



Mayor Jim Newberry

LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT  
Office of Internal Audit

## **INTERNAL AUDIT REPORT**

DATE: November 19, 2007

TO: Jim Newberry, Mayor

CC: Joe Kelly, Senior Advisor for Management  
Kimra Cole, Commissioner of General Services  
Kyna Koch, Commissioner of Finance & Administration  
Richard Murray, Director of Fleet Services  
Urban County Council Members  
Internal Audit Board Members

FROM: Bruce Sahli, Director of Internal Audit

RE: Fleet Asset Management Internal Audit Report

### **Background**

The primary factors driving fleet related costs for any organization are the size and composition of the fleet. The more vehicles owned, the greater the costs of ownership and operation. All vehicles, including those being under-utilized, consume fuel and maintenance resources and represent a depreciation expense over their book value lives. As of July 10, 2007 the Lexington Fayette Urban County Government (LFUCG) owned and operated 1,638 vehicles, including automobiles, pickup trucks, vans, dump trucks, bucket trucks, refuse trucks, buses, and street sweepers. For the purposes of this audit, we excluded 104 of those vehicles from utilization testing due to their recent purchase, leaving a population of 1,534 vehicles to be examined during the audit. When Police and Fire are excluded, the test population contains 714 vehicles. These vehicles must be serviced and potentially replaced, and therefore represent a significant cost to the LFUCG. The combined original purchase price for these 1,534 vehicles totaled \$62,605,672.

Fleet Services performs oil changes and other routine maintenance on these vehicles every four months or four thousand miles. Most of the vehicles owned by the LFUCG are assigned to specific Divisions (i.e. Divisional Fleets) rather than belonging to a government-wide fleet pool. For the period July 1, 2001 through July 10, 2007, the fleet grew by 264 vehicles (19.2%). LFUCG sells bonds to finance vehicle replacement in the general fund, but the Divisions of Waste Management

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and Water & Air Quality must include vehicle replacement in their annual budget requests. These two Divisions have their own dedicated funds, and their budgets are separate from the General Fund.

### **Scope and Objectives**

The general control objectives for the audit were to determine that:

- Vehicle utilization appears sufficient to warrant the size of the fleet and the related expense of its maintenance
- The use of Divisional Fleets is an effective method to maximize fleet utilization and to ensure vehicle under-utilization is minimal
- Assigned vehicles are properly justified and tax reporting for employees' assigned vehicles are in compliance with IRS guidelines

### **Statement of Auditing Standards**

The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing. Those standards require that we plan and perform the audit to afford a reasonable basis for our judgments and conclusions regarding the organization, program, activity or function under audit. An audit also includes assessments of applicable internal controls and compliance with requirements of laws and regulations when necessary to satisfy the audit objectives. We believe that our audit provides a reasonable basis for our conclusions.

### **Audit Opinion**

In our opinion, the controls and procedures did not provide reasonable assurance that the general control objectives were being met. Opportunities to enhance controls are included in the Summary of Audit Findings.

## **SUMMARY OF AUDIT FINDINGS**

### **Mileage Data Indicates a Significant Portion of Fleet Vehicles are Underutilized**

#### **Benchmarks & Surveys**

LFUCG vehicle mileage data maintained on the Division of Fleet Services's FleetWave System as of July 10, 2007 indicates significant wide-scale underutilization of vehicles. Although current National Association of Fleet Administrators (NAFA) benchmarks could not be obtained due to LFUCG not being a member of that organization, we were informed by the NAFA Director of Education that "400 miles per month is underutilization for just about any vehicle". A benchmark obtained in a Mercury Associates report on fleet best practices (issued on March 6, 2006) makes reference to the Code of

Federal Regulations 41CFR101-39.3.01, which states that federal agencies must meet the following standards to justify full-time assignment of vehicles:

- Passenger vehicles must travel a minimum of 3,000 miles per quarter or 12,000 miles per year
- Light trucks and general purpose vehicles with a 12,500 lb. Gross Vehicle Weight Rating (GVWR) and under must travel 10,000 miles per year
- Trucks and general purpose vehicles with a GVWR range of 12,500-24,000 lbs must travel 7,500 miles per year
- Heavy trucks and general purpose vehicles with a GVWR greater than 24,000 lbs. must travel 7,500 miles per year
- Truck tractors must travel 10,000 miles per year

A fleet utilization audit conducted by the City of Tampa, Florida used 7,500 miles per year as the benchmark for underutilized passenger vehicles. In addition, a 2001 NAFA survey of 26,830 vehicles with gross vehicle weight less than 8,500 lbs. (this would include all passenger vehicles and standard trucks) noted average usage of 10,302 miles per year, which could serve as another benchmark or threshold.

