.g. seasonal employee who meets all requirements restricted to Park Grounds maintenance.

#### **4. Classification of Vehicles- Guidelines for Vehicle Usage**

For purposes of this policy, vehicles are defined as self propelled, rubber-tired, properly licensed for over the road travel, and over \$5,000 in asset value.

Vehicles will be assigned to each Agency/Department and authorized for use in the following Classifications:

##### **Class A**

Class A vehicles are permanently assigned to elected officials. The use of these vehicles may vary based on budgeting and necessity. These vehicles should not be assigned if the official lives outside of Davidson County.

##### **Class B**

Class B vehicles are OFM assets permanently assigned to a job position for full-time, 24 hour use, with restrictions as to personal use. Employees must only use these vehicles on official Metro business and to drive to and from work. It shall be noted that de minimus personal use (the casual or incidental use of the vehicle, such as stopping for personal errands or meals while driving the vehicle for an authorized purpose) shall not be considered misuse. All travel must be confined to Davidson County. Assignments to Class B may be made under the following conditions:

1. If the employee's return to work, in emergency situations or for unanticipated problems, is necessary to the solution of such problems. This situation must average of 4 times a month to be considered frequent enough use to warrant this type of assignment. Each driver and/or department must also document this type of situation so that assignment may be monitored.
2. If the employee is subject to an emergency call at least 4 times a month requiring an officially marked vehicle or a vehicle with specialty equipment, such as lights and/or sirens, or requiring special tools, equipment or supplies necessary for the employee to respond to calls (signal and plumbing repairs, for example).
3. If the employee must perform official assignments on the way to and from work that require an officially marked or specially equipped vehicle. These duties must arise in the normal performance of daily job responsibilities and be approved by the Director of General Services. Occasional assignments (monthly, for example) that



fall into this category should be approved in advance in writing by the department head for each occurrence.

4. Class B vehicles may **not** be driven home by an employee who lives outside Metro Nashville and Davidson Co. These vehicles should remain at the employee's work place when not in use.

### **Class C**

Class C vehicles are permanently assigned to an employee or group of employees of a certain Department and/or Agency for **use during working hours only**. This means that they are not to be driven to and from work. Vehicles are assigned to Class C if one or more of the following conditions are met:

1. If the regular use of the vehicle meets the minimum mileage requirements established by OFM.
2. If the job requires the transportation of unusually heavy or bulky loads or other materials such as tools or dangerous chemicals.
3. If Official Business usage may subject a vehicle to hazardous road conditions, thus rendering mileage reimbursement inadequate compensation for use of a private vehicle. This includes the need for the use of a vehicle with 4 wheel drive capabilities.
4. If the nature of the job requires a vehicle with specialty equipment or special markings.
5. This class shall include all departmental and OFM pool vehicles.

## **5. Guidelines for Assignments**

The following guidelines shall be used to determine vehicular assignments:

- A. The Director of General Services will determine vehicle assignments to each Department and/or Agency. These assignments will be based on a Departmental Report submitted by each Department Head stating the number of vehicles needed and summarizing the reasons for needing such vehicles. This report must also include the proposed assignment class for each vehicle.
- B. The Department Head must determine vehicle assignments to individuals under classes B and C. The Department Head must also monitor these assignments and make all necessary changes on a monthly basis. The Director of General Services

must approve these assignments and ensure that the vehicle status is under monthly review.

- C. Vehicle assignment, especially that of Class B vehicles, should only be approved if both the Department Head, Director of the Office of General Services, and OMB believe that this assignment better the business and function of the Metro government. Vehicle assignment should not be seen as a fringe benefit for certain positions.
- D. The most appropriate vehicle should be assigned for the job function. For example, SUV's should only be assigned if the department can justify the need for such a vehicle; e.g. off road, capacity, weather, etc.

## **6. Vehicle Usage as a Fringe Benefit**

- A. While qualified non-personal use vehicles (e.g. police and fire vehicles) are exempt, other Class A and B vehicles are considered to be taxable fringe benefits as determined by the Internal Revenue Service.
- B. All affected employees should be given a copy of this section to read and maintain in their personal files.
- C. Each employee assigned a Class A or B vehicle is responsible for reporting the use of this vehicle through payroll to the IRS. These employees must fill out the appropriate forms given to them by their department's payroll representative. The Director of General Services is responsible, with support and updates from Legal, for ensuring that all drivers assigned a Class A or B vehicle are complying with all IRS regulations. Publication 15-B is the operative document with respect to qualifying vehicles and vehicular use.
- D. In accordance with IRS regulations, the Finance/ Payroll Department will apply the appropriate dollar values to vehicle usage. This amount will then be added to the gross amount of the paycheck where it will be subject to taxation. The total amount of computed vehicle usage benefit is reflected in the gross earnings on the W-2 form.

## **7. Individual Driver Responsibilities**

- A. Each individual driver is ultimately responsible for the everyday maintenance and upkeep of their Metro vehicle.

