



Vehicle Fleet Management Review

for Skagit County Public Works Department
Equipment Rental & Revolving Fund Division

Prepared by Steve Hennessey, Hennessey Fleet Consulting

November 8, 2010

Contents

1. Overview	2
A. Summary of Findings.....	2
B. Scope of Work.....	3
C. Document Review	3
D. Personal Interviews.....	3
2. Findings and Recommendations.....	4
A. Vehicle and Equipment Standard Coding	4
B. Vehicle and Equipment Life Cycle Planning	4
C. Charge Back Methodology	5
D. Shop Labor Rate	5
E. Efficiency of Current Vehicles and Equipment.....	5
F. Fleet Costs, Fleet Size, Asset Utilization.....	6
G. Reserve Fund Balance and Usage	7
H. Vehicle Use Policies and Procedures	7
I. Fleet Business Plan.....	7
J. Motor Pool Management	8
3. Appendices.....	8
Appendix A: Vehicle and Equipment Coding	9
Appendix B: Shop Labor Rate	21
Appendix C: Fuel Records, Underutilized Assets	22
Appendix D: Equipment Rental Business Plan	35
Appendix E: Vehicle Use Policy	39
Appendix F: Vehicle Use Policy and Procedure	45
Appendix G: Using Personal Vehicles vs. County Vehicles	49

1. Overview

Skagit County retained Steve Hennessey, from Hennessey Fleet Consulting, in late February 2010 to provide an analysis of Skagit County's Equipment Rental & Revolving ("ER&R") Fund Division.

Current business practices and the history of several maintenance, fuel, and budget documents were obtained and reviewed. These documents were reviewed with several scheduled meetings with ER&R Coordinator Mike Elde and Public Works accountant Jim Martin.

The findings and recommendations included in this review are based on the professional expertise of Steve Hennessey, a retired government fleet manager with over 35 years experience.

A. Summary of Findings

The following general observations were made from the information provided and reviewed.

- When possible, vehicles and equipment are purchased using alternative fuels and hybrid options.
- Staff was extremely helpful and organized in providing information.
- The shop operation appeared clean and orderly.
- ER&R does not use industry-standard vehicle and equipment coding for benchmarking the required shop FTE's.
- Shop labor rate did not cover true costs.
- Maintenance rates were averaged over the previous 5 years including fuel.
- The ER&R fund supports several other programs that are not fleet-related.
- Vehicle and equipment life cycles do not match the bill class system.
- Several vehicles have low utilization.
- ER&R lacks vehicle use policies and procedures.
- ER&R lacks a business plan.
- Motor Pool Vehicles are not charged to the using department.

Summary of Recommendations: Many departments are not paying the full cost of maintaining and using county vehicles. Therefore, the County is subsidizing vehicle use by departments and departments are likely to use and purchase vehicles at a higher level than if actual costs were charged. The recommendations, shown below, are intended to increase fuel conservation, energy efficiency, and cost effective vehicle management.

- Begin using the Business Plan and Vehicle Use Policy and Procedures documents included in the appendix of this report.
- Downsize the vehicle fleet by removing 20 under-utilized vehicles from service.
- Use an industry standard for analyzing and forecasting the required shop FTE's.
- Set life cycles at time of purchase to cover replacement costs, minus a salvage value.
- Remove fuel from the maintenance rate and charge all departments based on fuel use.

- Continue current practices of purchasing electric and hybrid vehicles when cost effective, with an eye on changes to vehicle efficiency and fuel costs.
- Separate the reserve fund balance for vehicle and equipment replacement.
- Continue to implement increases to the shop rate. The proposed rate for 2011 is \$85.65 and \$88.20 for 2012.
- Charge departments for use of the motor pool based on use, such as a set rate for each vehicle type, along with a charge for a reservation not used, or a penalty for late returns.

B. Scope of Work

Per Skagit County Contract C20100064, the County contracted with Hennessey Fleet Consulting to:

[Develop] a business plan to include equipment life cycles, vehicle use policies, and rate methodology. The plan shall:

1. Attempt to reduce the overall cost of the fleet and its energy consumption
 - A. Identify a variety of options to increase fuel and energy efficiency
 - B. Recommend new more fuel efficient vehicles to replace existing vehicles
 - C. Identify ways to downsize the current fleet which would reduce embodied energy costs and embodied GHG emissions
2. Review current rate calculation methods with an eye toward incentivizing departments and users to reduce vehicle and fuel use facilitate downsizing and facilitate purchasing more energy-efficient vehicles.
 - A. Review shop labor rate calculation method
 - B. Review rental rate calculation procedure
3. Review vehicle life cycles and the reserve account
 - A. Identify projected replacement costs and revenues for the next 10 years
4. Identify best management practices related to pool vehicles including the use of software or other techniques to accomplish the goals specified above.

C. Document Review

Hennessey reviewed the following documents:

- Equipment Rental & Revolving Fund presentation, dated July 9, 2009.
- Fuel records, maintenance costs, shop budget, overhead budget, reserve balances, cost per mile, life cycle planning, and class codes.

D. Personal Interviews

Steve Hennessey developed agendas and held meetings with ER&R Coordinator Mike Elde and Public Works accountant Jim Martin on March 4, May 12, June 8, July 20, and August 26, 2010.

2. Findings and Recommendations

A. Vehicle and Equipment Standard Coding

Findings:

Vehicles and equipment were not coded to an industry standard for analyzing and forecasting the required shop FTE's.

Recommendations:

National Fleet Administrators Association (NAFA) coding was set up for each vehicle and piece of equipment to develop a reasonable average of total hours required to maintain and repair this fleet. The shop currently has 6 mechanics. The coding showed the required hours to be 10,000.4 or 6.2 FTE's at 1600 hours each. This does not include any extra chargeable hours that are not vehicle related. Based on this study, the shop is slightly under staffed. See Appendix A.

B. Vehicle and Equipment Life Cycle Planning

Findings:

Life cycles are set up at time of purchase; however some are shorted and some are extended during their life cycle to balance the needed replacement cost. Salvage value is not used up front in setting the rate. The same bill class coding is used for a class of vehicles with different life cycles. Inflation is coded at 3% per year for future replacements.

Recommendations:

Life cycles should not be changed and should be set at time of purchase to cover replacement costs, minus a salvage value. If the same classification has a different life cycle, it should be coded as a subset and collect the rate accordingly. Example would be a sedan with a bill class of A20 would collect replacement costs for 10 years, where the same sedan life cycled at 5 years would be a subset class of A25. This would develop a proposed replacement and revenue forecast that could be reviewed for the next 10 years. Inflation should not be coded at 3% per year, since it often recovers more or less than is required for replacement. It is recommended each class of vehicle or equipment be reviewed every 2 years to actual real time replacement cost and adjust the rate accordingly.

If a vehicle or piece of equipment needs to be replaced before the proposed life cycle, the using department should make up the shortfall in the new purchase. If a vehicle or piece of equipment is extended beyond the life cycle, the reserve portion of the rate should stop until a replacement is purchased. By implementing this recommendation, the County would ensure that departments are charged the full cost of vehicle replacement and create an incentive for departments to use cars past their normal life cycle depending on maintenance costs. By extending the life cycle of some vehicles, the County can reduce the number of new vehicles purchased in the long run. This should only be done if the Fleet Manager and the Department Director agree, on a year by year basis.

C. Charge Back Methodology

Findings:

At each budget cycle, fuel, and maintenance costs are averaged from the previous five years along with an inflation factor to set the following rates.

Recommendations:

Fuel should not be included in the maintenance rate. It should be billed on an as needed basis to each user department. Ideally, departments should be charged the actual cost of fuel at the time of use. Because that is difficult to accomplish, departments should be charged fuel price averages based on use. By combining fuel costs with the maintenance rate, the cost of fuel is not transparent to vehicle operators and departments. Therefore, departments likely use more fuel than they would if charged the actual cost of fuel. Charging departments fuel costs will be an incentive for departments to conserve fuel and reduce their costs for operating vehicles.

Fuel prices are very unstable and current practices of averaging a rate over five years has not recovered actual costs. The five-year historical average cost of fuel means that departments are being charged a lower amount than actual fuel costs. The two-year average fuel cost better reflects the County's real costs. Maintenance averages should only be brought forward from two years of history.

D. Shop Labor Rate

Findings:

The current methodology for developing the shop rate does not cover costs. Because the shop rate only covers shop salaries and benefits, the replacement reserve fund is subsidizing the operating fund.

Recommendations:

Hennessey developed a shop rate and forecast for budget year 2011 and 2012. See Appendix B. The methodology used was from shop operating costs, mechanics salaries, and a percentage of overhead salaries, divided into the forecasted direct labor hours from the six shop FTE's. The proposed rate for 2011 is \$85.65 and \$88.20 for 2012. Furlough days will reduce the available hours and may increase the hourly rate if the budget for salaries is not reduced. Any rate structure that artificially lowers the cost for departments to operate and maintain vehicles means that the County is subsidizing vehicle use. Departments will likely change their use of vehicles if they are charged the actual cost of vehicle maintenance.

E. Efficiency of Current Vehicles and Equipment

Findings:

The Fleet Division Manager reviews every new vehicle or equipment purchase with the using department, to ensure the right piece of equipment fits the application with every effort to reduce fuel consumption, and costs of operation. Hybrids and electric vehicles are purchased when it is cost effective, and many large trucks have been purchased and set up for multiple uses, eliminating the duplication of equipment. Since the County makes its decision to purchase hybrid and electric vehicles based on cost effectiveness, the County has primarily purchased hybrids and electric vehicles for high

mileage uses or when multiple vehicles can be replaced by one new purchase, see Table 1. The County is currently trying to consolidate vehicles, see Section F. By replacing two vehicles with one new vehicle, one fewer new vehicle is purchased and the estimated mileage of the new vehicle is more likely to be higher and meet the lifecycle mileage to make the hybrid a cost effective choice.

Table 1: Hybrid and Electric Vehicle Purchases from 2009-2011

Year	Replaced Vehicle	Replacement Vehicle
2009	1995 GMC Safari Minivan	Miles Electric Truck
2010	1998 Ford Escort Wagon	Wheego Electric Car
2011 (Planned)	2000 Chevy Cavalier and 2001 Chevy Malibu	Ford Hybrid Escape

Recommendations:

Continue current practices, with an eye on the fuel efficiency changes and fuel costs, to reduce the County’s fuel consumption and operating costs through efficient purchasing.

F. Fleet Costs, Fleet Size, Asset Utilization

Findings:

Based on the data reviewed from the 2009 fuel records, we found there were 53 vehicles/equipment to with low fuel consumption. Low fuel consumption was defined at less than 240 gallons of fuel a year. Based on an average of 10 miles per gallon, excluding hybrids, that amounts to about 200 miles a month. After reviewing the data with Mike Elde, several of these vehicles had already been identified and have been replaced and or consolidated from 2 to 1. Some of them were replaced with hybrids.

The size of the fleet has been reduced 8 % from 2008-2011

2008	2009	2010	2011
337	330	323	310

Recommendations:

From the 53 vehicles in question, 6 were transferred or re-assigned, 3 were electric or hybrids, and several were sold or seasonal use equipment, leaving 20 vehicles listed below that have low utilization, (under 240 gallons annually), probably because they are assigned to individual people or departments. It is recommended these vehicles should not be permanently assigned and removed from service. This would increase usage of other department vehicles and vehicles available through the motor pool. Departments should also consider moving some currently assigned vehicles into a motor pool within their department or location. Eliminated these vehicles and removing them from service would save the County an estimated **\$61,000** annually in M&O and reserve costs. It would also have a onetime return from salvage value estimated at **\$65,000**. See Appendix C.

Currently Assigned (low utilization, under 240 gallons annually):

Department	Vehicles
Health Department	5
Public Works Eng	3
Court House Pool	3
Public Works Admin	1
PW Surface Water Mgmt	1
Planning Department	1
Mapping Department	1
Risk Management	1
County Commissioner	1
Auditor	1
Guemes Ferry	1
Assessor Department	1

G. Reserve Fund Balance and Usage

Findings:

The reserve fund is being used not only for vehicle and equipment replacement. It is subsidizing several other Public Works functions.

Recommendations:

In order to determine the right reserve fund balance for vehicle and equipment replacement, the fund should be kept separate. The fund needs to balance itself with forecasted replacements, salvage value, and a revenue stream for a 10-year period. The fund should be set to a balance no more than 25% of the actual replacement value of the fleet. The current fleet replacement value is estimated at 14 million dollars. Because life cycles were not consistent in coding, this part of the review was not completed.

H. Vehicle Use Policies and Procedures

Findings:

Skagit County current has very limited documented policies and procedures in place.

Recommendations:

A vehicle use policy and procedure document was developed, along with a condensed vehicle copy that should be put in each vehicle. See Appendix E. This review recommends adoption and implementation.

I. Fleet Business Plan

Findings:

No current business plan in place.

Recommendations:

A business plan was developed to reflect current business practices. See Appendix D. This review recommends adoption.

J. Motor Pool Management

Findings:

There are currently 11 vehicles assigned to the Motor Pool located in two areas: the Continental lot and the Fire lot. Based on the 2009 fuel records, four of these vehicles were identified as underutilized in section 5-F. Six have slightly above the 240 gallon threshold ranging from 285-366 gallons annually, and one had reasonable utilization at 680 gallons.