Recognizing these studies indicate varying thresholds for using mileage to measure fleet utilization, and that vehicles confined primarily to county use would likely have lower mileage than federal government vehicles having regional or statewide travel, we examined fleet utilization as indicated by mileage from several different perspectives. We also conducted a survey of the various Divisions having fleet cars assigned to them (Divisional Fleets) asking three basic questions regarding fleet size and utilization: 1) Are your vehicles being used as intended, 2) What is the optimum size and utilization of your Division's fleet, 3) Are there opportunities to reduce the size of your Division's fleet? With very few exceptions, the responses clearly indicated that it was Division management's perspective that their vehicles were being used as intended and that there were no opportunities for fleet reduction. Some indicated an increase in fleet size was in order.

### Results of Data Review

If Police and Fire vehicles are included, there were 343 vehicles out of the total of 1,534 (22.4%) with 5,000 or fewer annualized miles over the life of the vehicles. If Police and Fire vehicles are excluded, the number of such vehicles totaled 253 out of 714 (35.4%). Pie charts contained on Attachments I and II demonstrate vehicle underutilization at LFUCG with Police and Fire vehicles included and excluded, respectively. We also noted that only 105 of the 714 (14.7%) non-Police and Fire vehicles were driven more than 10,000 annualized miles over the life of the vehicles (annualized miles are defined as total miles driven divided by the number of years in service).

Since vehicles are sometimes transferred to different Divisions and therefore experience a change in utilization during their lifetimes that may not be sufficiently reflected in their annualized miles, a FleetWave System list of all passenger vehicles driven less than 4,800 miles and all heavy equipment vehicles driven less than 2,400 miles during FY 2007 was also produced to examine their use in the most recent fiscal year. Adjusted for new vehicle purchases, this list contained 319 underutilized vehicles and is included on Attachment III.

Fleet management industry studies indicate a clear relationship exists between the age and size of a fleet, noting it is a common practice among organizations with older vehicles to add additional vehicles while keeping the older ones in inventory. Those older vehicles may continue to accumulate even when no longer used as front-line vehicles if a clearly defined policy for their sale and removal is not in place and active. As indicated in Attachment III, during FY 2007 there was a combined 240 passenger vehicles and heavy equipment vehicles six or more years old driven less than 4,800 miles and 2,400 miles, respectively, with 91 of these vehicles being 10 or more years old. While it is understood that some of these may be specialized vehicles that would inherently experience only seasonal or special event use, the size of this list clearly supports an industry recognized aspect of fleet management, i.e. older vehicles are driven less than newer ones. Older vehicles must still be serviced, and have a greater risk of breakdown and therefore require more spare parts.

### Fleet Utilization Recommendations

It is recommended LFUCG senior management develop a replacement policy, including a specific long-term replacement plan, for the various classes and types of vehicles. This policy should include the establishment and utilization of a Vehicle Allocation Model (VAM). As defined by the Mercury Associates report on fleet best practices (issued on March 6, 2006), a VAM would provide LFUCG standard decision-making criteria and data to identify primary fleet needs and optimal allocation of vehicles. Implementing a VAM would enable LFUCG to purchase the appropriate number and types of vehicles based upon a clearly defined set of policies and procedures. Again referencing the Mercury Associates report, the VAM should include the following components:

- A policy that clearly sets forth LFUCG's fleet size management principles.
- An organization-wide policy fostering cooperation and sharing of fleet vehicles among Divisions.
- Financial practices, such as budget charge-backs (addressed later in this report), that raise awareness among fleet users of the costs associated with fleet ownership.
- An effective and efficient fleet replacement program; One possible measurement for replacement is when a vehicle's combined capital and operating costs are at their lowest (i.e., the vehicle is fully depreciated but repair and maintenance costs common to older vehicles have not yet started to dramatically increase). Fleet management industry studies indicate this typically occurs for passenger and light duty vehicles at five to seven years of age and 75,000 to 100,000 miles.
- An information management approach that provides for the efficient collection, analysis, and distribution of fleet utilization data.
- A baseline authorized allocation of vehicles for each Division established through a detailed study of fleet size requirements that considers mission activities, staffing, vehicle use, and the feasibility of employing other transportation alternatives.
- A procedure for demonstrating the need for acquiring new vehicles, whether replacements or additions.