- B. Each driver is also responsible for bringing all maintenance issues to OFM as soon as they become apparent. This responsibility also includes keeping track of routine maintenance schedules for individually assigned vehicles.
- C. The driver is also charged with the responsibility of maintaining a clean and well-kept vehicle. The driver is encouraged to remember that their vehicle is a representation of the Metro Government and should reflect an official appearance at all times.
- D. An employee is prohibited from driving a Metro vehicle while under the influence of alcohol, any illegal drug, or any legal drug that impairs the employee's ability to safely operate a vehicle.
- E. Each driver must be responsible for their individual fuel card. A driver must immediately report any problems with the fuel cards, including ones that are lost or stolen, to the department head. The driver is also charged with entering accurate odometer information into the Fuelmaster system.
- F. Each driver must immediately report to OFM the suspension or revocation of their driver's license or the receipt of any traffic or parking citation issued while operating a Metro vehicle.
- G. Each driver must familiarize themselves with driver and emergency information in the glove box.<sup>1</sup>

## **8. Office of Fleet Management Responsibilities**

- A. OFM is responsible for offering appropriate, reliable, effective and efficient mechanical service to all vehicles within Metro.
- B. OFM must keep accurate records of vehicular assets as well as repair and service records.
- C. OFM is responsible for creating and monitoring utilization and replacement budgets and for formulating a schedule based on the needs of each department. OFM must communicate with each department as well as with OMB regarding schedules and budgeting.
- D. OFM is responsible for creating and enforcing an operator's handbook to be placed in all Metro vehicles. The handbook should include the following items: emergency contact numbers, information regarding accidents and other incidents, locations of Metro fueling stations, and preventative maintenance schedules. Additions to this

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<sup>1</sup> Under development by OFM.

handbook are the responsibility of OFM and should eventually include the Metro-wide Policies and Procedures.

## **9. The Intermittent Fleet - The Metro Vehicle Pool**

The intermittent fleet will be maintained and controlled by General Services. The primary vehicle pool will be operated out of the Office of Fleet Management, but OFM is encouraged to expand the pool to various locations around Metro. Requests for an intermittent vehicle shall be made by the authorized individual within the Department needing the vehicle, and shall be submitted to the Director of General Services. The Director of General Services will approve the requests based on the availability of vehicles. The Office of Fleet Management will maintain an accurate list of the status of all vehicles in the intermittent fleet.

Assignment of pool vehicles shall be made for the following purposes:

- A. The temporary assignment of vehicles to persons whose assigned vehicles are out of service due to repairs or maintenance work.
- B. Temporary assignment of vehicles to Metro employees who are not regularly assigned permanent vehicles under Class C, when any of the following circumstances occur:
  - 1. The particular assignment makes the use of a marked official vehicle necessary.
  - 2. The particular assignment will subject the vehicle to unusual hazards or deterioration.
  - 3. The employee's personal vehicle is not readily available when needed to perform a necessary assignment.
  - 4. The use of the vehicle is short term in nature
  - 5. Each pool vehicle should meet overall utilization standards of 6,000 miles annually.
- C. When an employee's assigned vehicle is unsuitable or insufficient for a permanent assignment, the assigned vehicle may be temporarily exchanged for a more suitable vehicle in the Metro Vehicle Pool. (For example, an employee needs to transport a group of people to a meeting and/or conference and their assigned vehicle is too small.) All appropriate charges will be billed to the user's agency or department.

- D. All vehicle assignments from the Metro Vehicle Pool will be charged to the requesting agency/department. The daily rate schedule shall be set by OFM and approved by OMB.
- E. Trip requests must comply with all Metro travel policies.

#### **10. Employee Use of Personal Vehicle**

Every employee is encouraged to use his or her own personal vehicle for occasional Metro business. Departments are responsible for monitoring the mileage reimbursement process.

The following policies apply to an employee seeking mileage reimbursement for Metro business:

- A. Use of a personal vehicle should be considered as a viable alternative to the assignment of a Metro vehicle.
- B. Each employee using their personal vehicle is responsible for recording any mileage acquired on Metro business and reporting this mileage for reimbursement on a monthly basis through their department.
- C. All reimbursement for use of a personal vehicle will be based on the IRS standard rate for each year. (The current rate for 2004 is 37.5 cents/miles.)
- D. Employees using their personal vehicles must comply with all applicable state and local laws, including insurance laws and license requirements.

#### **11. Identification and Marking of Vehicles**

- A. Except for undercover public safety vehicles, every Metro-owned vehicle should be conspicuously marked. The Office of Fleet Management shall be responsible for assuring the uniform identification of Metro Government vehicles.
- B. Similarly, the vehicles should have a decal number to indicate a Metro asset number (unless undercover).
- C. All Class B and C vehicles will have official government plates on them. There should be no private tags on Metro-owned vehicles except for undercover public safety vehicles.

- D. If a vehicle is transferred to another department, the central records must be changed accordingly so that it clearly matches the department to where that vehicle is assigned. Central asset records must be updated immediately.
- E. The name of a department may be added or can replace the standard markings on vehicles assigned regularly to one department by OFM.
- F. It is specifically prohibited for any individual to place any type of bumper sticker or other sticker on a Metro vehicle unless the sticker relates to a Metro Government service or program and has been approved by the Department Head and the Director of General Services. This extends to insignias placed on tire flaps as well.

## **12. Minimum Utilization Standards**

- A. All Metro Vehicles (except specially equipped vehicles) must adhere to the utilization standards set forth below.
- B. Minimum Utilization Standards<sup>1</sup> are as follows:
  - Passenger Vehicles and Light Duty Trucks: 6,000 miles/yr
  - Heavy-Duty Trucks: 3,200 miles/yr
- C. Utilization Standards may vary by department and can be calculated by OFM on a departmental basis. This can be done by calculating the departmental average (miles/year) for each class of vehicle and reviewing all vehicles as a whole, plus individual vehicles where utilization falls below the departmental average.
- D. The Office of Fleet Management is charged with monitoring utilization for all Metro departments. OFM must perform a utilization review of actual vs. standards of all vehicles in preparation for the annual capital budget process.
- E. During each utilization review, each department must submit a report that discusses and justifies all vehicles in the department that are under review for low utilization. This report will then be reviewed, and the fleet will be adjusted by OFM, if necessary. Business cases arguing against OFM recommendations should be presented to the Director of General Services and OMB.