Departments reserve these vehicles through Outlook. It is currently a free service to all departments to use as needed. All charges are rolled up and billed to the general fund. The actual cost for this service to the general fund was \$52,998 for 2009. In summary, other than the one vehicle with reasonable utilization, the Pool Vehicles used 2,377 gallons of fuel in 2009. Using an average of 15 miles per gallon the total miles driven is estimated at 35,655. Based on the 2009 expenses, this equates to \$1.49 per mile.

Several reservations are made and not used, and or departments keeping them longer then needed, leaving vehicles sitting when other departments could use them.

Recommendations:

In order to reduce the cost per mile and increase utilization, the use of motor pool vehicles should not be a free service to the using department. Skagit County should adopt a policy to manage these costs and set a rate for each vehicle type, along with a charge for a reservation not used, or a penalty for late returns. A department budget number should be issued at time of reservation. This would encourage departments to use these vehicles as intended. The utilization of these vehicles needs to be managed and reviewed annually to set the appropriate number of vehicles and location for this service.

Depending on the volume of transactions, a Motor Pool software tracking system may become cost effective.

3. Appendices

A. Vehicle and Equipment Coding

B. Shop Labor Rate

C. Fuel Records, Underutilized Assets

D. Fleet Business Plan

E. Vehicle Use Policies and Procedures

F. Vehicle Use Policy and Procedures (Vehicle Copy)

G. Using Personal Vehicles vs. County Vehicles

Appendix A: Vehicle and Equipment Coding

E Q Number	Status	Dept	Type	Desc	NAFA Code	FTE Req	Useful Life	VIN	License	Purchase Date
145	A	AS	A10	98 FORD ESCORT	1322	8.6	10	3FAFP15P6WR217567	47671C	4/22/1998
147	A	RM	A10	98 FORD ESCORT	1322	8.6	10	3FAFP15PXWR217569	47672C	4/22/1998
148	A	HE	A10	98 FORD ESCORT	1322	8.6	10	3FAFP15P6WB217570	47682C	5/11/1998
149	A	RI	A10	99 CHEVROLE CAVALIER	1322	8.6	10	1G1JC5247X7233408	50114C	7/26/1999
1001	A	CP	A10	00 CHEVROLE CAVALIER	1322	8.6	10	1G1JC5246Y7198006	50133C	12/20/1999
1008	A	SC	A10	01 FORD FOCUS	1322	8.6	10	1FAHP36341W321299	56873C	7/31/2001
1009	A	RX	A10	02 FORD FOCUS	1322	8.6	10	1FAFP36302W237215	61092C	4/9/2002
1010	A	HE	A10	03 TOYO PRIUS	1322	8.6	10	JT2BK18U330084702	63358C	4/8/2003
1011	A	HE	A10	03 TOYO PRIUS	1322	8.6	10	JT2BK18U430084756	63357C	4/8/2003
1016	A	HE	A10	04 FORD FOCUS	1322	8.6	10	1FAFP363X4W194313	68932C	4/1/2004
1017	A	HE	A10	04 FORD FOCUS	1322	8.6	8	1FAFP36384W194312	68950C	4/12/2004
1022	A	AM	A10	05 FORD FOCUS	1322	8.6	10	1FAFP34N65W266680	75198C	4/12/2005
1023	A	RI	A10	05 FORD FOCUS	1322	8.6	10	1FAFP34NX5W266679	75199C	4/12/2005
101	A	FY	A20	99 FORD TAURUS	1332	8.9	6	1FAFP52U7XG209763	48272C	4/14/1999
102	A	RI	A20	99 FORD TAURUS	1332	8.9	6	1FAFP52U9XG209764	48273C	4/14/1999
1002	A	WM	A20	00 FORD TAURUS	1332	8.9	10	1FAFP5829YG277862	52486C	8/23/2000
1004	A	IS	A20	01 CHEV MALIBU	1332	8.9	10	1G1ND52J416174626	56820C	2/16/2001
1006	A	HE	A20	01 CHEV MALIBU	1332	8.9	10	1G1ND52JX16229418	56822C	2/16/2001
1007	A	CP	A20	01 CHEV MALIBU	1332	8.9	10	1G1ND52J016228553	56823C	2/16/2001
1012	A	CP	A20	03 CHEV MALIBU	1332	8.9	10	1G1ND52J73M678280	63339C	3/18/2003
1013	A	CP	A20	03 CHEV MALIBU	1332	8.9	10	1G1ND52J53M678861	63340C	3/18/2003
1014	A	CP	A20	03 CHEV MALIBU	1332	8.9	10	1G1ND52J63M678870	63346C	3/18/2003
1015	A	HE	A20	03 CHEV MALIBU	1332	8.9	10	1G1ND52J23M678963	63347C	3/18/2003
1018	A	CP	A20	04 FORD TAURUS	1332	8.9	10	1FAFP532X4G184107	68943C	4/4/2004
1019	A	CP	A20	05 FORD TAURUS	1332	8.9	8	1FAFP53275A294584	73134C	5/12/2005
1020	A	ES	A20	05 FORD TAURUS	1332	8.9	10	1FAFP53205A294586	73133C	5/12/2005

1021	A	HE	A20	05 FORD TAURUS	1332	8.9	10	1FAFP53295A294585	73135C	5/12/2005
1024	A	PP	A20	07 FORD TAURUS	1332	8.9	6	1FAFP53U87A124643	78936C	6/14/2006
1025	A	CP	A20	07 CHEV MALIBU	1332	8.9	10	1G1ZS57F87F255231	81845C	3/20/2007
1026	A	CP	A20	07 CHEV MALIBU	1332	8.9	10	1G1ZS57F77F253101	83190C	3/20/2007
8020	A	SF	A20	00 CHEV MALIBU	1338	10.3	5	1G1ND52J5Y6262644	56807C	10/28/2000
8022	A	SF	A20	00 CHEV MALIBU	1338	10.3	5	1G1ND52J8Y6279535	56811C	10/28/2000
100	A	SF	A30	99 FORD CROWN VIC	1348	25.8	5	2FAFP71W6XX197453	48274C	4/27/1999
893	A	SF	A30	97 FORD CROWN VIC	1348	25.8	7	2FALP71W2VX152915	41564C	4/30/1997
894	A	JD	A30	97 FORD CROWN VIC	1348	25.8	7	2FALP71W4VX152916	41565C	4/30/1997
8007	A	SF	A30	99 FORD CROWN VIC	1348	25.8	5	2FAFP71W7XX171251	48275C	4/28/1999
8016	A	EM	A30	00 FORD CROWN VIC	1342	21.1	5	2FAFP71W3YX201945	52485C	7/24/2000
8021	A	AS	A30	00 CHEV IMPALA	1342	21.1	5	2G1WF55K8Y9372289	56809C	11/16/2000
8023	A	SF	A30	00 CHEV IMPALA	1348	25.8	5	2G1WF55K4Y9373794	56812C	12/27/2000
8040	A	SF	A30	01 FORD CROWN VIC	1348	25.8	5	2FAFP71W71X156871	56846C	3/29/2001
8049	A	SF	A30	02 FORD CROWN VIC	1348	25.8	5	2FAFP71W32X157596	61096C	4/15/2002
8053	A	SF	A30	03 FORD CROWN VIC	1348	25.8	5	2FAHP71W33X191399	63371C	4/23/2003
8059	A	SF	A30	04 FORD CROWN VIC	1348	25.8	7	2FAFP71W74X148516	68935C	3/29/2004
8060	A	SF	A30	04 FORD CROWN VIC	1348	25.8	5	2FAFP71W74X153232	68944C	4/9/2004
8061	A	SF	A30	04 FORD CROWN VIC	1348	25.8	5	2FAFP71W94X153233	68945C	4/9/2004
8063	A	SF	A30	04 FORD CROWN VIC	1348	25.8	5	2FAFP71W24X153235	68947C	4/9/2004
8064	A	SF	A30	04 FORD CROWN VIC	1348	25.8	7	2FAFP71W54X148515	68936C	3/29/2005
8065	A	SF	A30	05 FORD CROWN VIC	1348	25.8	5	2FAHP71W65X153054	73126C	4/27/2005
8067	A	SF	A30	05 FORD CROWN VIC	1348	25.8	5	2FAHP71WX5X153056	75186C	4/27/2005
8068	A	SF	A30	05 FORD CROWN VIC	1348	25.8	5	2FAHP71W15X153057	75187C	4/27/2005
8069	A	SF	A30	05 FORD CROWN VIC	1348	25.8	5	2FAHP71W35X153058	75188C	4/27/2005
8070	A	SF	A30	05 FORD CROWN VIC	1348	25.8	5	2FAHP71W55X153059	75189C	4/27/2005
8071	A	SF	A30	05 FORD CROWN VIC	1348	25.8	5	2FAHP71W15X153060	75190C	4/27/2005
8072	A	SF	A30	05 FORD CROWN VIC	1348	25.8	5	2FAHP71W35X153061	75191C	4/27/2005
8073	A	SF	A30	05 FORD CROWN VIC	1348	25.8	5	2FAHP71W55X153062	75192C	4/27/2005
8074	A	SF	A30	05 FORD CROWN VIC	1348	25.8	5	2FAHP71W75X153063	75193C	4/27/2005
8075	A	SF	A30	05 FORD CROWN VIC	1348	25.8	5	2FAHP71W95X153064	75194C	10/20/2005
8076	A	SF	A30	05 FORD CROWN VIC	1348	25.8	5	2FAHP71W05X153065	75195C	4/27/2005

8077	A	SF	A30	05 FORD	CROWN VIC	1348	25.8	5	2FAHP71W45X153067	75196C	4/27/2005
8078	A	SF	A30	05 FORD	CROWN VIC	1348	25.8	5	2FAHP71W65X153068	75197C	4/27/2005
8079	A	SF	A30	05 FORD	CROWN VIC	1348	25.8	8	2FAHP71W25X153066	75891C	5/13/2005
8086	A	SF	A30	06 FORD	CROWN VIC	1348	25.8	5	2FAHP71W56X149787	78939C	5/25/2006
8087	A	SF	A30	06 FORD	CROWN VIC	1348	25.8	5	2FAHP71W76X149788	78938C	5/30/2006
8088	A	SF	A30	06 FORD	CROWN VIC	1348	25.8	5	2FAHP71W96X149789	78937C	5/24/2006
8089	A	SF	A30	06 FORD	CROWN VIC	1348	25.8	5	2FAHP71W56X149790	78945C	6/1/2006
8090	A	SF	A30	06 FORD	CROWN VIC	1348	25.8	5	2FAHP71W76X149791	78946C	6/1/2006
8091	A	SF	A30	06 FORD	CROWN VIC	1348	25.8	5	2FAHP71W96X149792	78947C	6/1/2006
8092	A	SF	A30	06 FORD	CROWN VIC	1348	25.8	5	2FAHP71W06X149793	78948C	6/1/2006
8093	A	SF	A30	06 FORD	CROWN VIC	1348	25.8	5	2FAHP71W26X149794	78949C	6/1/2006
8094	A	SF	A30	06 FORD	CROWN VIC	1348	25.8	5	2FAHP71WX6X160204	78958C	6/1/2006
8095	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71W87X144357	83195C	4/25/2007
8096	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71WX7X144358	84076C	4/30/2007
8097	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71W17X144359	84077C	4/25/2007
8098	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71W87X144360	84542C	4/26/2007
8099	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71WX7X144361	84543C	4/30/2007
8100	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71W17X144362	84541C	4/30/2007
8101	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71W37X144363	84540C	5/3/2007
8102	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71W57X144364	84539C	4/19/2007
8103	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71W77X144365	84538C	4/19/2007
8104	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71W97X144366	84086C	5/3/2007
8105	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71W07X144367	84085C	4/25/2007
8106	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71W27X144368	84084C	4/19/2007
8107	A	SF	A30	08 FORD	CROWN VIC	1348	25.8	5	2FAHP71V48X102891	84551C	6/14/2007
8108	A	SF	A30	08 FORD	CROWN VIC	1348	25.8	5	2FAHP71V68X102892	84854C	6/28/2007
8109	A	SF	A30	07 FORD	CROWN VIC	1348	25.8	5	2FAHP71W47X150298	84083C	4/26/2007
8112	A	SF	A30	08 FORD	CROWN VIC	1348	25.8	8	2FAHP71V78X173115	87445C	7/11/2008
8113	A	SF	A30	08 FORD	CROWN VIC	1348	25.8	5	2FAHP71V98X173116	87444C	6/28/2007
8114	A	SF	A30	08 FORD	CROWN VIC	1348	25.8	5	2FAHP71V18X173112	87437C	6/28/2007
8115	A	SF	A30	08 FORD	CROWN VIC	1348	25.8	5	2FAHP71V38X173113	87438C	6/28/2007
8116	A	SF	A30	08 FORD	CROWN VIC	1348	25.8	5	2FAHP71V58X173114	87439C	6/28/2007