Until this senior management policy is in place and functional, a freeze on general use (non-emergency) vehicle replacements across all Divisions within LFUCG would certainly seem to have merit. An additional fleet utilization study currently being performed by Management Partners, Inc, an outside consulting firm specializing in fleet management practices, should contain a more

comprehensive study of vehicle utilization using additional criteria that will be useful in developing this policy. The Management Partners study may also provide additional information useful in determining when leasing and/or renting vehicles and heavy equipment is more economical than purchasing replacements.

Once in place, the policy should promote efficient utilization of vehicles on an ongoing basis and require continued justification for replacement vehicles, particularly if vehicles are primarily replaced due to age. A primary goal of this policy should be to promote the effective sharing of fleet vehicles to provide reasonable assurance that additional vehicle acquisition (purchase, lease, or rent) only occurs when it is the most effective means for meeting a user's needs. It should also emphasize a review of the on-going need for a given vehicle before replacing it as its purpose and function may have sufficiently changed over time to the point where a replacement is not needed.

In order to accomplish this, relevant and timely information will be necessary to effectively manage the fleet. Daily logs of vehicle use should be completed and their data compiled into relevant utilization criteria such as miles driven, hours of daily use, purpose of use, location, etc. for management's review. A more effective method (but one with significant cost associated with it) would be the installation of Automatic Vehicle Location systems in each vehicle to record trips, odometer readings, etc. Senior management should also be provided a monthly exception report to demonstrate under-utilization of vehicles and equipment in order to enhance awareness of actual fleet usage versus perceived needs. Per the Mercury Associates report, it is generally accepted that the best indicator of a vehicle's use is in miles driven or hours operated.

While it is recognized that a "one size fits all" approach to fleet size does not take into account certain factors that might justify the retention of vehicles on a case by case basis, the significant percentage of vehicles with low mileage utilization indicates some fleet reductions can be realized without significant reduction in services. Identifying the size of the reduction and type of vehicles involved would require coordination between senior management, the Director of Fleet Services, and the Division Directors. Additional insight into the fleet reduction size and types of vehicles involved may also be provided by the study being conducted by Management Partners, Inc., but clearly some reduction appears justifiable.

An LFUCG vehicle may be considered in use when it is not available for use by another Division. Currently, much of LFUCG's fleet is assigned to Divisional Fleets (i.e. fleet cars specifically assigned to the various Divisions with distinct decals) rather than a general pool. This practice does not encourage the sharing of available vehicles among the various Divisions. In conjunction with the freezing of general use (non-emergency) replacement vehicles and overall fleet reduction, it is also recommended that general use (non-emergency) Divisional Fleets with vehicles purchased through the General Fund be abolished. To the extent practicable, all general purpose fleet vehicles purchased through the General Fund, particularly passenger vehicles and light trucks, should be reassigned to a general pool divided into strategic locations available to any users in order to increase flexibility and use of fleet vehicles. As it is recognized that geographic dispersion may occasionally make it problematic for employees to access such general pool vehicles, a few vehicles may have to be given semi-permanent assignment at satellite locations such as Parks & Recreation's Masterson Station location. However, their placement at such satellite locations should not preclude their use across Divisional lines.

Employees should also be encouraged to use their own vehicles when feasible in order to enhance the availability of this general pool. To that end, CAO Policy 16 (Mileage Reimbursement) may need to be revisited to determine if its requirements related to business use of personal vehicles are too restrictive to encourage this practice.

If the practice of Divisional Fleets is continued, a reporting process should be established to regularly communicate under-utilization to senior management as well as to the Directors of Divisions having specifically assigned vehicles. A type of budgeted charge-back system requiring such Divisions to carry the cost of their assigned vehicles and account for replacement costs would also be recommended to encourage greater fiscal responsibility in those Divisions having their own fleets. Under this scenario, funds obtained from the sale of a Division's vehicles should be re-allocated into that Division's budget to help pay for its future vehicle purchases. This approach may also be used to encourage Divisions with their own fleets to sell off old vehicles in order to assist LFUCG in providing funding for the new vehicle purchases.