## **13. New Net Additions to the Fleet**

Metro must limit unnecessary growth to the fleet after the base-line fleet is established. If a new vehicle is requested that is a **net addition to the fleet** (not regular replacement), the following regulations should be in place:

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<sup>1</sup> Except for Police and Specially Equipped Vehicles.

- A. The Office of Fleet Management is charged with monitoring the process for new net additions to the fleet.
- B. The department requesting an additional vehicle must develop a business case outlining the need for this vehicle and must submit this request to the OFM.
- C. OFM and OMB must review any requests, and to be considered further, the Director of General Services must approve these requests.
- D. If the request is approved by OFM, the OMB must approve any net additions.

#### **14. Record Keeping**

- A. It is the responsibility of the Office of Fleet Management and each Metro Department to maintain accurate records of vehicle assignments and class. Changes in assignments and classes of vehicles must be reported immediately to the Office of Fleet Management.
- B. OFM's primary responsibility in regards to vehicle accountability is to maintain all assignment information and vehicle use reports. They are to maintain and update departmental inventory records and report any significant changes. These reports must show decal number, make and model year, and the name and/or job title of the principal driver, if applicable.
- C. Every driver of a Metro vehicle is responsible for accurately reporting mileage, decal number, and all other information required when refueling a Metro vehicle. This driver responsibility is crucial to the accuracy of the records within the Metro fueling system (Fuelmaster), which are used to track billing information as well as utilization of vehicles.
- D. The Office of Fleet Management shall maintain a current record of assignments and class for each department. This record must be updated as changes are received. The inventory record must include the decal number, make and model year of the vehicle, and the name of the department to which it is assigned. This record must be reconciled with the department's Central Fixed Asset record until such time as there is a fully integrated fleet information system.
- E. Each Department Head is responsible for ensuring that all employees authorized to operate a vehicle have obtained a city driver's permit.

#### **15. Vehicle Maintenance**

- A. All Metro Government vehicles should be maintained on a preventative maintenance (PM) schedule.
- B. The PM schedule shall be observed, unless a request for rescheduling is received and approved prior to the scheduled date. Failure to comply with the schedule will result in the Director of General Services notifying the Department Head.
- C. If Preventative Maintenance schedules are ignored, the driver and their department are ultimately responsible for any major problems that result, and the vehicle could be reassigned through OFM.
- D. It is the responsibility of the driver to inspect the vehicle on at least a weekly basis to determine its condition. This may include, but is not limited to, checking air pressure of the tires as well as fluid levels. The driver must report any potential problems to the Office of Fleet Management immediately.

#### **16. Accidents and Vehicle Abuse**

- A. All traffic accidents involving a Metro Government owned, leased, or rented vehicle, whether resulting in visible damage or not, must immediately be reported to the department head, OFM and the Claims Section of the Law Department as soon as the accident occurs. All employees involved in an accident must request that the long Police Accident Form be filled out. The driver must also fill out an Incident Report form to be submitted to their department head and the Claims Section of the Law Department within twenty-four hours of the accident. A damaged vehicle should be sent to the Office of Fleet Management for a damage estimate. A vehicle appraisal must be done to determine the damage to the vehicle. A copy of the appraisal must be submitted to the Legal Department for all accidents involving Metro vehicles.
- B. Metro employees injured in an accident should immediately seek medical treatment and report their injury to their supervisor as soon as possible.
- C. *Misuse* is considered to be the use of a Metro fleet vehicle for an unauthorized purpose such as personal use of the vehicle. *Abuse* is considered to be an employee's disregard to observe reasonable caution and care in the vehicle's operation and storage. This includes the failure to adhere to maintenance schedules, to maintain accurate records, to keep up the general appearance of the vehicle, and to protect it from unauthorized use.
- D. Any incident of misuse or abuse of a Metro owned, leased, or rented vehicle from citizens or Metro employees must be reported to the Office of Fleet Management.



OFM should then notify the appropriate department for follow up so that corrective measures can be taken.

- E. All employees of the Office of Fleet Management are required to report **any** suspicion of vehicle abuse or misuse to the Director of General Services.

#### **17. Parking of Metro Vehicles**

- A. Metro Vehicles shall not be parked illegally. Metro vehicles are subject to being towed by the Metro Police Department when parked in unauthorized areas.
- B. Employees operating Metro vehicles should exercise good judgment and discretion when parking so as to maintain a respectable appearance as a representative of the Metro Government.
- C. Fire Department and Police Department vehicles responding to emergencies or incidents are exempt from the policies regarding parking.

#### **18. Out of Town Use**

- A. No Metro fleet vehicle shall be operated outside of Davidson County or surrounding counties without the approval of the appropriate Department Head and the Director of General Services. All requests must be made in advance, and Metro travel policies must be complied with.
- B. When a Metro Government vehicle is being driven out of Davidson County, all the same policies and procedures regarding use of the vehicle will apply. Employees should be conscious of their responsibility as a representative of the Metro Government while operating an official vehicle in another city or community. If a personal vehicle is driven out of town for Official Metro Business, the driver is responsible for keeping accurate records of mileage and other driving expenses incurred in accordance with travel regulations. This use must be reported in the form of an expense report to the appropriate Department Head immediately upon return from Official Business.