8117	A	SF	A30	09 FORD CROWN VIC	1348	25.8	5	2FAHP71V69X143072	91239C	3/16/2009
8118	A	SF	A30	09 FORD CROWN VIC	1348	25.8	5	2FAHP71V89X143073	92884C	3/16/2009
1502	A	WA	A40	01 CHEV S10 BLAZER	1612	9.6	10	1GNNDT13W91K247495	56864C	6/14/2001
1503	A	AS	A40	02 CHEV S10 BLAZER	1612	9.6	10	1GNNDT13W02K203967	61098C	4/18/2002
1504	A	FM	A40	04 CHEV S10 BLAZER	1612	9.6	10	1GNNDT13X84K154786	68948C	4/14/2004
1555	A	WA	A40	00 JEEP CHEROKEE	1612	9.6	10	1J4FF28S0YL219510	50149C	3/17/2000
1590	A	PJ	A40	00 JEEP CHEROKEE	1612	9.6	10	1J4FF28S2YL219511	50147C	3/17/2000
1595	A	DR	A40	00 JEEP CHEROKEE	1612	9.6	10	1J4FF28S4YL219512	50148C	3/17/2000
2524	A	PJ	A40	06 FORD ESCAPE	1612	9.6	15	1FMYU93156KD02036	77486C	4/3/2006
2525	A	OP	A40	06 FORD ESCAPE	1612	9.6	6	1FMYU93176KD02037	77485C	4/3/2006
2528	A	OP	A40	08 FORD ESCAPE	1612	9.6	12	1FMCU92Z78KD75526	86516C	4/7/2008
8058	A	SF	A40	04 CHEV S10 BLAZER	1648	29	8	1GNNDT13X54K155071	68949C	4/14/2004
2526	A	PP	A45	08 FORD ESCAPE	1612	9.6	6	1FMCU02ZX8KA55614	83193C	5/9/2007
2527	A	PP	A45	08 FORD ESCAPE	1612	9.6	6	1FMCU02Z18KA55615	83194C	5/9/2007
2519	A	AS	A50	06 FORD EXPEDITON	2613	21	10	1FMPU16566LA85635	78933C	5/30/2006
2520	A	ES	A50	00 CHEVROLE SUBURBAN	2613	21	6	3GNGK26U9YG175179	52461C	5/1/2000
2522	A	DM	A50	03 FORD EXPEDITON	2613	21	10	1FMPU16LX3LB79740	63375C	4/7/2003
8110	A	SF	A50	08 CHEVROLE TAHOE	2648	81.9	6	1GNFK03058R231880	86518C	4/16/2008
187	A	AU	B10	97 CHEVROLE ASTRO	1418	10.9	8	1GNNDM19W2VB216521	41583C	5/29/1997
188	A	IS	B10	97 CHEVROLE ASTRO	1418	10.9	8	1GNNDM19W0VB216839	41584C	5/29/1997
189	A	CP	B20	02 FORD CLUB WAGON	2410	11.1	12	1FBNE31L12HA24463	56889C	10/15/2001
193	A	WM	B20	06 FORD CLUB WAGON	2410	11.1	8	1FBSS31L66DA05514	77487C	3/13/2006
195	A	CP	B20	08 FORD E31 ECONO	2410	11.1	10	1FBNE31L98DB00849	86508C	3/19/2008
885	A	SF	B20	96 FORD E-350 VAN	2410	11.1	20	1FBJS31G2THA77703	40932C	3/31/1996
258	A	FC	B30	95 GMC SAFARI	1428	14.6	7	1GTDM19W9SB538545	34526C	4/14/1995
192	A	CR	B40	05 CHEVROLE EXPRESS	2420	13.3	10	1GCGG25V751217394	73129C	4/20/2005
194	A	CR	B40	07 FORD ECONOLINE	2420	13.3	10	1FTNE14W97DA69297	81848C	3/30/2007
253	A	NW	B40	99 CHEVROLE CARGO VAN	2420	13.3	7	1GCHG35J9X1121731	49925C	5/4/1999

2523	A	ES	B40	04 CHEVROLE EXPRESS	2420	13.3	10	1GCGG25V841192987	68951C	5/10/2004
234	A	FC	C10	98 FORD RANGER	1512	14.2	6	1FTYR14UXWPA95663	47673C	4/20/1998
237	A	FY	C10	93 FORD RANGER	1512	14.2	6	1FTCR14X2PPB04698	28212C	5/18/1993
1027	A	FC	C10	09 MILES ZX40ST TRK	1512	14.2	6	LECPT22B39T000102	92898C	8/3/2009
2004	A	PP	C10	00 GMC SONOMA	1512	14.2	10	1GTCS19W1YK285831	52482C	7/6/2000
2005	A	PJ	C10	01 GMC SONOMA	1512	14.2	7	1GTCS14W618233413	56863C	6/5/2001
2009	A	HE	C10	02 FORD RANGER	1512	14.2	6	1FTZR15E92PA97801	62930C	4/24/2002
2010	A	MP	C10	02 FORD RANGER	1512	14.2	6	1FTZR15E02PA97802	62930C	4/24/2002
8024	A	SF	C10	02 GMC SONOMA	1548	23.5	8	1GTCS19W228184480	61080C	2/4/2002
225	A	PJ	C20	91 CHEVROLE S10	1512	14.2	6	1GCCT19Z8M2263746	20780C	2/4/1992
233	A	ES	C20	98 FORD RANGER	1512	14.2	6	1FTZR15X8WPA88403	47669C	4/6/1998
239	A	DR	C20	05 FORD RANGER	1512	14.2	10	1FTZR15E55PA72995	73116C	4/1/2005
2011	A	EM	C20	03 FORD RANGER	1512	14.2	6	1FTZR15E83PB17893	63368C	4/21/2003
2014	A	WA	C20	06 CHEVROLE COLORADO	1512	14.2	10	1GCDT136X68236034	77482C	3/21/2006
2017	A	DR	C20	06 FORD RANGER	1512	14.2	6	1FTYR15E46PA88585	78934C	5/19/2006
2051	A	PJ	C20	08 CHEVROLE COLORADO	1512	14.2	10	1GCDT33E988198088	86509C	4/1/2008
2052	A	ES	C20	08 CHEVROLE COLORADO	1512	14.2	5	1GCDT19E188202047	86514C	4/1/2008
2053	A	PP	C20	08 CHEVROLE COLORADO	1512	14.2	5	1GCDT19E288202381	86515C	4/1/2008
2054	A	DM	C20	10 CHEVROLE COLORADO	1512	14.2	5	1GCJTCDE0A8100430	92887C	3/19/2009
211	A	EM	C30	99 CHEV C1-PU	1521	20.1	7	1GCEC14V3XE234977	50104C	6/18/1999
212	A	EM	C30	05 CHEV C1-PU	1521	20.1	10	1GCEC14V15Z272911	73118C	4/6/2005
213	A	FC	C30	05 CHEV C1-PU	1521	20.1	10	1GCEC14VX5Z277377	73117C	4/6/2005
240	A	FC	C30	97 FORD F150	1521	20.1	7	1FTEF17W6VKD17023	41580C	5/29/1997
243	A	WM	C30	98 CHEVROLE C1PU	1521	20.1	8	1GCEC14M9WE227375	47683C	5/12/1998
272	A	HE	C30	94 FORD F-150	1521	20.1	7	1FTEF15N3RLB61422	31284C	8/22/1994
273	A	FC	C30	94 FORD F-150	1521	20.1	7	1FTEF15N5RLB61423	31285C	8/22/1994
2012	A	OP	C30	03 CHEVROLE C1PU	1521	20.1	10	1GCEC14V03E325375	63377C	6/4/2003

2013	A	ES	C30	05 CHEVROLE C1PU	1521	20.1	10	2GCEC19V651331999	75200C	5/10/2005
2018	A	OP	C30	08 CHEVROLE 15PU	1521	20.1	10	1GCEC14C88Z230870	86501C	2/22/2008
2019	A	OP	C30	08 CHEVROLE 15PU	1521	20.1	10	1GCEC14C48Z231028	86506C	2/22/2008
2039	A	OP	C30	07 CHEVROLE 15PU	1521	20.1	10	1GCEC14C27Z564410	81844C	3/20/2007
2040	A	OP	C30	07 CHEVROLE 15PU	1521	20.1	10	1GCEC14C97Z564727	81850C	4/6/2007
2041	A	OP	C30	07 CHEVROLE 15PU	1521	20.1	10	1GCEC14C37Z564755	81852C	4/6/2007
2042	A	OP	C30	07 CHEVROLE 15PU	1521	20.1	10	1GCEC14C37Z564786	84081C	4/6/2007
2043	A	OP	C30	07 CHEVROLE 15PU	1521	20.1	10	1GCEC14C17Z567606	84545C	4/6/2007
248	A	NW	C40	98 CHEVROLE K1PU	1521	20.1	7	1GCEK14MXWE242048	47698C	6/12/1998
249	A	WM	C40	98 CHEVROLE K1PU	1521	20.1	7	1GCEK14W7WZ268343	48083C	7/15/1998
2021	A	ES	C40	01 CHEVROLE K1PU	1521	20.1	5	1GCEK19VX1Z273996	56851C	4/17/2001
2022	A	PP	C40	01 CHEVROLE K1PU	1521	20.1	5	1GCEK14V21Z300700	56858C	5/30/2001
2027	A	ES	C40	04 FORD F150	1521	20.1	10	2FTRX18W34CA65862	68934C	3/26/2004
2031	A	PD	C40	05 FORD F150 4X4	1521	20.1	10	1FTRX14W15FB26499	75898C	6/19/2005
2038	A	PD	C40	07 CHEV 1500 4X4	1521	20.1	10	1GCEK19V77Z144817	80678C	8/31/2006
2044	A	OP	C40	07 FORD F150 4X4	1521	20.1	10	1FTRF14W27KC61476	81849C	3/30/2007
2045	A	OP	C40	07 CHEVROLE K1PU	1521	20.1	5	1GCEK19C07Z590192	83191C	4/18/2007
2046	A	OP	C40	07 CHEVROLE K1PU	1521	20.1	5	1GCEK19C77Z590450	83192C	4/18/2007
2047	A	PD	C40	07 CHEVROLE 0000001500	1521	20.1	8	1GCEK19CX7Z588630	84544C	4/30/2007
2050	A	OP	C40	08 CHEVROLE 15PU	1521	20.1	10	1GCEK19C08Z231698	86505C	3/3/2008
2057	A	SC	C40	09 CHEVROLE 15PU	1521	20.1	10	1GCEC19019E111405	91237C	4/1/2009
2020	A	OP	C41	01 CHEVROLE K1PU	1521	20.1	5	1GCEK14V41Z302304	56860C	5/30/2001
2023	A	OP	C41	01 CHEVROLE K1PU	1521	20.1	5	1GCEK14V01Z301859	56859C	5/30/2001
214	A	WM	C50	05 CHEV 0000002500	2511	20.1	8	1GCHC24U05E253896	73114C	3/23/2005
286	A	EM	C50	06 CHEVROLE C3500	2511	20.1	10	1GBJC34G26E234256	80679C	4/19/2006
2001	A	PD	C50	01 DODGE RAM-PU	2511	20.1	10	3B6KC26Z01M256286	52473C	6/1/2000
2006	A	PD	C50	02 DODGE RAM-PU	2511	20.1	10	3B7KC26ZX2M269009	61087C	4/5/2002
2007	A	PD	C50	02 DODGE RAM-PU	2511	20.1	10	3B7KC26Z62M269010	61091C	4/5/2002
2035	A	OP	C50	06 CHEV 0000002500	2511	20.1	5	1GCHC24U97E109587	80675C	8/9/2006
2036	A	OP	C50	06 CHEV 0000002500	2511	20.1	5	1GCHC24U97E110383	80676C	8/9/2006
2037	A	OP	C50	06 CHEV 0000002500	2511	20.1	5	1GCHC24U87E112027	80674C	8/9/2006