### **LFUCG Fleet Size is not Sufficiently Benchmarked with Industry Standards**

LFUCG owns more than 1,600 vehicles but is not a member of any professional fleet management association. Therefore, fleet management personnel do not have at their disposal the best industry benchmarks from which to gauge effective utilization.

It is recommended the Division of Fleet Services obtain membership in a professional fleet management organization in order to have ready access to industry benchmarks and best practices such membership provides. For example, the National Association of Fleet Administrators (NAFA) charges only \$440 for full annual membership. The benefits to LFUCG of information and best practices obtained from such an organization would likely far exceed its annual cost.

### **Take-Home Vehicle Benefit Not Consistently Reported to the IRS**

Division of Fleet Services records identified 65 non-police LFUCG employees having take-home vehicles (the IRS does not require law enforcement personnel to report this benefit on their W-2 if they meet certain basic criteria). We compared this with Division of Accounting records, noting that 51 of the 65 employees (78.5%) did not report this taxable non-cash fringe benefit on their 2006 W-2. The Division of Accounting relies on employees to self-report the use of a take-home vehicle for tax reporting purposes. It is recommended that the Division of Accounting obtain the Division of Fleet Services list of non-Police employees having take-home vehicles and cross-check this list to their own for tax reporting purposes. Accounting should then contact any employees who have not self-reported their fringe benefit to determine if there are extenuating circumstances (e.g., the Fleet Services list is incorrect) that would preclude the reporting of the benefit on the employees' W-2. Otherwise, such tax reporting should be consistently applied.

**SENIOR ADVISOR FOR MANAGEMENT AUDIT RESPONSE**

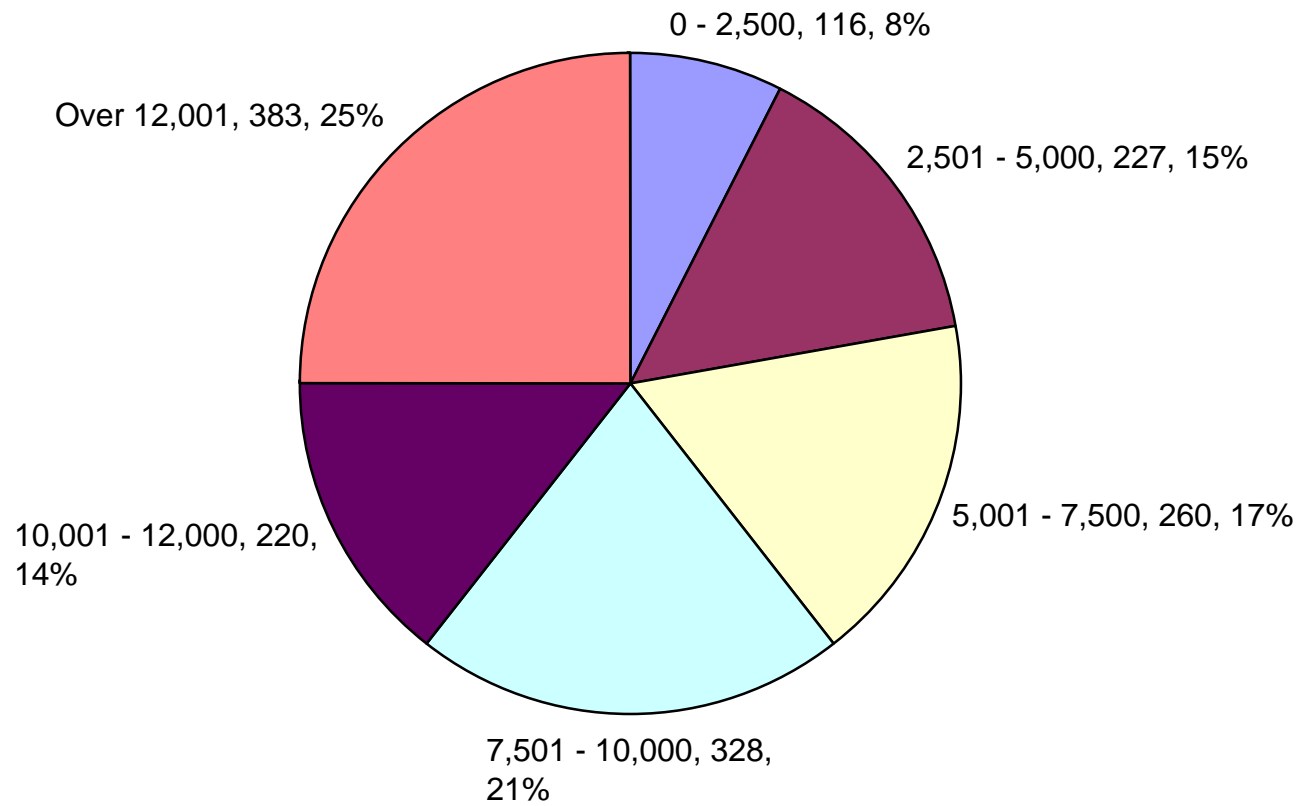
We have received and reviewed the Fleet Asset Management Audit and are in general agreement with the recommendations of the Internal Audit team.