#### **19. Compliance with State Regulations**

All occupants of Metro Government Vehicles, including both Metro employees and non-employees, are **required** to properly follow all applicable state and local regulations.

## VEHICLES TARGETED FOR REDUCTION

Department	Surplus Immediately		Surplus or Reassign based on 6000 mile analysis		Surplus or Reassign based on Personal Assignment Analysis		Change Take Home to Day Use	
	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year
Emergency Comm			21-3123	1989 GMC SUBURBAN	P2803	2002 TOYOTA PRUIS 4 DR	P2730AJ	2001 CHEVROLET BLAZER
			21-2136	1989 GMC SUBURBAN				
Beer Board					P2709	2001 CHEVROLET MALIBU 4 DOOR		
Bordeaux Hospital			P1383	1990 GMC SIERRA TRUCK				
Codes			P2111AC	1994 BUICK CENTURY				
			P2113AC	1994 BUICK CENTURY				
			P2115AC	1994 BUICK CENTURY				
			P2299AE	1996 BUICK CENTURY				
Fire	A-3373	1999 FORD TAURUS 4 DOOR	A-3251	1991 CHEVROLET CAPRICE SW.				
	G-3120	1995 INTERNATIONAL CAB&CHASSIS	A-3288	1996 FORD CROWN VIC 4DR.				
	G-3122	1995 INTERNATIONAL CAB&CHASSIS	A-3308	1996 FORD CROWN VIC 4 DOOR				
	G-3123	1995 INTERNATIONAL CAB&CHASSIS	A-3317	1996 FORD CROWN VIC 4 DOOR				
	G-3124	1996 INTERNATIONAL 4700	A-3323	1996 FORD CROWN VIC 4 DOOR				
	G-3128	1996 INTERNATIONAL 4700	A-3325	1996 FORD CROWN VIC 4 DOOR				
	G-3129	1996 INTERNATIONAL AMBULANCE	A-3329	1996 FORD CROWN VIC 4 DOOR				

## VEHICLES TARGETED FOR REDUCTION

Department	Surplus Immediately		Surplus or Reassign based on 6000 mile analysis		Surplus or Reassign based on Personal Assignment Analysis		Change Take Home to Day Use	
	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year
	G-3134	1998 INT'L AMBULANCE	A-3343	1998 GMC SIERRA PICKUP				
	G-3138	1998 INT'L AMBULANCE						
General Hosp	07E2994	1989 FORD BRONCO						
General Services			P2187AD	1995 FORD 250 CARGO VAN	P2622	1999 FORD TAURUS 4 DOOR	P2734AJ	2001 CHEVROLET ASTRO VAN
			P2191AD	1995 FORD RANGER EXTENDED CAB	P2708AJ	2001 CHEVROLET MALIBU 4 DOOR	P2462AG	1998 JEEP 4 X 2 DR
			P2213AD	1995 CHEVROLET SUBURBAN 4DR P	P2731AJ	2001 CHEVROLET BLAZER	P2509AH	1999 CHEVROLET C PICKUP TRUCK
Health Dept	35-4087	1987 JEEP CHEROKEE 4 DOOR	35-4080	1985 FORD ECONOLINE VAN				
	35-4090	1991 FORD ECONOLINE VAN	35-4081	1985 FORD ECONOLINE VAN				
	35-4091	1991 FORD ECONOLINE VAN	35-4088	1987 JEEP CHEROKEE 4 DOOR				
	35-4092	1991 ECONOLINE 350 VAN	35-4089	1987 FORD ECONOLINE VAN				
	35-4093	1992 FORD F150 PICKUP TRUCK						
	35-4114	2001 FORD CROWN VIC 4 DOOR						

## VEHICLES TARGETED FOR REDUCTION

Department	Surplus Immediately		Surplus or Reassign based on 6000 mile analysis		Surplus or Reassign based on Personal Assignment Analysis		Change Take Home to Day Use	
	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year
	35-4096	1995 ALLEGRO BAY MOTORHOME						
	P2361AF	1997 FORD AEROSTAR CARGO VAN						
Human Resources	P2419AG	1998 CHEVROLET MALIBU						
Juvenile Court and Detention			P2304AF	1997 FORD E350 CLUB WAGON				
Library Operations			P2046AB	1993 FORD F350 PICKUP TRUCK				
Metro Action Commission	02-3067	1984 CHEVROLET CP3 CB						
	02-4104	1988 GMC PICKUP						
	02-4107	1988 DODGE RAM VAN						
	02-4128	1989 FORD 15 PASS. CLUB WAGON						
Office Emerg Mgmt	07B0293	1972 AIRSTREAM SOVEREIGN	21 3142	1996 JEEP CHEROKEE				
OFM (General Services)	08K4135	1990 FORD CHASSIS CAB	P6416AF	1996 FORD CROWN VICTORIA				
	08k4143	1996 FORD F150 2WD PICKUP						
	29-4958	1987 GMC 7000						
	29-5026	1988 GMC CAB & CHASSIS W/						