2048	A	WM	C50	08 FORD F250	2511	20.1	8	1FTNF20548EB26033	84546C	5/25/2007
209	A	OP	C51	05 CHEV 0000002500	2514	29.4	10	1GBHC24U15E287723	76205C	5/19/2005
210	A	OP	C51	99 DODGE RAM-PU	2514	29.4	8	3B7KC26Z6XM565751	49929C	6/1/1999
2015	A	OP	C51	06 CHEV 0000002500	2514	29.4	5	1GBHC24U36E232756	77484C	3/22/2006
2016	A	OP	C51	06 CHEV 0000002500	2514	29.4	5	1GBHC24UX6E229790	77483C	3/22/2006
2029	A	OP	C51	04 CHEV 0000002500	2514	29.4	10	1GCHC24UX4E334841	68952C	5/17/2004
2030	A	OP	C51	04 CHEV 0000002500	2514	29.4	8	1GBHK24U84E338894	68968C	5/27/2004
2026	A	OP	C55	03 FORD F250	2514	29.4	5	1FTNX21P93EC91405	63367C	4/22/2003
2028	A	OP	C55	04 FORD F250	2514	29.4	8	1FTNF21L04ED37138	68954C	5/27/2004
2032	A	FM	C55	05 FORD F250 4X4	2514	29.4	8	1FTSX21556EA19598	75897C	6/19/2005
2033	A	FM	C55	06 FORD F250 4X4	2514	29.4	6	1FTSX21Y36ED10756	77500C	4/27/2006
298	A	OP	C56	08 CHEV 2500 4X4	2514	29.4	6	1GBHK24K08E107833	87434C	5/28/2008
2024	A	OP	C56	01 DODGE RAM-PU	2514	29.4	7	3B6KF26691M565803	56861C	5/30/2001
2034	A	HE	C60	07 FORD F250 4X4	2513	44.3	6	1FTSW21507EA52366	78950C	7/26/2006
2049	A	PD	C60	08 FORD F250	2513	44.3	8	1FTSW21528EB35282	84547C	6/11/2007
2055	A	OP	C60	09 FORD F250 4X4	2513	44.3	10	1FTSW21519EA98288	91234C	3/19/2009
2056	A	OP	C60	09 CHEVROLE 0000001500	2513	44.3	10	3GCEK12349G233156	91238C	3/19/2009
8080	A	SF	C60	06 FORD F-250 C.C.	2540	61	5	1FTSW21Y86EA33508	76201C	6/30/2005
8081	A	SF	C60	06 FORD F-250 C.C.	2540	61	5	1FTSW21YX6EA33509	75900C	6/30/2005
8082	A	SF	C60	06 FORD F-250 C.C.	2540	61	5	1FTSW21Y56ED65289	80667C	5/12/2006
8083	A	SF	C60	06 FORD F-250 C.C.	2540	61	5	1FTSW21Y16ED65290	80666C	5/12/2006
8084	I	SF	C60	06 FORD F-250 C.C.	2540	61	5	1FTSW21Y36ED65291	78960C	5/12/2006
8085	A	SF	C60	06 FORD F-250 C.C.	2540	61	5	1FTSW21Y56ED65292	78959C	5/12/2006
8111	A	SF	C60	08 FORD F-250 X.C.	2540	61	5	1FDSX21588ED86722	76201C	4/25/2008
280	A	FY	D10	91 FORD F-450	3711	27.6	10	2FDLF47GOMCA57962	20140C	6/28/1991
281	A	EM	D10	05 FORD F-450	3711	27.6	10	1FDXF46Y95EB65505	76204C	12/30/2004
292	A	PD	D10	98 CHEV 1-TON	3711	27.6	7	1GBJC34ROWFO12892	45519C	12/23/1997
293	A	PD	D10	91 GMC 1-TON	3711	27.6	7	1GDHC34K5ME524515	18099C	4/5/1991
294	A	EM	D10	91 CHEVROLE C35	3711	27.6	4	1GBJC34J9ME182391	19303C	5/16/1991
297	A	OP	D10	93 FORD F350	3711	27.6	15	1FDKF37G1PNB36206	29571C	8/12/1993
304	A	PD	D10	98 CHEV 1-TON	3711	27.6	7	1GBHC34J1WFO73337	75895C	11/12/1998

305	A	WM	D10	00 CHEV 1-TON	3711	27.6	10	1GBGC33R4YF514674	52484C	6/21/2000
306	A	PD	D10	01 FORD 1-TON	3711	27.6	10	1FDXF46S11ED17220	56865C	6/12/2001
307	A	PD	D10	09 FORD 1-TON	3711	27.6	10	1FDWF36519EB12993	92885C	2/23/2009
288	A	OP	D20	96 FORD F-350 4WD	3711	27.6	10	2FDKF38G9TCA49815	84862C	5/1/1996
299	A	OP	D20	95 FORD F-350XL	3711	27.6	10	2FDKF38GOSCA72706	91235C	10/26/1995
303	A	OP	D20	97 FORD F-350XL	3711	27.6	10	1FDKF38G5VEB56888	41597C	7/11/1997
330	A	OP	D30	90 GMC CHIP TRUCK	4711	28	10	1GDM7D1Y6LV500336	80683C	9/11/1989
313	A	OP	D40	88 FORD LN-8000	7712	50.4	10	1FDYR8OU7JVA13452	05448C	4/12/1988
315	A	OP	D40	08 INTERNAT 7600 4X2	7712	50.4	20	IHTZZAARO9J129530	89487C	6/9/2008
316	A	OP	D40	10 INTERNAT 7600 4X2	7712	50.4	20	1HTZZAAR4AJ240411	92890C	5/18/2009
376	A	OP	D50	08 INTERNAT 5600I	8712	50.4	20	1HTXHAPR29J117686	89488C	5/12/2008
395	A	OP	D50	10 INTERNAT 5600I	8712	50.4	20	IHTXHAPRXAJ225266	92899C	4/28/2009
366	A	OP	D60	06 INTERNAT 5600I	8779	66.6	20	1HTXHSCR06J256593	76221C	10/31/2005
367	A	OP	D60	06 INTERNAT 5600I	8779	66.6	20	1HTXHSCR06J256594	76222C	10/31/2005
368	A	OP	D60	03 INTERNAT 5600I	8779	66.6	20	1HTXHASR63J065378	63332C	2/25/2003
369	A	OP	D60	03 INTERNAT 5600I	8779	66.6	20	1HTXHASR83J065379	63333C	2/25/2003
370	A	OP	D60	97 FREIGHTL FLD1205D	8779	66.6	20	1FV4FSYBXVP698606	63306C	1/3/1997
371	A	OP	D60	97 FREIGHTL FLD1205D	8779	66.6	20	1FV4FSYB1VP698607	80684C	1/3/1997
372	A	OP	D60	97 FREIGHTL FLD1205D	8779	66.6	20	1FV4FSYB3VP698608	41551C	1/3/1997
373	A	OP	D60	97 FREIGHTL FLD1205D	8779	66.6	20	1FV4FSYB5VP698609	41552C	1/3/1997
374	A	OP	D60	02 INTERNAT 5600I	8779	66.6	20	1HTXHASR92J032146	56892C	11/2/2001
375	A	OP	D60	02 INTERNAT 5600I	8779	66.6	20	1HTXHASR02J032147	83189C	11/2/2001
392	A	OP	D60	95 PETERBIL 0000000357	8779	66.6	15	1XPALB9X1SN380929	34505C	1/3/1995
393	A	OP	D60	95 PETERBIL 0000000357	8779	66.6	15	1XPALB9XXSN380931	34506C	12/1/1994
394	A	OP	D60	95 PETERBIL 0000000357	8779	66.6	15	1XPALB9X8SN390930	34507C	1/3/1995
400	A	OP	D70	92 PETERBIL TRACTOR	8779	66.6	15	1XPADBOX322344	22364C	6/1/1992
761	A	WM	D70	09 INTERNAT 5900I SBA	8779	66.6	15	1HSXYAPR19J127307	89294C	11/10/2008
763	A	WM	D70	10 VOLVO VHL84T300	8779	66.6	15	4V4N99TJ5AN290233	92888C	4/28/2009
284	A	OP	D80	04 FORD F550	8779	66.6	10	1FDAF56PX4ED13145	68991C	5/14/2004

754	A	WM	D80	00 INTERNAT RAIL TRUCK	8779	66.6	15	2HTCNASR1YC070291	50146C	3/8/2000
758	A	WM	D80	97 INTERNAT 0000008100	8779	66.6	10	1HTHCAHROVH436975	76202C	8/1/2005
336	A	OP	D81	08 PETERBUI 0000000320	9452	98.8	10	3BPZL00X99F719225	89293C	3/25/2008
401	A	OP	D82	94 FORD FD1460	8743	146	10	1FDZW82E8RVA25611	29598C	1/4/1994
506	A	OP	D83	01 INTERNAT 5600I	8776	87	12	1HTXHAST91J003482	56810C	11/29/2000
525	A	OP	D84	89 FORD ASPH DIST	8779	66.6	12	1FDXR82AXKVA41746	63352C	1/18/1990
527	A	OP	D84	09 INTERNAT 7600 4X2	8779	66.6	15	1HTWAAAR69J128196	89490C	6/10/2008
528	A	OP	D84	09 INTERNAT 7600 4X2	8779	66.6	15	1HTWAAAR89J128197	89489C	6/10/2008
441	A	OP	E25	03 JDEERE 120C	9250	69	15	FF120CX034039	NA	5/15/2003
442	A	OP	E25	06 KOMATSU PC138	9250	69	15	8AL02669	NA	10/2/2006
760	A	WM	E25	08 YANMAR VI035	9250	69	8	50818	NA	10/15/2008
461	A	OP	E30	87 JOHN DEE 772B GRDER	9160	108	12	DW772BX513463	00666C	12/18/1987
462	A	OP	E30	90 JOHN DEE 670B	9160	108	12	DW670BX527621	34584C	10/3/1990
463	A	OP	E30	95 JOHN DEE 770BH	9160	108	12	DW770BH553072	34574C	8/30/1995
464	A	OP	E30	00 JOHN DEE 772CH GRDR	9160	108	15	DW772CH576668	52481C	6/12/2000
465	A	OP	E30	02 JOHN DEE 770CH II	9160	108	12	DW770CH585864	63322C	12/19/2002
470	A	OP	E40	92 CATERPIL D6H SRS II	9230	95.2	15	3ZF04438		6/1/1992
472	A	WM	E50	86 CATERPIL 0000000963	9220	54.5	10	18Z01809		12/1/1986
474	A	WM	E50	05 CATERPIL 0000000963C	9220	54.5	15	BBD01411		3/15/2006
492	A	OP	E51	89 CATERPIL 936E	9133	90	12	33Z04248	10958C	9/25/1989
496	A	WM	E51	05 VOLVO L70E	9133	90	20	L70EV60694		8/23/2005
497	A	OP	E51	04 KOMATSU WA380	9133	90	20	5192328	73112C	10/11/2004
499	A	OP	E51	91 CASE/IH 0000000821	9133	90	15	JAK0024010	20154C	10/22/1991
537	A	OP	E60	09 HAMM HD 070V	9442	26.4	15	H1730802	NA	4/14/2009

535	A	OP	E61	99 DYNAPAC ROLLER	9442	26.4	12	21620283		12/3/2002
536	A	OP	E61	95 SAKAI TS 600	9442	26.4	12	TT I H-10187		1/18/2007
533	A	OP	E62	00 CATERPIL CB-224D	9442	26.4	15	8RZ00196		12/31/2003
410	A	OP	E70	06 NEW HLND USMOWER/NH	9621	46.6	12	ACP277198	84550C	4/30/2007
411	A	OP	E70	06 NEW HLND USMOWER/NH	9621	46.6	12	ACP277255	83196C	4/30/2007
429	A	PD	E70	90 TIGER MWR/BRSHCT	9621	46.6	10	BC69838	17026C	12/24/1990
432	A	OP	E70	02 NEW HLND USMOWER/NH	9621	46.6	12	183962B	63305C	10/17/2002
433	A	OP	E70	05 NEW HLND USMOWER/NH	9621	46.6	12	ACP247699	76208C	8/30/2005
435	A	OP	E70	03 NEW HLND USMOWER/NH	9621	46.6	12	206688B	63394C	8/13/2003
436	A	OP	E70	03 NEW HLND USMOWER/NH	9621	46.6	12	184608B	63378C	6/20/2003
513	A	OP	E80	02 STERLING ELGIN	8771	213.4	15	49HAADB VX3DK98909	62937C	9/10/2002
762	A	WM	E80	07 NITEHAWK NH400DX	8771	213.4	10	JALB4W16577401014	85703C	10/14/2008
518	A	OP	E81	02 BROCE RC350	9410	71.3	7	402250	62931C	7/23/2002
519	A	OP	E81	04 SUPERIOR DT80C	9410	71.3	10	804142	68985C	10/13/2004
523	A	OP	E81	09 BROCE RJ350	9410	71.3	7	406553	91226C	4/14/2009
451	A	OP	E82	07 LEEBOY 0000003000	129	10	10	3000-48033	52483C	4/12/2007
521	A	OP	E90	02 ETNYRE CHIP SPRDR	129	10	20	K5926		7/17/2002
662	A	EM	E91	02 KOMATSU FG25T-12	9310	16.5	15	560215A		8/14/2002
663	A	EM	E91	02 KOMATSU FG45T2-7	9310	16.5	15	103187A		9/4/2002
759	A	WM	E91	07 KOMATSU FD30T-16	9310	16.5	15	211327A	NA	10/20/2008
713	A	PD	F10	94 FORD CM274	9612	25.3	10	TB11011/A3Q0462		4/1/1994
721	A	PD	F10	01 JDEERE 0000001445	9612	25.3	15	TC1445D010629		4/20/2001

722	A	PD	F10	04 JDEERE 0000001445	9612	25.3	10	TC1445D040418		4/9/2004
723	A	FG	F10	05 NEW HOLL MC28	9612	25.3	10	TE01032		2/15/2005
724	A	PD	F10	06 TORO 3505-D	9612	25.3	10	250000164		3/14/2006
725	A	PD	F10	06 EXMARK LXS25KD725	9612	25.3	10	631262		3/22/2006
726	A	PD	F20	06 SMITHCO SUPERSTAR	129	10	8	12941		3/8/2006
700	A	PD	F30	02 TORO WRKMAN2100	1216	13.3	5	07253-220000639		6/19/2002
701	A	PD	F30	04 JDEERE 6X4 GATOR	1216	13.3	8	W006X4X072885		7/6/2004
703	A	FG	F30	04 JDEERE 6X4 GATOR	1216	13.3	8	W006X4X074714		7/6/2004
707	A	PD	F30	09 CLUBCAR XRT900	1216	13.3	4	AEO743-827212	NA	1/25/2010
719	A	PD	F30	98 CARRYALL 0000001060	1216	13.3	4	EA9644-541338		12/2/1998
418	A	PD	F40	09 JOHN DEE 0000004320	9622	17	15	LV4320P630040	NA	1/13/2010
419	A	PD	F40	08 JOHN DEE 0000004320	9622	17	15	LV4320P235582	NA	8/8/2008
422	A	PD	F40	91 JOHN DEE 0000001070	9622	17	13	MD1070ADD3572		12/1/1992
423	A	FG	F40	97 JOHN DEE 0000005400	9622	17	13	LV5400E64367		3/19/1999
425	A	PD	F40	01 JOHN DEE 0000004700	9622	17	15	LV4700P170736		4/20/2001
673	A	PD	F41	85 JOHN DEE ATTACHMENT	129	10		PARKS		1/1/1994
600	A	OP	I15	08 OLYMPIC 30TDT-3	723	17.8	15	1C9TF36308T997147	80677C	6/9/2008
601	A	OP	I15	06 OLYMPIC 30TDT-3	723	17.8	15	1C9TF363X6T997511	80677C	8/29/2006
606	A	OP	I15	03 TRLKING TK50-283	723	17.8	15	1TKCO28384M094546	68901C	12/31/2003
607	A	OP	I15	04 TRLKING TK50	723	17.8	15	1TKCO28374M046925	68953C	6/1/2004
623	A	OP	I20	09 TRAILKIN LOWBOY	713	12.7	12	1TKJO52349M059334	91232C	3/17/2009
603	A	OP	I25	87 ADVANCE TANKER	733	5.1	15	2AEALTCC9HR000119	78944C	4/20/2006