Specifically as to the recommendations;

1. We agree a vehicle utilization policy is appropriate and such a policy will be developed. Commissioner Cole has implemented a freeze on the purchase of general use vehicles pending development of an appropriate policy.
2. We agree the LFUCG fleet has not been appropriately benchmarked and that such benchmarking will result in better fleet management practices. Benchmarking data will be incorporated into our fleet needs planning process.
3. We agree attention is needed to insure consistent IRS reporting of the take-home vehicle benefit and the finance and administrative team will insure consistent reporting is going forward.

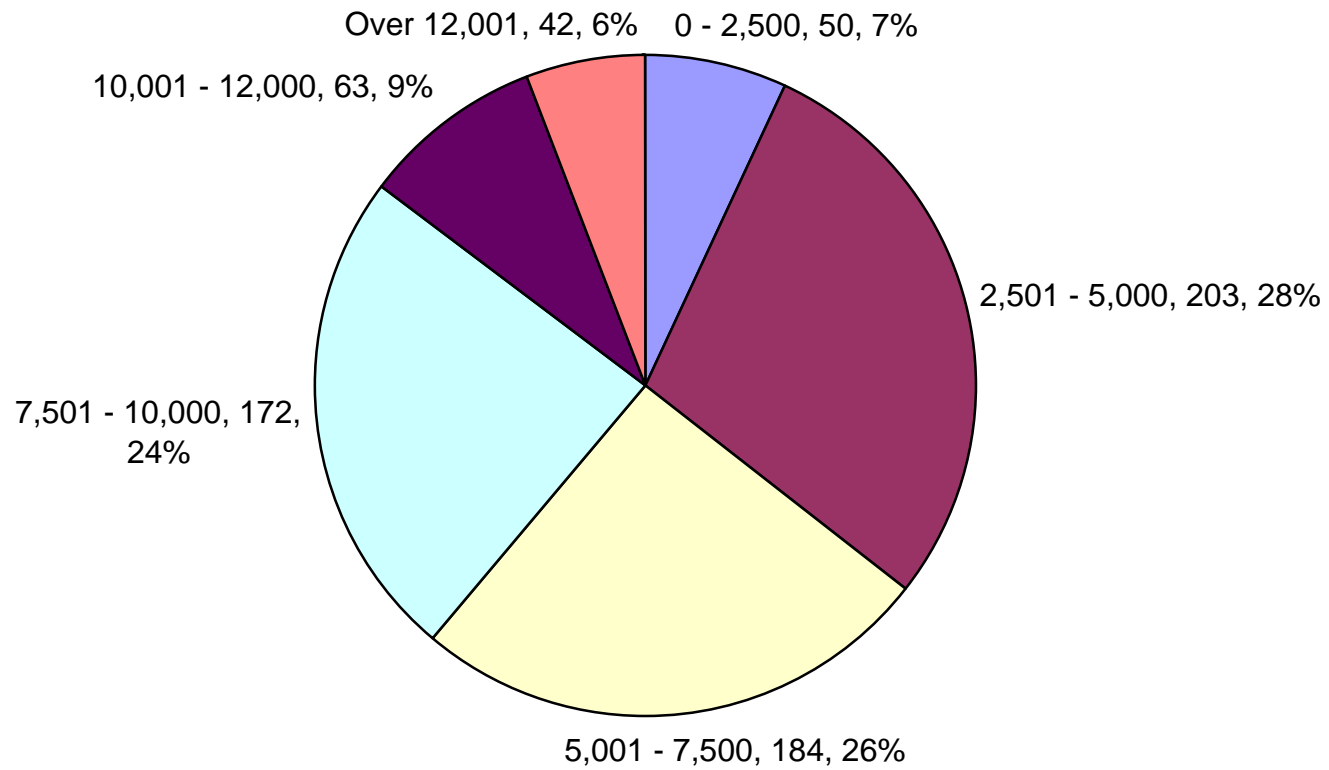
As you are aware, we have retained Management Partners to do a broader management audit of the LFUCG administrative functions. We understand you have shared the fleet assessment audit report with Management Partners team. It is also our understanding Management Partners will incorporate the internal audit report into their overall recommendations and final report.