## VEHICLES TARGETED FOR REDUCTION

Department	Surplus Immediately		Surplus or Reassign based on 6000 mile analysis		Surplus or Reassign based on Personal Assignment Analysis		Change Take Home to Day Use	
	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year
Parks	29-0369	1976 CHEVROLET CHASSIS CAB	29-4638	1986 FORD F150 PICKUP				
	29-4706	1988 GMC 1/2 T. PICKUP	29-4821	1991 DODGE RAM 1/2 T. PICKUP				
	29-4754	1989 FORD TAURUS 4 DOOR	29-4959	1987 Chevy Pickup				
	29-4757	1989 FORD TAURUS 4 DOOR						
	29-4759	1989 FORD TAURUS SW						
	29-4862	1992 DODGE B350 MAXIWAGON						
	29-5029	1987 CHEVROLET FLTSD. PICKUP						
	29-5036	1987 FORD CHASSIS CAB						
	29-5045	1987 FORD CHASSIS CAB						
Police**					07P2412	1998 CHEVROLET MALIBU		
					07P2855	2003 CHEVROLET ASTRO VAN		
					07P2931	2003 CHEVROLET MALIBU		

## VEHICLES TARGETED FOR REDUCTION

Department	Surplus Immediately		Surplus or Reassign based on 6000 mile analysis		Surplus or Reassign based on Personal Assignment Analysis		Change Take Home to Day Use	
	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year
Public Works	08C5555	1987 FORD AEROSTAR WAGON	08C5583	1989 GMC 1/2 T. PICKUP				
	08C5589	1994 MACK MR6 TRUCK	08E3082	1992 JEEP CHEROKEE				
	08C5591	1994 MACK MR6 TRUCK	08E3083	1992 JEEP CHEROKEE				
	08C5593	1996 MACK TRUCK	08K4139	1994 JEEP CHEROKEE 4DR.				
	08D4216	1994 GMC S1E PICKUP	08L5668	1991 GMC CREW PICKUP				
	08G3028	1987 FORD CHASSIS CAB	08L5671	1991 GMC CREW PICKUP				
	08L5559	1987 FORD CHASSIS CAB	08L5725	1994 GMC 1/2T. SIERRA PICKUP				
	08L5596	1989 INTERNATIONAL CAB&CHASSIS	08L5726	1994 GMC 1/2T. SIERRA PICKUP				
	08L5628	1990 INTERNATIONAL CAB&CHASSIS	08L5750	1996 FORD F150 2WD PICKUP				
	08L5630	1990 INTERNATIONAL CAB&CHASSIS	P2270AS	1996 BUICK CENTURY 4DR SEDAN				
	08L5631	1990 INTERNATIONAL CAB&CHASSIS	P2334AF	1997 FORD TAURUS FFV				
	08L5637	1990 FORD CHASSIS CAB						
	08L5638	1990 FORD CHASSIS CAB						
	08L5685	1992 GMC SIERRA PICKUP TRUCK						

## VEHICLES TARGETED FOR REDUCTION

Department	Surplus Immediately		Surplus or Reassign based on 6000 mile analysis		Surplus or Reassign based on Personal Assignment Analysis		Change Take Home to Day Use	
	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year
	08L5700	1993 FORD CHASSIS CAB						
	08L5758	1996 FORD F150 2WD PICKUP						
	18C4056	1993 FORD CHASSIS CAB						
Sheriff	P1483	1992 FORD TAURUS 4 DOOR	P1327	1990 GMC 3/4 TON PICKUP	P2634AH*	1999 FORD TAURUS 4 DOOR	P2229AE	1996 FORD E-250 CARGO VAN
	34-061	1978 BLUEBIRD AAF BUS	P1385	1990 GMC SIERRA TRUCK			P2382AG	1998 FORD CROWN VIC
	34-062	1979 BLUEBIRD 150 BUS	P1452	1992 DODGE D150 PICKUP TRUCK			P2634AH*	1999 FORD TAURUS 4 DOOR
	34-068	1985 FORD BUS	P1511	1992 FORD TAURUS 4 DOOR				
	34-069	1984 BLUEBIRD BUS	P1521	1992 FORD TAURUS 4 DOOR				
	34-070	1982 CHEVROLET HI-CUBE VAN	P2011AC	1994 DODGE RAM VAN				
	34-075	1990 FORD F47 CC AMBULANCE	P2017AB	1993 FORD TAURUS 4 DOOR				
	34-090	1981 FORD DUMP TRUCK	P2036AB	1993 FORD TAURUS 4 DOOR				
	P2047AB	1993 FORD TAURUS 4 DOOR	P2040AB	1993 FORD TAURUS 4 DOOR				
	P2148AC	1994 FULL SIZE PICKUP TRUCK	P2181AD	1995 BUICK CENTURY				
	P2234AE	1996 DODGE 15 PASSENGER VAN	P2189AD	1995 GMC MINI CARGO VAN				
			P2284AE	1996 GMC 7 - PASSENGER VAN				
			P2285AE	1996 GMC 7 - PASSENGER VAN				

## VEHICLES TARGETED FOR REDUCTION

Department	Surplus Immediately		Surplus or Reassign based on 6000 mile analysis		Surplus or Reassign based on Personal Assignment Analysis		Change Take Home to Day Use	
	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year
			P2287AE	1996 GMC 7 - PASSENGER VAN				
Social Services	32-3029	1987 FALCON ELDORADO BUS	32-3042	1994 DODGE B35 VAN				
			32-3050	1988 GMC 1/2T. PICKUP				
			32-3054	1987 CHEVROLET FLTSD. PICKUP				
			P2041AB	1993 FORD TAURUS 4 DOOR				
			P2048AB	1995 Ford Crown Vic				
			P2282AE	1996 BUICK CENTURY 4DR				
State Trial Courts			14-004	1986 GMC 3/4 PICKUP TRUCK				
			14-020	1986 FORD BRONCO				
Tax Assessor			P2589AH	1999 FORD TAURUS (FFV)				
			P2673AJ	2001 CHEVROLET MALIBU 4 DOOR				
			P2682AJ	2001 CHEVROLET MALIBU 4 DOOR				