604	A	OP	I25	87 ADVANCE TANKER	733	5.1	15	2AEAPGCC4HR000122	78943C	4/20/2006
609	A	OP	I30	86 AMADON 10 CY	753	36	12	FPA124T	C66569	1/1/1986
610	A	OP	I30	86 AMADON 10 CY	753	36	12	FOA125T	91236C	1/1/1986
611	A	OP	I30	89 TRUCKWEL 10 CY	753	36	12	1BN1B1326KK589200	07396C	1/1/1989
612	A	OP	I40	96 STURDYWE PONYTRAIL	753	36	12	1S9CS5438TL189755	34580C	11/7/1995
613	A	OP	I40	96 STURDYWE PONYTRAIL	753	36	12	1S9CS543XTL189756	34581C	11/7/1995
618	A	PD	I50	92 GARLAND TRAILER	712	12.3	13	1807	25110C	12/1/1992
619	A	PD	I50	92 GARLAND TRAILER	712	12.3	13	1812	25493C	12/1/1992
620	A	PD	I50	98 BULLDOG TRAILER	712	12.3	13	4RJHT1829W1100359	47661C	12/30/1997
621	A	OP	I50	98 BUTLER TRAILER	712	12.3	15	1BUD12202V2008656	56813C	12/22/2000
622	A	OP	I50	03 TRAILMAX TRAILER	712	12.3	15	1G9KS21262A065355	63400C	12/31/2003
624	A	PD	I50	08 PJTRAILR TS202	712	12.3	15	3CUTS202982127852	89496C	3/5/2009
680	A	OP	J10	03 BANDIT BRUSH CHPR	630	18.1	8	18552	63369C	4/30/2003
681	A	OP	J10	94 VERMEER BRUSH CHPR	630	18.1	8	4308	31263C	6/1/1994
683	I	PD	J10	85 DURNELL ARIAL LIF	630	18.1	7	PT34		11/1/1985
685	A	ES	J10	02 RU2 FAST950	630	18.1	7	2002170	62935C	7/30/2002
1A	A	DR	J10	06 LEICA 0000001200	630	18.1	6	302879	0	11/30/2006
684	A	OP	J11	08 FMI HYDROSEEDE	129	10	10			10/1/2008
698	A	OP	J12	04 PATCH KI PK-40H	9421	39	15	7019		6/8/2004
699	A	OP	J13	04 CRAFCO 125D	9421	39	15	1C9SY101X41418351	73119C	12/17/2004
				Total Hours Required		10,000.4				
Available Hours		2080		Technicians Req. @ 1600 Hours	6.2					
		1984		Furlough Adjustment 1530 Hours	6.5					

Appendix B: Shop Labor Rate

GL Codes	Percent of Admin	Direct Shop Budget
OBJ		
510	\$11,858	\$407,036
520	\$4,213	\$169,221
530	\$16,200	\$20,000
540	\$9,000	\$89,000
550	\$200	\$6,250
560		\$21,000
590	\$9,300	\$35,000
	\$50,771	\$747,507
		\$50,771
2010	Total Shop Budget	\$798,278

Proposed Budget (assuming 3% inflation)	
2011	\$822,226
2012	\$846,892

Shop Rate per Hour	
Regular	Furlough
\$85.65	\$89.55
\$88.20	\$92.25

Regular	6 FTE's	1,600 Hrs Each	9600 Available Hours
Furlough	6 FTE's	1,530 Hrs Each	9180 Available Hours

Appendix C: Fuel Records, Underutilized Assets

EQ#	Yr	Desc	Amount	Gallons	Under 240 / Comment from ER&R	2011 Rate
105	1993	FORD TAURUS		-	Auctioned	
143	1997	FORD ESCORT		-	Auctioned	
151	1996	JEEP CHEROKEE		-	Auctioned	
253	1999	CHEVY CARGO VAN		-	Seasonal use - Nox Weed Program	
311	1985	FORD LN-8000		-	Auctioned	
386	1986	FORD LTS-9000		-	Auctioned	
472	1986	CAT 963		-	Fueled at Transfer Station	
474	2005	CAT 963		-	Fueled at Transfer Station	
496	2005	VOLVO L70E		-	Fueled at Transfer Station	
600	2008	OLYMPIC TRAILER		-	Trailer	
601	2006	OLYMPIC TRAILER		-	Trailer	
602	1992	TRAILKIN LOWBOY		-	Auctioned	
603	1987	ADVANCE TANKER		-	Trailer - seasonal use for chip sealing	
604	1987	ADVANCE TANKER		-	Trailer - seasonal use for chip sealing	
606	2003	TRAILKING TK50-283		-	Trailer	
607	2004	TRAILKING TK50		-	Trailer	
609	1986	AMADON 10 CY		-	Auction in 2010	

EQ#	Yr	Desc	Amount	Gallons	Under 240 / Comment from ER&R	2011 Rate
610	1986	AMADON 10 CY		-	Auction in 2010	
611	1989	TRUCKWEL 10 CY		-	Trailer	
612	1996	STURDYWE PONYTRAIL		-	Trailer	
613	1996	STURDYWE PONYTRAIL		-	Trailer	
616	1960	STRONGBO TRAILER		-	Auctioned	
617	1985	TRAILKIN TRAILER		-	Trailer	
618	1992	GARLAND TRAILER		-	Trailer	
619	1992	GARLAND TRAILER		-	Trailer	
620	1998	BULLDOG TRAILER		-	Trailer	
621	1998	BUTLER TRAILER		-	Trailer	
622	2003	TRAILMAX TRAILER		-	Trailer	
623	2009	TRAILKING LOWBOY		-	Trailer	
624	2008	PJ TRAILER TS202		-	Trailer	
673	1985	JOHN DEE ATTACHMENT		-	Impliments for Parks Dept. Tractors	
681	1994	VERMEER BRSH CHPR		-	Chipper	
684	2008	FIM HYDROSEEDER		-	Hydroseeder	
685	2002	RU2 FAST950		-	Speed sensing trailer / traffic counter	
698	2004	PATCH KI PK-40H		-	Patch box for patch truck	

EQ#	Yr	Desc	Amount	Gallons	Under 240 / Comment from ER&R	2011 Rate
713	1994	FORD CM274		-	Parks Dept. Mower	
752	1987	JD SWEEPER		-	Auctioned	
755	1991	CAT VC60DSA		-	Auctioned	
757	1995	FORD L-9000		-	Auctioned	
758	1997	INTERNATIONAL		-	Fueled at Transfer Station	
759	2007	KOMATSU		-	Fueled at Transfer Station	
761	2009	INTERNATIONAL 5900I		-	Fueled at Transfer Station	
762	2007	NITEHAWK SWEEPER		-	Fueled at Transfer Station	
763	2010	VOLVO VHL84T300		-	Fueled at Transfer Station	
1027	2009	MILES ZX40ST TRUCK		-	Electric Vehicle	
533	2000	CAT ROLLER	\$ 18.70	7.70	Roller - seasonal use for road crew	
164	1993	CHEVY ASTRO	\$ 28.83	11.86	Transferred to Historical Musium	
1009	2002	FORD FOCUS	\$ 36.88	15.18	Risk Management	\$1,692.00
280	1991	FORD F-450	\$ 43.85	18.05	OK - Guemes Ferry shop truck	
723	2005	NEW HOLLAND MWR	\$ 65.88	27.11	Parks Dept. Mower	
1025	2007	CHEVY MALIBU	\$ 83.76	34.47	County Commissioner / Administrator	\$ 5,292.00
162	1990	CHEVY ASTRO	\$ 92.78	38.18	Auctioned	
700	2002	TORO WRKMAN2100	\$ 109.74	45.16	Parks Dept. ATV	
243	1998	CHEVY C1PU	\$ 128.28	52.79	Fueled at Transfer Station	

EQ#	Yr	Desc	Amount	Gallons	Under 240 / Comment from ER&R	2011 Rate
2004	2000	GMC SONOMA	\$ 130.35	53.64	OK - Transferred to new Dept. in 2010	
187	1997	CHEVY ASTRO	\$ 150.30	61.85	Auditor - seasonal use for elections	\$1,992.00
701	2004	JOHN DEERE GATOR	\$ 157.00	64.61	Parks Dept - ATV	
295	1992	FORD F-350	\$ 157.45	64.79	Auctioned	
699	2004	CRAFCO CRACK SEALER	\$ 166.88	68.67	Crack sealer trailer	
422	1991	JD 1070	\$ 167.65	68.99	Parks Dept - tractor	
237	1993	FORD RANGER	\$ 169.84	69.89	Guemes Ferry mechanic	\$1,524.00
2022	2001	CHEVY K1PU	\$ 172.39	70.94	Planning	\$3,408.00
395	2010	INTERNATIONAL 5600I	\$ 182.31	75.02	OK - New to fleet in late 2009	
535	1999	DYNAPAC ROLLER	\$ 196.36	80.81	Roller - seasonal use for road crew	
2054	2010	CHEVY COLORADO	\$ 200.05	82.33	OK - New to fleet in late 2009	
193	2006	FORD CLUB WAGON	\$ 204.02	83.96	OK - Litter crew part time use	
663	2002	KOMATSU FG45T-7	\$ 211.04	86.85	Shop Forklift	
2010	2002	FORD RANGER	\$ 212.41	87.41	Mapping Dept.	\$1,620.00
2519	2006	FORD EXPEDITION	\$ 213.25	87.76	OK - Will transfer to Parks. Dept in 2011	
8023	2000	CHEVY IMPALA	\$ 218.41	89.88	OK - Reassigned in 2010	
148	1998	FORD ESCORT	\$ 229.81	94.57	Health Dept.	\$2,880.00
1016	2004	FORD FOCUS	\$ 233.22	95.98	Health Dept.	\$2,880.00
1007	2001	CHEVY MALIBU	\$ 233.96	96.28	Courthouse Pool - Continental Building	\$5,292.00

EQ#	Yr	Desc	Amount	Gallons	Under 240 / Comment from ER&R	2011 Rate
294	1991	CHEVY C35 & LIFT TRUCK	\$ 258.89	106.54	OK - used by all depts as needed	
893	1997	FORD CROWN VIC	\$ 261.96	107.80	Auction in 2010	
423	1997	JD 5400	\$ 280.88	115.59	Parks Dept - tractor	
726	2006	SMITHCO	\$ 283.98	116.86	Parks Dept - infield groomer	
100	1999	FORD CROWN VIC	\$ 285.49	117.49	OK - Sheriff Dept travel and training car	
760	2008	YANMAR VI035	\$ 287.18	118.18	Fueled at Transfer Station	
1590	2000	JEEP CHEROKEE	\$ 287.56	118.34	PW - Engineering	\$2,496.00
722	2004	JD 1445	\$ 293.47	120.77	Parks Dept. Mower	
719	1998	CARRYALL 1060	\$ 299.23	123.14	Auctioned	
188	1997	CHEVY ASTRO	\$ 301.07	123.90	OK - IS Dept. - Building to building use	
724	2006	TORO 3505D	\$ 301.44	124.05	Parks Dept. Mower	
725	2006	EXMARK LXS	\$ 306.94	126.31	Parks Dept. Mower	
2005	2001	GMC SONOMA	\$ 307.31	126.47	PW - Engineering	\$1,392.00
1022	2005	FORD FOCUS	\$ 326.28	134.27	PW - Administration	\$924.00
537	2009	HAMM HD070V	\$ 327.18	134.64	Roller - seasonal use for road crew	
662	2002	KOMATSU FG25T-12	\$ 334.91	137.82	Shop Forklift	
293	1991	GMC 1-TON	\$ 342.69	141.02	Auctioned	
1011	2003	TOYOTA PRIUS	\$ 343.07	141.18	Health Dept. - Hybrid	
233	1998	FORD RANGER	\$ 344.95	141.95	Seasonal - PW project inspector	