**Vehicle Utilization Audit**  
**Average Vehicle Mileage (Police & Fire included)**





**Vehicle Utilization Audit**  
**Average Vehicle Mileage (Police & Fire excluded)**



**Vehicle Utilization Audit  
FY 2007 Underutilized Vehicles List\***

Unit #	Model year	Unit Make	Unit Model	Distance travelled	Division
108	1911	KNOX	PUMPER	0	FIRE
105	1926	ARNFX	PUMPER	0	FIRE
117	1949	SEGRV	PUMPER	68	FIRE
104	1965	MAXIM	PUMPER	6	FIRE
462	1971	FORD	GALAXIE	118	POLICE
151	1978	AMRLF	PUMPER	614	FIRE
168	1981	FORD	F700	276	FIRE
1206	1982	FORD	F8000	0	SEWERS
1157	1982	INTHR	1700	1,109	FIRE
1352	1983	FORD	F600	0	FIRE
1353	1983	FORD	F600	1,043	FIRE
144	1986	PIERCE	PUMPER	0	FIRE
1647	1986	INTHR	PUMPER	135	FIRE
1568	1986	FORD	F600	191	SEWERS
1567	1986	FORD	F600	249	PARKS
8254	1986	OSHKH	T1500	425	FIRE
1646	1986	INTHR	PUMPER	534	FIRE
1967	1987	INTHR	S1700	1,275	S&R
1703	1987	INTHR	1650	1,479	FIRE
110	1987	PIERCE	AERIAL	2,149	FIRE
1920	1988	CHEVY	30 STEPVAN	428	POLICE
1970	1989	MITSU	FM555	133	POLICE
214	1990	FORD	F450	443	POLICE
107	1990	PIERCE	AERIAL	1,002	FIRE
717	1991	FORD	CROWN VIC	7	POLICE
6210	1991	FORD	F700	63	POLICE
1125	1991	INTHR	4900 DUMP	218	SEWERS
1026	1991	INTHR	SCHOOL BUS	1,436	PARKS
1123	1991	INTHR	4900 DUMP	2,296	SEWERS
1126	1991	INTHR	4900 DUMP	2,709	PARKS
1966	1992	FORD	RANGER	592	POLICE
961	1992	OSHKH	BUS	909	JAIL
6212	1992	GMC	SAFARI VAN	2,036	POLICE
251	1993	GMC	3500HD	482	PARKS
858	1993	INTHR	4700	1,823	TRAFFIC
250	1993	GMC	3500HD	2,967	PARKS
963	1994	INTHR	4700	318	PARKS
960	1994	INTHR	4700	1,396	REFUSE
8029	1994	KNWRT	T400B	1,915	SEWERS
1032	1995	INTHR	4900 DUMP	110	SEWERS
1033	1995	INTHR	4900 DUMP	197	SEWERS
971	1995	INTHR	4700	408	SEWERS
1199	1995	FORD	STEPVAN	810	POLICE
696	1995	FORD	TAURUS	1,086	SEWERS
1156	1995	FORD	F150 PKUP	3,225	911