## VEHICLES TARGETED FOR REDUCTION

Department	Surplus Immediately		Surplus or Reassign based on 6000 mile analysis		Surplus or Reassign based on Personal Assignment Analysis		Change Take Home to Day Use	
	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year
<b>Water</b>	30A4090	1988 GMC 1/2T. PICKUP	30A4087	1988 GMC 1/2T. PICKUP	30C5126	1991 FORD TAURUS 4 DOOR	30A4120	1999 DODGE RAM PICKUP
	30A4118	1998 PONTIAC BONNEVILLE 4 DOOR	30A4095	1990 FORD TAURUS 4 DOOR			30A4121	1999 DODGE RAM PICKUP
	30A4130*	2003 CHEVROLET PICKUP TRUCK	30A4099	1992 FORD TAURUS 4 DOOR			30A4123	2002 DODGE RAM 1500 PICKUP
	30B4184	1991 FORD TAURUS 4 DOOR	30A4102	1992 CHEVROLET S10 BLAZER			30A4125	2002 DODGE RAM 1500 PICKUP
	30B4199	1994 FORD F150 PICKUP	30A4110	1994 FORD EXPLORER WAGON			30A4130*	2003 CHEVROLET PICKUP TRUCK
	30C5098	1998 FORD F350 CAB & CHASSIS	30B4128	2002 DODGE RAM 1500 PICKUP			30A4131	2003 CHEVROLET PICKUP TRUCK
	30E4073	1991 FORD F350 CHASSIS CAB	30B4176	1991 FORD RANGER PICKUP			30A4133	2003 CHEVROLET PICKUP TRUCK
	30F4129	1986 INTERNATIONAL CREW CAB	30B4182	1991 FORD RANGER PICKUP			30C5150	2002 DODGE RAM 1500 PICKUP
	30F4143	1987 FORD CHASSIS CAB	30B4186	1992 CHEVROLET S10 BLAZER			30C5152	2002 DODGE RAM 1500 PICKUP
	30F4171	1989 FORD 1T. CREW CAB W/	30B4212	1995 GMC 1/2T. PICKUP			31B5260	2002 CHRYSLER VOYAGER VAN

## VEHICLES TARGETED FOR REDUCTION

Department	Surplus Immediately		Surplus or Reassign based on 6000 mile analysis		Surplus or Reassign based on Personal Assignment Analysis		Change Take Home to Day Use	
	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year
	30F4184	1991 CHEVROLET S10 BLAZER	30B4216	1995 GMC 1/2T. PICKUP				
	30H4053	1987 FORD F350 1T. CAB&CHASSIS	30F4189	1992 FORD TAURUS 4 DOOR				
	31A4283	1989 FORD F350 CREW CAB W/	30F4190	1992 FORD AEROSTAR VAN				
	31A4293	1990 SRECO HM38TM CHASSIS	30H4063	1992 DODGE 1/2T. PICKUP TRUCK				
	31A4300	1991 CHEVROLET S10 BLAZER	31A4330	1994 GMC JIMMY 4 DOOR				
	31A4301	1991 CHEVROLET S10 BLAZER	31B5195	1988 CHEVROLET S10 BLAZER				
	31A4318	1993 FORD F250 3/4T. PICKUP	31B5208	1988 GMC 1/2T. PICKUP TRUCK				
	31B5190	1988 PONTIAC 6000 4 DOOR	31B5219	1990 FORD ECONOLINE VAN				
	31B5202	1988 GMC 3/4T. PICKUP TRUCK	31B5222	1990 FORD F150 1/2T. PU TRUCK				
	31B5211	1988 FORD F350 CAB & CHASSIS						
	31B5223	1990 FORD F700 5YD DUMP TRUCK						
	31B5225	1990 CHEVROLET SUBURBAN 3/4TON						
	31B5230	1991 INTERNATIONAL 8200 CAB						
	31B5232	1991 DODGE 1/2T. PICKUP TRUCK						
	31B5233	1991 FORD ECONOLINE VAN						
	31B5217	1990 FORD F700 CAB & CHASSIS						
	30F4168	1989 INTERNATIONAL						
	31B5205	1988 FORD F350 CAB & CHASSIS						

## VEHICLES TARGETED FOR REDUCTION

Department	Surplus Immediately		Surplus or Reassign based on 6000 mile analysis		Surplus or Reassign based on Personal Assignment Analysis		Change Take Home to Day Use	
	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year	Decal #	Make/Year

\*Both Sheriff vehicle P2634 and Water vehicle 30A4130 were listed on column ' Change Take-Home to Day Use' and another column showing vehicles targeted for surplus. This is due to the fact that these vehicles were recommended for surplus and now those individuals are recommended to share a vehicle (reallocation to day use from take home assignment).

\*\*The 17 Police vehicles targeted to be surplus during our initial review are unmarked vehicles and are not shown on this listing.