EQ#	Yr	Desc	Amount	Gallons	Under 240 / Comment from ER&R	2011 Rate
885	1996	FORD E-350 VAN	\$ 349.83	143.96	Sheriff prisoner transport	
721	2001	JD 1445	\$ 368.00	151.44	Parks Dept. Mower	
703	2004	JOHN DEERE GATOR	\$ 369.80	152.18	Parks Dept. ATV	
1018	2004	FORD TAURUS	\$ 375.12	154.37	Courthouse Pool - Continental Building	\$5,292.00
1021	2005	FORD TAURUS	\$ 386.04	158.86	Health Dept.	\$5,028.00
1555	2000	JEEP CHEROKEE	\$ 386.21	158.93	PW - Surface Water Mgmt.	\$3,108.00
225	1991	CHEVY S10	\$ 392.20	161.40	Seasonal - PW project inspector	
470	1992	CAT D6H SRS II	\$ 411.46	169.33	Dozer D-6 for gravel pits	
147	1998	FORD ESCORT	\$ 415.31	170.91	OK - Shop loaner car	
2524	2006	FORD ESCAPE	\$ 419.24	172.53	Reassigned to new PW Director	
754	2000	INT RAIL TRUCK	\$ 425.26	175.00	Fueled at Transfer Station	
8040	2001	FORD CROWN VIC	\$ 425.64	175.16	OK - Sheriff Jail	
145	1998	FORD ESCORT	\$ 429.62	176.80	Assessor Dept.	\$1,512.00
1020	2005	FORD TAURUS	\$ 435.78	179.33	Reassigned in 2010 to SWM	
1004	2001	CHEVY MALIBU	\$ 437.19	179.91	Auctioned	
419	2008	JD 4320	\$ 438.73	180.55	Parks Dept - tractor	
1015	2003	CHEVY MALIBU	\$ 443.10	182.35	Health Dept.	\$5,028.00
8016	2000	FORD CROWN VIC	\$ 460.13	189.35	Auctioned	
425	2001	JD 4700	\$ 463.50	190.74	Parks Dept - tractor	

EQ#	Yr	Desc	Amount	Gallons	Under 240 / Comment from ER&R	2011 Rate
8007	1999	FORD CROWN VIC	\$ 471.82	194.16	OK - Sheriff Jail	
2017	2006	FORD RANGER	\$ 473.85	195.00	OK - New staff assigned to it in 2010	
8022	2000	CHEVY MALIBU	\$ 490.71	201.94	OK - Reassigned in 2010	
1001	2000	CHEVY CAVALIER	\$ 492.01	202.47	Courthouse Pool - Fire hall lot	\$3,000.00
451	2007	LEEBOY	\$ 509.13	209.52	Sod Picker - seasonal use for road crew	
1010	2003	TOYOTA PRIUS	\$ 520.50	214.20	Health Dept. Hybrid	
894	1997	FORD CROWN VIC	\$ 521.17	214.47	OK - Juv Det. Transport	
8021	2000	CHEVY IMPALA	\$ 533.04	219.36	OK - Transferred to new Dept in 2010	
2009	2002	FORD RANGER	\$ 539.40	221.98	Health Dept.	\$3,048.00
2052	2008	CHEVY COLORADO	\$ 548.32	225.65	PW - Engineering	\$ 3,660.00
1002	2000	FORD TAURUS	\$ 561.19	230.94	Fueled at Transfer Station	
213	2005	CHEVY C1-PU	\$ 563.50	231.89	OK - Facilities Dept. building to building	
536	1995	SAKAI TS600	\$ 569.80	234.49	Roller - seasonal use for road crew	
					Under 240	\$61,068.00

Key
Low Use Vehicle
Reassigned for better use
Hybrid or Electric

EQ#	Yr	Desc	Amount	Gallons
1008	2001	FORD FOCUS	\$ 618.67	254.60
1013	2003	CHEVY MALIBU	\$ 618.71	254.61
249	1998	CHEVY K1PU	\$ 619.65	255.00
240	1997	FORD F150	\$ 648.51	266.88
8059	2004	FORD CROWN VIC	\$ 649.83	267.42
234	1998	FORD RANGER	\$ 650.58	267.73
8058	2004	CHEVY S10 BLAZER	\$ 655.74	269.85
429	1990	TIGER MWR/BRSHCT	\$ 656.75	270.27
8024	2002	GMC SONOMA	\$ 669.92	275.69
8020	2000	CHEVY MALIBU	\$ 692.17	284.84
1012	2003	CHEVY MALIBU	\$ 693.94	285.57
1006	2001	CHEVY MALIBU	\$ 725.60	298.60
211	1999	CHEVY C1-PU	\$ 741.68	305.22
2013	2005	CHEVY C1PU	\$ 749.51	308.44
189	2002	FORD CLUB WAGON	\$ 751.34	309.19
8079	2005	FORD CROWN VIC	\$ 763.06	314.02
525	1989	FORD ASPH DIST	\$ 768.03	316.06
8112	2008	FORD CROWN VIC	\$ 774.71	318.81
212	2005	CHEVY C1-PU	\$ 775.32	319.06
102	1999	FORD TAURUS	\$ 777.49	319.95
258	1995	GMC SAFARI	\$ 781.50	321.60
316	2010	INTERNATIONAL 7600 4X2	\$ 802.62	330.30
1503	2002	CHEV S10 BLAZER	\$ 809.44	333.10
1026	2007	CHEVY MALIBU	\$ 817.47	336.41
1014	2003	CHEVY MALIBU	\$ 830.26	341.67
492	1989	CAT 936E	\$ 835.46	343.81
272	1994	FORD F-150	\$ 836.36	344.18
152	1998	JEEP CHEROKEE	\$ 845.31	347.86
149	1999	CHEVY CAVALIER	\$ 847.94	348.95
1017	2004	FORD FOCUS	\$ 871.85	358.79
1019	2005	FORD TAURUS	\$ 890.29	366.37
1023	2005	FORD FOCUS	\$ 941.13	387.30
680	2003	BANDIT BRUSH CHIPPER	\$ 957.35	393.97
2053	2008	CHEVY COLORADO	\$ 974.03	400.84
190	2003	FORD CLUB WAGON	\$ 977.43	402.23

285	1996	FORD F-350 C.C.	\$ 987.41	406.34
2021	2001	CHEVY K1PU	\$1,002.09	412.38
239	2005	FORD RANGER	\$1,025.76	422.12
2018	2008	CHEVY 1500	\$1,040.24	428.08
2011	2003	FORD RANGER	\$1,071.68	441.02
273	1994	FORD F-150	\$1,075.32	442.52
8088	2006	FORD CROWN VIC	\$1,084.11	446.14
2027	2004	FORD F150	\$1,096.02	451.04
2023	2001	CHEVY K1PU	\$1,111.57	457.44
2001	2001	DODGE RAM-PU	\$1,113.08	458.06
101	1999	FORD TAURUS	\$1,133.97	466.65
314	1988	FORD LN-8000	\$1,135.85	467.43
248	1998	CHEVY K1PU	\$1,144.07	470.81
2521	2001	FORD EXPEDITON	\$1,145.76	471.51
8049	2002	FORD CROWN VIC	\$1,159.95	477.35
387	1986	FORD LTS-9000	\$1,183.89	487.20
1595	2000	JEEP CHEROKEE	\$1,186.42	488.24
8092	2006	FORD CROWN VIC	\$1,200.97	494.23
521	2002	ETNYRE CHP SPRDR	\$1,203.54	495.28
462	1990	JD T500	\$1,206.53	496.51
2051	2008	CHEVY COLORADO	\$1,209.49	497.73
1504	2004	CHEV S10 BLAZER	\$1,216.67	500.69
1024	2007	FORD TAURUS	\$1,218.78	501.56
2055	2009	FORD F250	\$1,221.25	502.57
299	1995	FORD F-350XL	\$1,224.23	503.80
292	1998	CHEVY 1-TON	\$1,225.35	504.26
8113	2008	FORD CROWN VIC	\$1,255.36	516.61
2014	2006	CHEVY COLORADO	\$1,257.81	517.62
465	2002	JD 770CHII GRDR	\$1,263.07	519.78
2019	2008	CHEVY 1500	\$1,265.29	520.70
8066	2005	FORD CROWN VIC	\$1,278.16	525.99
1502	2001	CHEV S10 BLAZER	\$1,312.08	539.95
527	2009	INTERNATIONAL 7600 4X2	\$1,327.35	546.23
8077	2005	FORD CROWN VIC	\$1,328.02	546.51
284	2004	FORD F550	\$1,343.50	552.88
8069	2005	FORD CROWN VIC	\$1,344.79	553.41
518	2002	BROCE RC350	\$1,438.83	592.11
210	1999	DODGE RAM-PU	\$1,455.62	599.02

523	2009	BROCE RJ350	\$1,505.45	619.53
305	2000	CHEVY 1-TON	\$1,521.43	626.10
2048	2008	FORD F250	\$1,551.20	638.35
286	2006	CHEVY 3500	\$1,556.46	640.52
297	1993	FORD F350	\$1,556.74	640.63
2031	2005	FORD F150	\$1,558.68	641.43
2040	2007	CHEVY 1500	\$1,597.82	657.54
8064	2004	FORD CROWN VIC	\$1,606.39	661.07
186	1997	FORD CLUB WAGON	\$1,616.72	665.32
8068	2005	FORD CROWN VIC	\$1,617.25	665.53
281	2005	FORD F-450	\$1,628.20	670.04
2006	2002	DODGE RAM-PU	\$1,645.83	677.30
192	2005	CHEVY EXPRESS	\$1,649.19	678.68
195	2008	FORD ECONOLINE	\$1,653.06	680.27
315	2008	INTERNATIONAL 7600 4X2	\$1,653.71	680.54
2056	2009	CHEVY 1500	\$1,675.58	689.54
8078	2005	FORD CROWN VIC	\$1,704.22	701.33
2047	2007	CHEVY 1500	\$1,713.13	704.99
8093	2006	FORD CROWN VIC	\$1,722.07	708.67
8061	2004	FORD CROWN VIC	\$1,729.42	711.70
8094	2006	FORD CROWN VIC	\$1,729.98	711.93
499	1991	CASE/IH 821	\$1,744.35	717.84
2034	2007	FORD F250	\$1,751.90	720.95
463	1995	JD 770BH	\$1,767.67	727.44
306	2001	FORD 1-TON	\$1,779.44	732.28
2030	2004	CHEVY 2500	\$1,813.16	746.16
307	2009	FORD 1-TON	\$1,844.65	759.12
8118	2009	FORD CROWN VIC	\$1,845.44	759.44
8070	2005	FORD CROWN VIC	\$1,847.96	760.48
303	1997	FORD F-350XL	\$1,880.30	773.79
8062	2004	FORD CROWN VIC	\$1,902.53	782.93
8060	2004	FORD CROWN VIC	\$1,925.58	792.42
497	2004	KOMATSU LOADER	\$2,014.29	828.93
2057	2009	CHEVY	\$2,018.84	830.80
2520	2000	CHEVY SUBURBAN	\$2,019.78	831.19
8075	2005	FORD CROWN VIC	\$2,062.43	848.74
2049	2008	FORD F250	\$2,080.55	856.19
2527	2008	FORD ESCAPE	\$2,081.63	856.64

8117	2009	FORD CROWN VIC	\$2,101.02	864.62
441	2003	JDEERE 120C	\$2,117.05	871.21
8114	2008	FORD CROWN VIC	\$2,119.56	872.25
194	2007	FORD ECONOLINE	\$2,168.17	892.25
2020	2001	CHEVY. K1PU	\$2,178.59	896.54
8109	2007	FORD CROWN VIC	\$2,195.55	903.52
2024	2001	DODGE RAM-PU	\$2,226.70	916.34
2044	2007	FORD F150	\$2,228.65	917.14
2007	2002	DODGE RAM-PU	\$2,246.68	924.56
8076	2005	FORD CROWN VIC	\$2,270.96	934.55
8053	2003	FORD CROWN VIC	\$2,278.86	937.80
400	1992	PETERBIL TRACTOR	\$2,280.00	938.27
2523	2004	CHEVY EXPRESS	\$2,309.01	950.21
8087	2006	FORD CROWN VIC	\$2,338.62	962.40
410	2007	NEW HOLLAND MWR	\$2,350.68	967.36
2028	2004	FORD F250	\$2,381.65	980.10
8100	2007	FORD CROWN VIC	\$2,392.46	984.55
461	1987	JD 772B GRDER	\$2,412.47	992.79
2522	2003	FORD EXPEDITION	\$2,415.86	994.18
528	2009	INTERNATIONAL 7600 4X2	\$2,428.01	999.18
519	2004	SUPERIOR SWEEPER	\$2,470.23	1,016.56
304	1998	CHEVY 1-TON	\$2,475.46	1,018.71
214	2005	CHEVY 2500	\$2,539.75	1,045.16
288	1996	FORD F-350 4WD	\$2,571.76	1,058.34
2525	2006	FORD ESCAPE	\$2,690.56	1,107.23
209	2005	CHEVY 2500	\$2,695.74	1,109.36
432	2002	NEW HOLLAND MWR	\$2,713.63	1,116.72
2029	2004	CHEVY 2500	\$2,740.14	1,127.63
436	2003	NEW HOLLAND MWR	\$2,746.06	1,130.07
8098	2007	FORD CROWN VIC	\$2,763.19	1,137.12
8086	2006	FORD CROWN VIC	\$2,765.73	1,138.16
2528	2008	FORD ESCAPE	\$2,835.95	1,167.06
8067	2005	FORD CROWN VIC	\$2,894.27	1,191.06
2033	2006	FORD F250	\$2,902.83	1,194.58
330	1990	GMC CHIP TRUCK	\$2,906.80	1,196.21
401	1994	FORD FD1460	\$2,923.09	1,202.92
2526	2008	FORD ESCAPE	\$2,959.05	1,217.72
2043	2007	CHEVY 1500	\$2,991.86	1,231.22