Unit #	Model year	Unit Make	Unit Model	Distance travelled	Division
1175	1995	FORD	E150 VAN	3,822	POLICE
1161	1995	FORD	F150 PKUP	4,694	BI
1011	1996	PETE	320	0	PARKS
1466	1996	FORD	CROWN VIC	3	POLICE
1192	1996	INTHR	4700 DUMP	90	SEWERS
1194	1996	INTHR	4700 DUMP	183	SEWERS
1188	1996	INTHR	4700 DUMP	417	SEWERS
1204	1996	CHEVY	STEPVAN	441	POLICE
1203	1996	CHEVY	STEPVAN	633	POLICE
979	1996	INTHR	4700	888	REFUSE
1012	1996	PETE	320	938	PARKS
1142	1996	INTHR	4700 DUMP	951	SEWERS
6320	1996	JEEP	CHEROKEE	1,167	POLICE
1726	1996	PETE	320	1,260	PARKS
1146	1996	INTHR	4700 DUMP	1,293	SEWERS
1208	1996	FORD	E150 VAN	1,781	Clerk
1201	1996	FORD	F250 PKUP	1,818	POLICE
1141	1996	INTHR	4700 DUMP	1,822	SEWERS
1391	1996	CHEVY	LUMINA	2,315	FAMILY
1200	1996	FORD	F250 PKUP	2,394	POLICE
1248	1996	DODGE	2500 PKUP	2,772	BM
1143	1996	INTHR	4700 DUMP	3,129	SEWERS
1018	1996	INTHR	SCHOOL BUS	3,223	FAMILY
1236	1996	DODGE	2500 PKUP	4,600	BM
1547	1997	PETE	320	0	REFUSE
1500	1997	INTHR	4700 DUMP	354	BM
1829	1997	FORD	TAURUS	1,329	SEWERS
1622	1997	FORD	F150 PKUP	1,413	S&R
1513	1997	INTHR	4700 DUMP	1,552	PARKS
1603	1997	FORD	AEROSTAR	1,954	JAIL
1597	1997	FORD	RANGER	2,027	TAX
1506	1997	INTHR	4700 DUMP	2,216	SEWERS
1504	1997	INTHR	4700 DUMP	2,268	PARKS
5143	1997	JOHNS	J4000 STSW	2,328	S&R
1505	1997	INTHR	4700 DUMP	2,573	SEWERS
1803	1997	FORD	E350 VAN	2,608	PARKS
1255	1997	CHEVY	3500	2,739	POLICE
1503	1997	INTHR	4700 DUMP	3,152	PARKS
1594	1997	FORD	E350 VAN	3,213	FIRE
1591	1997	FORD	E350 VAN	3,398	DEEM
1588	1997	FORD	E350 VAN	3,427	PARKS
1624	1997	FORD	F150 PKUP	3,464	ENG
1831	1997	FORD	TAURUS	3,584	BM
1838	1997	FORD	TAURUS	3,802	BI
166	1997	CHEVY	SUBURBAN	3,943	FIRE
6322	1997	CHEVY	TAHOE	4,242	POLICE
1715	1998	FORD	E350 VAN	83	POLICE
588	1998	FORD	CROWN VIC	171	POLICE

Unit #	Model year	Unit Make	Unit Model	Distance travelled	Division
1662	1998	FORD	TAURUS	252	IT
592	1998	FORD	CROWN VIC	776	POLICE
556	1998	FORD	CROWN VIC	849	POLICE
1205	1998	CHEVY	STEPVAN	931	POLICE
590	1998	FORD	CROWN VIC	1,114	POLICE
1562	1998	PETE	320	1,253	REFUSE
7183	1998	FORD	E350 VAN	1,968	PLAN
1719	1998	DODGE	CARAVAN	2,127	FIRE
1658	1998	FORD	TAURUS	2,128	S&R
7184	1998	FORD	E350 VAN	2,239	PLAN
7180	1998	FORD	E350 VAN	2,346	PLAN
1691	1998	FORD	TAURUS	2,419	REFUSE
1559	1998	PETE	320	2,434	REFUSE
1706	1998	FORD	E350 VAN	2,492	BM
7181	1998	FORD	E350 VAN	2,838	PLAN
1671	1998	FORD	TAURUS	3,051	BI
1652	1998	FORD	TAURUS	3,122	FIRE
1699	1998	FORD	TAURUS	3,149	FAMILY
1665	1998	FORD	TAURUS	3,246	CE
1632	1998	DODGE	1500 PKUP	3,251	CE
1634	1998	FORD	F150 PKUP	3,278	POLICE
488	1998	FORD	EXPLORER	3,352	POLICE
1664	1998	FORD	TAURUS	3,360	CE
581	1998	FORD	CROWN VIC	3,431	POLICE
533	1998	FORD	CROWN VIC	3,514	POLICE
1673	1998	FORD	E350 VAN	3,792	JAIL
1705	1998	FORD	E350 VAN	3,855	BM
1697	1998	FORD	TAURUS	3,898	S&R
1657	1998	FORD	TAURUS	3,917	FIRE
507	1998	FORD	CROWN VIC	3,970	POLICE
598	1998	FORD	CROWN VIC	4,065	POLICE
1682	1998	FORD	F150 PKUP	4,155	SEWERS
1718	1998	DODGE	CARAVAN	4,237	YS
1680	1998	FORD	TAURUS	4,326	TRAFIC
1637	1998	FORD	F150 PKUP	4,522	BM
1649	1998	FORD	F150 PKUP	4,543	PARKS
1660	1998	FORD	TAURUS	4,601	CE
504	1998	FORD	CROWN VIC	4,698	POLICE
7189	1999	CHEVY	E350 VAN	0	SS
8050	1999	GMC	T7500	27	REFUSE
422	1999	FORD	F450	477	FLEET
342	1999	FORD	CROWN VIC	633	POLICE
1932	1999	DODGE	1500 PKUP	746	REFUSE
7187	1999	CHEVY	3500 VAN	872	PLAN
460	1999	FORD	EXPLORER	1,194	POLICE
7191	1999	CHEVY	3500 VAN	1,302	PLAN
938	1999	DODGE	STRATUS	1,479	BI
1944	1999	DODGE	3500 VAN	1,491	FAMILY