## Estimated Fiscal Impact of Recommendations

	Light	Heavy	Total	Comments
<b>Estimated Mechanic Salary Savings</b>				
Current vehicles	2322	607	2929	Per TCI Utilization Report
Current mechanics	23	35	58	As of April 5 - 56 per budget
Actual vehicle to mechanic ratio	101.0	17.3		Calculated
Industry norm vehicle to mechanic ratio	68	21		Per TCI Audit Report
Recommended vehicle reduction	146	47	193	Per TCI Utilization Report
Mechanic reduction using actual ratio	1.4	2.7	4.2	Calculated
Mechanic reduction using norm ratio	2.1	2.2	4.4	Calculated
Recommended mechanic reduction			4.0	Rounded
Salary/fringe (\$36,000/30%)			46,800	Salary per plan
Mechanic salary savings			<b>\$ 187,200</b>	Calculated
<b>Estimated Fuel Savings for Targeted Reduction</b>				
Actual miles driven for the 193 targeted	580,204	177,002		Per TCI Utilization detail
Miles per gallon	18	10		TCI Estimate
Gallons used	32,234	17,700	49,934	Calculated
Average fuel cost 03-04			0.90	Per Purchasing summary
Fuel savings on the 193			<b>\$ 44,940</b>	Calculated
<b>Estimated Fuel Savings from Take-home to Day Use</b>				
Miles driven home for the 17 to day use			102,750	Per TCI Utilization detail
Miles per gallon			18	TCI Estimate
Gallons used			5,708	Calculated
Average fuel cost 03-04			0.90	Per Purchasing summary
Fuel savings on the 17			<b>\$ 5,138</b>	Calculated
<b>Estimated Savings from Other Costs</b>				
Vehicle costs budgeted				Per FASTnet BA ledger
Other repair & maintenance			9,000	
Repair & maintenance supply			1,467,000	
Auto supply			91,000	
Tires/batteries			706,700	
Oil/lubricants			100,000	
Repair parts			900,000	
Insurance			90,000	
Total			3,363,700	
Targeted reduction			6.6%	Calculated 193/2929
Vehicle cost savings			<b>\$ 221,644</b>	Calculated
<b>Estimated Fuel Cost for OFM Pool Vehicles</b>				
Vehicles to OFM Pool			12	Per TCI Utilization report
Average annual miles for 12 at full utilization			150,000	100,000 miles/8 yrs x 12
Miles per gallon			18	TCI Estimate
Gallons used			8,333	Calculated
Average fuel cost 03-04			0.90	Per Purchasing summary
Fuel cost on the 12			<b>\$ 7,500</b>	Calculated
<b>Estimated Cost for Additional Mileage Reimbursement</b>				
Actual miles driven for the 94 targeted			258,654	Per TCI Utilization detail
Mileage reimbursement rate			0.375	Federal rate
Cost of mileage reimbursement			<b>\$ 96,995</b>	Calculated
<b>Net operating savings related to TCI Recommendations</b>			<b>\$ 354,426</b>	Total
<b>Estimated Capital Savings</b>				
Average replacement cost: 132 light @ \$15,000 / 44 heavy @\$25,000	1,980,000	1,100,000	\$ 3,080,000	Per Purchasing and TCI
<b>Annual Capital Cost @ 5%: light 8 yrs / heavy 10 yrs</b>	<b>300,804</b>	<b>140,004</b>	<b>\$ 440,808</b>	Calculated
<b>Total Annual Savings</b>			<b>\$ 795,234</b>	

## Recommended Replacement Schedule

Category	Class Description	Depreciation Life (Years)	Useful Life (Odometer/Hours)
<b><u>Automobiles</u></b>			
	Compact Cars	8	100,000
	Mid-Size	8	100,000
	Full-Size	8	100,000
	Police Car-patrol	4	100,000
	Police Car-vice, detective	8	100,000
	Police Car-Administration	8	100,000
	Station Wagon	8	100,000
	SUV mid-size 4x2	8	100,000
	SUV mid-size 4x4	9	100,000
	SUV large 4x2	8	100,000
	SUV large 4x4	9	100,000
<b><u>Vans</u></b>			
	Mini Van 7 Passenger	8	100,000
	Mini Van 9 Passenger	8	100,000
	12-15 Passenger Van	8	100,000
	Van Modified for Handicapped	9	100,000
	Cargo	8	100,000
	Paddy Wagon	8	100,000
<b><u>Other Passenger Vehicles</u></b>			
	Bookmobile	11	120,000
	Bus	11	120,000
	Motorcycle	2-4	40,000
	Cushman 3-wheel	5	40,000
<b><u>Trucks-Class 1 (0-6,000 lbs; F-150 to Ford Ranger or equal)</u></b>			
	Animal Transport	6	90,000
	Mid-Size 2x4	9	100,000
	Mid-Size 4X4	9	100,000
	1/2 Ton 2x4	9	100,000
	1/2 Ton 4x4	9	100,000
	1/2 Ton extended cab	9	100,000
	1/2 ton Utility Body	9	100,000
<b><u>Trucks-Class 2 (6,001-10,000 lbs; F-250 or equal)</u></b>			
	3/4 Ton 2x4	9	100,000
	3/4 Ton 4x4	9	100,000
	3/4 Ton Extended Cab	9	100,000
	3/4 Ton Dump	9	100,000
	3/4 Ton Utility Body	9	100,000
	3/4 Ton Step Van	9	100,000