2046	2007	CHEVY K1PU	\$3,013.21	1,240.00
298	2008	CHEVY 2500	\$3,065.74	1,261.62
8115	2008	FORD CROWN VIC	\$3,092.76	1,272.74
2042	2007	CHEVY 1500	\$3,123.03	1,285.20
433	2005	NEW HOLLAND MWR	\$3,153.41	1,297.70
2038	2007	CHEVY 1500	\$3,182.51	1,309.67
2039	2007	CHEVY 1500	\$3,224.09	1,326.79
442	2006	KOMATSU EXCAVATOR	\$3,227.67	1,328.26
2036	2006	CHEVY 2500	\$3,276.17	1,348.22
8105	2007	FORD CROWN VIC	\$3,347.71	1,377.66
8084	2006	FORD F250	\$3,485.67	1,434.43
2045	2007	CHEVY K1PU	\$3,505.38	1,442.54
2026	2003	FORD F250	\$3,508.80	1,443.95
2012	2003	CHEVY C1PU	\$3,523.49	1,450.00
2050	2008	CHEVY 1500	\$3,527.82	1,451.78
8097	2007	FORD CROWN VIC	\$3,559.75	1,464.92
435	2003	NEW HOLLAND MWR	\$3,572.02	1,469.97
336	2008	PETERBUILT 320	\$3,615.96	1,488.05
8106	2007	FORD CROWN VIC	\$3,619.39	1,489.46
8108	2007	FORD CROWN VIC	\$3,659.35	1,505.91
2035	2006	CHEVY 2500	\$3,696.88	1,521.35
8102	2007	FORD CROWN VIC	\$3,706.90	1,525.47
8111	2008	2008 FORD F250 EX-CAB	\$3,715.27	1,528.92
8107	2007	FORD CROWN VIC	\$3,716.01	1,529.22
411	2006	NEW HOLLAND MWR	\$3,729.03	1,534.58
8063	2004	FORD CROWN VIC	\$3,735.61	1,537.29
313	1988	FORD LN-8000	\$3,755.02	1,545.28
8074	2005	FORD CROWN VIC	\$3,772.92	1,552.64
8101	2007	FORD CROWN VIC	\$3,821.90	1,572.80
2041	2007	CHEVY 1500	\$3,826.67	1,574.76
2015	2006	CHEVY 2500	\$3,846.73	1,583.02
8091	2006	FORD CROWN VIC	\$3,859.15	1,588.13
513	2002	STER ELG SWPR	\$3,906.27	1,607.52
8103	2007	FORD CROWN VIC	\$3,908.99	1,608.64
8089	2006	FORD CROWN VIC	\$3,963.18	1,630.94
8116	2008	FORD CROWN VIC	\$3,985.30	1,640.04
8071	2005	FORD CROWN VIC	\$3,993.80	1,643.54
8104	2007	FORD CROWN VIC	\$4,330.61	1,782.14

2037	2006	CHEVY 2500	\$4,409.38	1,814.56
8090	2006	FORD CROWN VIC	\$4,423.05	1,820.19
371	1997	FREIGHTL FLD1205D	\$4,431.11	1,823.50
514	2006	SUPERIOR DT80C	\$4,499.10	1,851.48
8072	2005	FORD CROWN VIC	\$4,529.88	1,864.15
8073	2005	FORD CROWN VIC	\$4,756.92	1,957.58
8096	2007	FORD CROWN VIC	\$4,830.27	1,987.77
2016	2006	CHEVY 2500	\$4,926.52	2,027.37
8099	2007	FORD CROWN VIC	\$4,930.47	2,029.00
464	2000	JD 772CH GRDR	\$5,122.55	2,108.05
2032	2005	FORD F250	\$5,144.49	2,117.07
8095	2007	FORD CROWN VIC	\$5,188.07	2,135.01
392	1995	PETERBIL 357	\$5,221.17	2,148.63
506	2001	INT 5600I	\$5,238.15	2,155.62
8110	2008	CHEVROLET TAHOE	\$5,238.77	2,155.87
8080	2005	FORD F250	\$5,458.08	2,246.12
8065	2005	FORD CROWN VIC	\$5,850.07	2,407.44
8082	2006	FORD F250	\$5,941.29	2,444.98
376	2008	INTERNATIONAL 5600I	\$5,965.01	2,454.74
375	2002	INTERNAT 5600I	\$6,043.40	2,487.00
8083	2006	FORD F250	\$6,130.82	2,522.97
8085	2006	FORD F250	\$6,232.01	2,564.61
8081	2005	FORD F250	\$6,481.37	2,667.23
370	1997	FREIGHTL FLD1205D	\$6,810.71	2,802.76
373	1997	FREIGHTL FLD1205D	\$6,828.07	2,809.91
393	1995	PETERBIL 357	\$8,023.73	3,301.95
374	2002	INTERNAT 5600I	\$8,122.40	3,342.55
368	2003	INTL DUMP TRUCK	\$8,149.78	3,353.82
369	2003	INTL DUMP TRUCK	\$8,618.89	3,546.87
372	1997	FREIGHTL FLD1205D	\$9,015.66	3,710.15
394	1995	PETERBIL 357	\$10,920.47	4,494.02
366	2006	INTL DUMP TRUCK	\$10,945.06	4,504.14
367	2006	INTL DUMP TRUCK	\$11,171.08	4,597.15

Appendix D: Equipment Rental Business Plan

1. Executive Summary

Equipment Rental is an internal service fund, aligned under the Public Works Department. The function is to provide a cost-effective diversified fleet of vehicles and construction equipment that allows County Departments to conduct their daily business.

These services are provided at a rate lower than complete services in the private sector. The fund is self-sustaining by collecting revenues for all services provided. Equipment Rental also life cycles vehicles and equipment by managing a revolving fund for replacement funding.

The department has a commitment to safety and the best business practices in managing the acquisition and maintenance of all vehicles and equipment.

2. Statistics

A. Infrastructure

1 maintenance facility, 10 service bays, fueling and a centralized parts inventory located at 201 East Avon Avenue, Burlington, WA 98233

B. Assets

326 Vehicles and construction equipment, with a valued replacement of over 14 million dollars.

C. Hours of Operation

- Spring/Summer
- Monday and Friday 6:30 a.m.- 5:00 p.m.
- Tuesday-Thursday 6:30 a.m.-10:30 p.m.
- Fall/Winter
- Monday and Friday 7:30 a.m.- 4:00 p.m.
- Tuesday-Thursday 7:30 a.m.-10:30 p.m.

D. Staff

- 1 Fleet Division Manager
- 1 Inventory Clerk/Fleet Assistant
- 1 Shop Foreman
- 6 Heavy Equipment Mechanics

E. Shop Operating Budget, projected for five years with 3% inflation per year.

2010	2011	2012	2013	2014
\$798,278	\$822,226	\$846,892	\$872,298	\$898,467

F. Capital Replacement Budget, projected for five years without inflation.

2010	2011	2012	2013	2014
\$948,500	\$790,500	-	-	-

3. Services

A. Preventative Maintenance

All vehicles are scheduled for routine maintenance at 5,000 miles or at manufactures recommendations.

B. Corrective Maintenance

When a breakdown or a part needs replacing, the equipment is scheduled for corrective maintenance. Priority is given for the type and application of services.

C. Fuel Management

The County has three fueling sites. The main site is at the Burlington Road Operations facility. The others are at Mount Vernon Sheriff Department and the Concrete shop. Fuel is currently marked-up .036 per gallon to recover facility and overhead expenses.

D. Vehicle Replacement

Funds are managed and collected monthly over the life of a vehicle to provide adequate resources to purchase a replacement when the service life is over. The Division Manager works with departments to develop specifications and awards contracts for purchasing.

E. Warehousing of parts

Routine maintenance parts are stocked at the County's Central Stores, special order parts are requested as needed and ordered by the inventory clerk. The inventory is purchased at wholesale pricing and is valued at \$200,000. These parts are marked up at 18% to cover overhead expenses. Special order parts are not marked-up and charged to vehicles and equipment accordingly.

F. Other Services

Equipment Rental also contracts with 12 Medic One vehicles and over 20 vehicles and boats owned by the Sheriff Department, as well as support to the Guemes Island ferry and docks. Special fabrication and welding is performed as needed for various departments.

G. Outsourcing of Services

Services are outsourced when it is not cost effective to perform internally. These services are normally for body work, windshield repair, heavy duty truck tire service and major engine and transmission repairs.

H. Reasons Why Equipment Rental Services Can Not Be Eliminated

Maintaining and repairing vehicles is essential in ensuring safe and reliable transportation. If this service was not performed by County staff it would have to be outsourced with a private vendor at a higher cost and with less control of down time. This would result in a disruption of services for all County

departments. Currently the shop labor rate is about 20 % less then neighboring shops doing the same type of work.

I. Customers

- Public Works
- Solid Waste
- Sheriff
- Parks Maintenance
- Other reimbursable work

J. Partnerships

- Professional organizations, APWA, NAFA, PFMA
- Public Safety

K. Stakeholders

Citizens of Skagit County and internal County Departments.

L. Legal Requirements/Mandates

Vehicle emission compliance, Occupational Safety and Health Administration, Washington Industrial Safety and Health Act, Department of Transportation, Commercial Safety Alliance.

M. Cost Savings

Finding ways to maintain a high level of service at the lowest possible cost by right sizing the fleet and standardizing vehicles with attention to matching the most efficient vehicle for the application or job it has to perform. Maintenance intervals are extended to match manufacture recommendations.

4. Revenues

- Shop revenues are generated from the shop labor rate of \$65.50 per hour along with an administrative overhead percentage billed per asset. Each shop mechanic has a goal of 1,600 hours of billable time annually. Fuel, parts and outsourcing of repairs are recovered from actual costs.
- Vehicle and Equipment revenues are set up by a bill class system to collect proper funds for replacement.

Shop revenues, projected for five years with 3% per year for inflation.

2010	2011	2012	2013	2014
\$798,278	\$822,226	\$846,892	\$872,298	\$898,467

Capital Reserve Revenues, projected for five years without inflation

2010	2011	2012	2013	2014
-	-	-	-	-

5. Performance Goals/Measurements

- Continue efforts to right size the fleet and purchase vehicles and equipment that reduce dependence on petroleum-based fuels that will help reduce the overall carbon footprint of the County.
- Schedule and complete 95% of preventative maintenance on time.
- Maintain 1,600 hours of billable shop time per mechanic annually.
- Customer satisfaction at 95%

6. Challenges

- Fuel costs
- Mechanic training and recruitment
- Right sizing the fleet
- Educating operators in proper usage
- Improve vehicle and equipment downtime
- Reducing the County's energy costs and GHG emissions

Appendix E: Vehicle Use Policy

Title Vehicle Use Policy	Policy Number
Effective Date	Policy Manual Copy Page 1 of 6

Section Index:

- 1.0.....Purpose
- 2.0.....Vehicle Use
- 3.0.....Vehicle Assignment
- 4.0.....Operating Rules
- 5.0.....Engine Idling
- 6.0.....Maintenance/Repair
- 7.0.....After Hour Emergencies
- 8.0.....Fueling
- 9.0.....Vehicle Washing
- 10.0...Accident Reporting
- 11.0.....Using Personal Vehicles
- 12.0.....Vehicle/Equipment Purchasing
- 13.0.....Vehicle/Equipment Replacement Budgeting
- 14.0.....Vehicle/Equipment Life Cycling
- 15.0.....Rate Methodology

1. Purpose

- 1.1. To establish uniform operating policies and procedures for authorized staff using county vehicles in the course of official business. The Equipment Rental and Revolving Fund manages all County owned fleet vehicles and equipment used for transportation, maintenance (roadways, parks, transfer station) and construction. The fund is self sustaining, collecting revenues to cover expenses.

2. Vehicle Use

- 2.1. County employees who need transportation during the course of their normal work day for official county business may use a vehicle assigned to their department or one available from the pool of vehicles owned by the county.
- 2.2. Non county employees can not ride in a county vehicle unless they are on official business with the county.
- 2.3. County vehicles should not be taken home except as follows:
- 2.4. Employees may take a county owned vehicle home when attendance to an out-of-town meeting takes place late at night after normal working hours or early in the morning prior to normal working hours. Also, an employee may take home a county vehicle under unusual or emergency conditions as determined by the department director.

3. Vehicle Assignment

- 3.1. Vehicles and equipment are permanently assigned to county departments based on their operational needs. A permanently assigned vehicle must be a vehicle of special use, or maintain a minimum utilization of 200 miles per month.
- 3.2. Pool vehicles, Equipment Rental also provide a pool of vehicles that can be used on a temporary basis. Those requests and reservations can be made through Microsoft Outlook, under Public Folders-County Motor Pool.

4. Operating Rules

- 4.1. Employees must have a valid driver's license and prior approval of their supervisor before they drive on county business. Employees are required to immediately inform their supervisor of any changes in circumstances that may affect either their legal, physical or mental ability to drive or their continued insurability.
- 4.2. Any employee whose driver's license is expired, suspended or revoked must not drive a county vehicle and must immediately report it to their department director.
- 4.3. Employees must exercise due diligence to drive safely and maintain the security of the vehicle and its contents.

- 4.4. All laws within Washington State are the responsibility of the operator, including no smoking or cell phone use.
- 4.5. Employees who drive vehicles over 26,000 pounds must have the proper Commercial Drivers License endorsements.
- 4.6. Employees are responsible to pay for driving infractions or any parking violations.

5. Engine Idling

- 5.1. Idling of fleet vehicles and equipment contributes to poor air quality, consumes unnecessary fuel and is harmful to engines. It is the responsibility of all county personnel to operate fleet equipment in an environmentally and economical sound manner.
- 5.2. County vehicles and equipment shall not be parked with the engine operating for more than **60 seconds** unless it is essential for law enforcement, public safety or vehicles with power take off units (PTOs) and or other accessories to accomplish the assignment of work. When engines must be left operating, the operator must remain with the vehicle or equipment.

6. Maintenance/Repair

- 6.1. The Fleet maintenance and repair shop is located at 201 East Avon Avenue, Burlington, WA 98233.
- 6.2. Shop hours:
 - Spring/Summer**
 - Monday and Friday 6:30 a.m.- 5:00 p.m.
 - Tuesday- Thursday 6:30 a.m.-10:30 p.m.
 - Fall/Winter**
 - Monday and Friday 7:30 a.m.- 4:00 p.m.
 - Tuesday- Thursday 7:30 a.m.-10:30 p.m.
- 6.3. Fleet Services will notify each department when a permanently assigned vehicle or piece of equipment is due for routine maintenance. It is the department's responsibility to schedule this service as soon as possible.
- 6.4. If a vehicle or piece of equipment has a deficiency, the operator must notify their supervisor so repairs can be scheduled before unnecessary or further damage occurs.
- 6.5. If a vehicle has a break down during normal business hours, the shop number is 360-755-9531.

7. After Hour Emergencies

- 7.1. If a vehicle fails after hours, it is the responsibility of the operator to ensure the vehicle is towed to a safe location, and notifies the Fleet Shop supervisor, George Stucks, 360-755-9531 the next business day. If possible it is preferred the vehicle is towed to the County facility at 201 East Avon Avenue, Burlington, WA.

8. Fueling

- 8.1. The county has three fuel sites, located at:
 - 8.2. Sheriff's office in Mount Vernon
 - 8.3. Burlington Road Department, behind the Road Department offices
 - 8.4. Concrete Road Shop, on Highway 20
- 8.5. Requirements to fuel;

Each employee has an identification number, that number is the last four digits of their social security number. Each vehicle will have a fuel card. The operator will need to enter the card, their identification number, vehicle number and odometer reading, without the 10ths. Correct odometer readings need to be entered; this is very important for tracking maintenance and cost per mile. If there is a problem getting the system to accept the odometer reading, verify the number is correct, after the third try it will default, meaning the last fuel transaction was not entered correctly.

- 8.6. Emergency fueling, if fuel is purchased at sites other than the county facilities due to an emergency you may submit a request for reimbursement to the Finance Department. The receipt must show the vehicle number, odometer reading and amount.

9. Vehicle Washing

- 9.1. It is the responsibility of each department to make sure the vehicles assigned to them are clean and presentable to the general public.
- 9.2. The county has accounts set up at 2 local car washes
- 9.3. Kwik-n-Clean on College Way (across from Dairy Queen)
- 9.4. Cook Road Shell station
- 9.5. Vacuum services are available at the county shop.

10. Accident Reporting

- 10.1. No matter how minor the accident, it is the responsibility of all county employees to report it and any damage that may have occurred. Employees who fail to do so will be subjected to discipline up to and including termination.
- 10.2. The following process and forms must be completed.
- 10.3. Contact 911 if the accident involves another vehicle or pedestrian.
- 10.4. Contact your immediate supervisor.
- 10.5. Record all details of the incident to include names, time, exact location (take pictures if possible), witness names, phone numbers, license plate and third party insurance information.
- 10.6. Fill out an accident report form located in the vehicle and forward it to your supervisor within 24 hours.
- 10.7. **Do not admit liability** or discuss the incident with anyone other than your supervisor or authorized personnel.

11. Using Personal Vehicles for County Business

- 11.1. It is preferred that county owned vehicles be used for all official county business.
- 11.2. If a county vehicle is not available or would create a hardship to use, an employee may use their personal vehicle upon obtaining approval from their Department Director.
- 11.3. If a personal vehicle is used for authorized county business, the employee's personal insurance would be the primary and the county's insurance would provide coverage over and above those limits.
- 11.4. Mileage reimbursement for personal vehicle use will follow the IRS business standard.

12. Vehicle/Equipment Purchasing

- 12.1. All replacement or additional vehicles and equipment will be purchased by evaluating the best fit for the job and the lowest emitting emissions.
- 12.2. Whenever possible Hybrid and alternative fueled vehicles will be purchased following the direction of County Resolution R2008030.

13. Vehicle/Equipment Replacement Budgeting

- 13.1. When an assigned vehicle or piece of equipment has a budgeted amount for replacement and the actual costs for all vehicles assigned to that fund as of year end are greater than the budget, the fund or department will be responsible for the net difference.

- 13.2. When an assigned vehicle or piece of equipment has a budgeted amount for replacement and the actual cost is less than the total replacement cost, the savings will be applied to the replacement reserves of selected vehicles assigned to that department.

14. Vehicle/Equipment Life Cycling

- 14.1. All vehicles and equipment are assigned a life cycle at time of purchase. The life cycle is set from past experience, manufactures recommendation and feedback from the end user.

- 14.2. If a vehicle or piece of equipment has useful life after it has been life cycled, the fleet department on a case by case basis along with the user department approval may extend the life cycle on a year by year basis. The reserve rate would stop, and maintenance and repairs would be billed as needed. If the vehicle or piece of equipment has a mechanical problem during the extension that exceeds its value, the fleet coordinator will have the discretion to remove it from service and send it to auction.

15. Rate Methodology

- 15.1. The M&O rate is developed from historical data brought forward by total costs per class of vehicle. It is then averaged to a set cost for each vehicle in the classification. This does not apply to some special vehicles and equipment that is one of kind, or of a special application, they are charged by actual costs.

- 15.2. The replacement rate is developed by the vehicle or equipments projected life cycle and is divided into the total cost of the asset minus a projected salvage value. This sets a monthly rate that is reviewed at each budget cycle to ensure enough reserve dollars are collected to cover replacement.

- 15.3. Fuel usage is tracked by each asset and billed to each department quarterly.

Approved:

Fleet Coordinator

Public Works Director

Appendix F: Vehicle Use Policy and Procedure

Title	Vehicle Use Policy	Policy Number		
Effective Date		Vehicle Copy	Page	1 of 4

Section Index:

- 1.0.....Purpose**
- 2.0.....Vehicle Use**
- 3.0.....Vehicle Assignment**
- 4.0.....Operating Rules**
- 5.0.....Engine Idling**
- 6.0.....Maintenance/Repair**
- 7.0.....After Hour Emergencies**
- 8.0.....Fueling**
- 9.0.....Vehicle Washing**
- 10.0...Accident Reporting**

1. Purpose

- 1.1. To establish uniform operating policies and procedures for authorized staff using county vehicles in the course of official business.

2. Vehicle Use

- 2.1 County employees who need transportation during the course of their normal work day for official county business may use a vehicle assigned to their department or one available from the pool of vehicles owned by the county.
- 2.2 Non county employees can not ride in a county vehicle unless they are on official business with the county.
- 2.3 County vehicles should not be taken home except as follows:

Employees may take a county owned vehicle home when attendance to an out-of-town meeting takes place late at night after normal working hours or early in the morning prior to normal working hours. Also, an employee may take home a county vehicle under unusual or emergency conditions as determined by the department director.

3. Vehicle Assignment

- 3.1. Vehicles and equipment are permanently assigned to county departments based on their operational needs. A permanently assigned vehicle must be a vehicle of special use, or maintain a minimum utilization of 200 miles per month.
- 3.2. Pool vehicles, Equipment Rental also provide a pool of vehicles that can be used on a temporary basis. Those requests and reservations can be made through Microsoft Outlook, under Public Folders-County Motor Pool.

4. Operating Rules

- 4.1 Employees must have a valid driver's license and prior approval of their supervisor before they drive on county business. Employees are required to immediately inform their supervisor of any changes in circumstances that may affect either their legal, physical or mental ability to drive or their continued insurability.
- 4.2 Any employee whose driver's license is expired, suspended or revoked must not drive a county vehicle and must immediately report it to their department director.
- 4.3 Employees must exercise due diligence to drive safely and maintain the security of the vehicle and its contents.
- 4.4 All laws within Washington State are the responsibility of the operator, including no smoking or cell phone use.
- 4.5 Employees who drive vehicles over 26,000 pounds must have the proper Commercial Drivers License endorsements.
- 4.6 Employees are responsible to pay for driving infractions or any parking violations.

5. Engine Idling

- 5.1 Idling of fleet vehicles and equipment contributes to poor air quality, consumes unnecessary fuel and is harmful to engines. It is the responsibility of all county personnel to operate fleet equipment in an environmentally and economical sound manner.
- 5.2 County vehicles and equipment shall not be parked with the engine operating for more than **60 seconds** unless it is essential for law enforcement, public safety or vehicles with PTOs and or other accessories to accomplish the assignment of work. When engines must be left operating, the operator must remain with the vehicle or equipment.

6. Maintenance/Repair

- 6.1 The Fleet maintenance and repair shop is located at 201 East Avon Avenue, Burlington, WA 98233.

6.2 Shop hours are:

Spring/Summer

Monday and Friday 6:30 a.m.- 5:00 p.m.

Tuesday- Thursday 6:30 a.m.-10:30 p.m.

Fall/Winter

Monday and Friday 7:30 a.m.- 4:00 p.m.

Tuesday- Thursday 7:30 a.m.-10:30 p.m.

6.3 Fleet Services will notify each department when a permanently assigned vehicle or piece of equipment is due for routine maintenance. It is the department's responsibility to schedule this service as soon as possible.

6.4 If a vehicle or piece of equipment has a deficiency, the operator must notify their supervisor so repairs can be scheduled before unnecessary or further damage occurs.

6.5 If a vehicle has a break down during normal business hours, the shop number is 360-755-9531.

7. After Hour Emergencies

7.1 If a vehicle fails after hours, it is the responsibility of the operator to ensure the vehicle is towed to a safe location, and notifies the Fleet Shop supervisor, George Stucks, 360-755-9531 the next business day. If possible it is preferred the vehicle is towed to the County facility at 201 East Avon Avenue, Burlington, WA.

8. Fueling

8.1 The County has three fuel sites, located at:

- 1.Sheriff's office in Mount Vernon
- 2.Burlington Road Department, behind the Road Department offices
- 3.Concrete Road Shop, on Highway 20

8.2 Requirements to fuel;

Each employee has an identification number, that number is the last four digits of their social security number. Each vehicle will have a fuel card. The operator will need to enter the card, their identification number, vehicle number and odometer reading, without the 10ths. Correct odometer readings need to be entered; this is very important for tracking maintenance and cost per mile. If there is a problem getting the system to accept the odometer reading, verify the number is correct, after the third try it will default, meaning the last fuel transaction was not entered correctly.

- 8.3 Emergency fueling, if fuel is purchased at sites other than the county facilities due to an emergency you may submit a request for reimbursement to the finance department. The receipt must show the vehicle number, odometer reading and amount.

9. Vehicle Washing

- 9.1 It is the responsibility of each department to make sure the vehicles assigned to them are clean and presentable to the general public.
- 9.2 The county has accounts set up at 2 local car washes
1. Kwik-n-Clean on College Way (across from Dairy Queen)
 2. Cook Road Shell station
- 9.3 Vacuum services are available at the County shop.

10. Accident Reporting

- 10.1 No matter how minor the accident, it is the responsibility of all county employees to report it and any damage that may have occurred. Employees who fail to do so will be subjected to discipline up to and including termination.

The following process and forms must be completed.

1. Contact 911 if the accident involves another vehicle or pedestrian.
2. Contact your immediate supervisor.
3. Record all details of the incident to include names, time, exact location (take pictures if possible), witness names, phone numbers, license plate and third party insurance information.
4. Fill out an accident report form located in the vehicle and forward it to your supervisor within 24 hours.
5. **Do not admit liability** or discuss the incident with anyone other than your supervisor or authorized personnel.

Additional Fleet policies (11.0-15.0) for using personal vehicles, vehicle purchasing, budget and rate methodology can be found in the County's Policy manual.

Appendix G: Using Personal Vehicles vs. County Vehicles

Employee Advantages:

- Vehicle is always available without reservations
- Mileage reimbursement is set by the IRS annually
- Vehicle can be used without restrictions

Employee Disadvantages:

- Higher cost of insurance
- In case of an accident, employees insurance becomes primary
- Additional wear and tear, depreciating a vehicle sooner
- Employees that car pool or use public transportation would not have the option

County Advantages:

- Reduced fleet size, lower capital costs
- Reduced accident liability
- Reduced administrative costs for managing reservations
- Reduced public complaints for suspected violations or misuse

County Disadvantages:

- Reimbursement rate may be higher than internal rates
- Administrative costs for mileage reimbursements/personal insurance records
- Employee morale with Inequities in reimbursements
- Employee accountability by combining personal errands
- Reliability of employees meeting schedules due to breakdowns
- Image issues with undesirable vehicles
- Discourages employees from commuting on public transportation

Recommendation is to add this to the Motor Pool Management section or a separate section following.