## Recommended Replacement Schedule

Category	Class Description	Depreciation Life (Years)	Useful Life (Odometer/Hours)
	3/4 Ton Welding	9	100,000
<b>Trucks-Class 3 (10,001-14,000 lbs; Ford F-350 or equal)</b>			
	1 Ton Pick up	9	100,000
	1 Ton Dump Regular Cab	9	100,000
	1 Ton Special Chassis	10	120,000
	1 Ton Step Van	9	100,000
	1 Ton Stake Body	12	110,000
	1 Ton Flat Bed	12	110,000
	Truck Wrecker Rollback	10	110,000
	Truck Wrecker	10	110,000
<b>Truck-Class 4 (14,001-16,000; F-450 or equal)</b>			
	1 1/2 Ton Dump Regular Cab	9	100,000
	1 1/2 Ton Step Van	9	100,000
	1 1/2 Ton Dump Ext Cab	9	100,000
	1 1/2 Ton Flat Bed	12	110,000
	1 1/2 Ton Utility w/ Bucket	9	120,000
	1 1/2 Ton Utility w/ Special Purpose Body	9	120,000
<b>Trucks-Class 5 (16,001-19,500 lbs; F-550 or equal)</b>			
	Flat bed w/ crane	9	120,000
	Side Loader	7	100,000
<b>Trucks-Class 6 (19,501-26,000 lbs; F-650 or equal)</b>			
	2 Ton Dump Regular Cab	9	100,000
	2 Ton Dump Ext Cab	9	100,000
	2 Ton Dump 4x4	9	100,000
	2 Ton Service Body	9	100,000
	Flat Bed	12	120,000
	Flat Bed w/ Crane	9	120,000
	Sewer Cleaner / flusher	10	100,000
	Sewer Rodder	10	100,000
	Truck Aerial Bucket	8	130,000
<b>Trucks- Class 7 (26,001-33,000 lbs; F-750 or equal)</b>			
	Dump Regular Cab	10	150,000
	Dump Exterior Cab	10	150,000
	Flat Bed w/ Crane	10	120,000
	Rear Loader / Packer	7	90,000
	Side Loader	7	90,000

## Recommended Replacement Schedule

Category	Class Description	Depreciation Life (Years)	Useful Life (Odometer/Hours)
	Truck Crane	10	130,000
	Truck Flush	10	130,000
	Truck Knuckle Boom Loader	7	90,000
	Truck w/ Stake Body	12	110,000
	Truck Tractor Single Axle	10	150,000
	Truck Vacuum Leaf Loader	10	150,000 / 8,000
	Truck Vacuum Catch Basin	10	150,000 / 8,000
	Truck Sewer Jet	10	150,000 / 3,000
	Truck Aerial Bucket	10	130,000
	Truck Vactor	9	150,000
<b>Trucks-Class 8 (33,001 and over)</b>			
	Truck w/ Attenuator	12	100,000
	Truck Tractor Single Axle	10	150,000
	Truck Tractor Tandem	10	180,000
	Rear Loader / Packer	7	90,000
	Automated Side Loader	7	90,000
	Truck Crane	10	130,000
	Truck Wrecker	15	90,000
	Truck Dump	9	100,000
	Truck Fuel	10	150,000
	Truck Bucket	12	150,000
	Truck Mounted Paint Marker	11	150,000 / 14,000
	Truck Mounted Leaf Vac	12	150,000 / 8,000
	Truck Concrete Mixer	10	150,000 / 4,500
<b>Fire / EMS Equipment</b>			
	Ambulance	5	80,000
	Duplex Pumper	15	100,000
	Gumman Pumper	15	100,000
	KME Pumper	15	100,000
	Seagrave Pumper	15	100,000
	Simon Pumper	15	100,000
	Spartan Pumper	15	100,000
	Aerial Apparatus	15	100,000
	Tank Truck	18	100,000
	Haz-mat Apparatus	18	100,000
<b>Loaders</b>			
	Wheel Loader	10	/ 10,000
	Wheel Loader w/ backhoe	10	/ 10,000
	Track Loader	12	/ 10,000
	Track Loader w/ backhoe	11	/ 10,000
	Loader (Bobcat)	10	/ 2,000
	Fork Lift	11	/ 9,000
<b>Construction and Street Maintenance</b>			
	Asphalt Distributor	11	/ 3,500
	Asphalt Maintainer / Grinder	11	/ 2,000

### Recommended Replacement Schedule

Category	Class Description	Depreciation Life (Years)	Useful Life (Odometer/Hours)
	Asphalt Roller	12	/ 4,500
	Backhoe	11	/ 10,000
	Bulldozer	12	/ 5,000
	Concrete Saw	3	
	Crane (Drott)	15	/ 10,000
	Compactor Vibrator	12	/ 4,500
	Distributor Trailer (600 gallon)	11	/ 3,500
	Excavator Crawler	10	/ 10,000
	Generator	15	/1,500
	Motor Grader 65-85 HP	10	/ 9,000
	Motor Grader 125-150 HP	11	/ 10,000
	Paver Crawler Bituminous	12	/ 3,500
	Paver Rubber Tired	12	/ 3,500
	Pavement Grinder	20	/ 2,000
	Snow Plow	20	
	Roller Vibratory	12	/ 4,500
	Roller Rubber Tired	12	/ 4,500
	Spreader Chemical Sand	10	
	Water Sprayer	10	/ 6,000
<b>Grounds Equipment</b>			
	Mowing Tractor	10	/ 5,500
	Tractor with Mower/Boom	6	/ 2,000
	Tractor ROW mowing	10	/ 5,500
	Riding Mower	7	/ 4,000
	Tractor w/ Flail Mower	10	/ 4,000
	Bush Hog	10	/ 5,500
	Hydro Seeder	10	/ 7,500
	Spreader	15	
	Chipper	15	
	Stump Grinder	11	/ 2,000
	Water Truck	10	120,000
	Tree Sprayer	10	120,000
<b>Trailers</b>			
	Trailer 1,000 lbs-100,000 lbs	12	
	Trailer Dump	12	
	Trailer Welder	15	