Unit #	Model year	Unit Make	Unit Model	Distance travelled	Division
1874	1999	CHEVY	S10 PKUP	1,491	FAMILY
423	1999	FORD	F450	1,588	TRAFIC
1071	1999	DODGE	STRATUS	1,798	PARKS
474	1999	FORD	EXPLORER	1,823	POLICE
424	1999	FORD	F450	2,180	BM
992	1999	DODGE	STRATUS	2,388	BI
7186	1999	CHEVY	3500 VAN	2,396	PLAN
344	1999	FORD	CROWN VIC	2,437	POLICE
1938	1999	DODGE	STRATUS	2,566	CD
1003	1999	DODGE	STRATUS	2,591	BM
1859	1999	DODGE	1500 PKUP	2,812	FIRE
1073	1999	DODGE	STRATUS	2,812	PARKS
1021	1999	DODGE	STRATUS	2,871	FAMILY
1858	1999	CHEVY	SUBURBAN	2,895	ENG
1067	1999	DODGE	STRATUS	2,910	PARKS
1873	1999	DODGE	1500 PKUP	3,066	POLICE
1936	1999	DODGE	STRATUS	3,248	CD
1939	1999	DODGE	STRATUS	3,248	CD
1059	1999	DODGE	STRATUS	3,274	PARKS
7000	1999	CHEVY	3500 VAN	3,661	SEWERS
1871	1999	DODGE	1500 PKUP	3,670	POLICE
999	1999	DODGE	STRATUS	3,675	FIRE
1066	1999	DODGE	STRATUS	3,720	PARKS
1911	1999	FORD	EXPLORER	3,835	SEWERS
1864	1999	DODGE	1500 PKUP	3,858	FIRE
7190	1999	CHEVY	3500 VAN	4,165	PLAN
1906	1999	DODGE	CARAVAN	4,221	POOL
1921	1999	DODGE	1500 PKUP	4,304	SEWERS
933	1999	DODGE	STRATUS	4,309	BI
1928	1999	DODGE	1500 PKUP	4,335	ENG
116	1999	CHEVY	SUBURBAN	4,690	FIRE
1868	1999	DODGE	1500 PKUP	4,694	TRAFIC
953	1999	DODGE	STRATUS	4,710	BI
378	2000	FORD	CROWN VIC	74	POLICE
6025	2000	FORD	CROWN VIC	299	POLICE
8008	2000	INTHR	4900	602	REFUSE
7046	2000	FORD	TAURUS	1,086	TRAFIC
7031	2000	DODGE	3500 VAN	1,105	PARKS
7030	2000	DODGE	3500 VAN	1,298	BM
7039	2000	FORD	TAURUS	1,428	TRAFIC
7026	2000	DODGE	DAKOTA	2,270	SEWERS
7045	2000	FORD	TAURUS	2,271	PARKS
7001	2000	CHEVY	3500 VAN	2,309	SEWERS
7004	2000	CHEVY	BLAZER	2,350	SEWERS
7008	2000	FORD	CROWN VIC	2,424	JAIL
7032	2000	DODGE	3500 VAN	2,544	FLEET
6001	2000	FORD	F350 PKUP	2,686	POLICE
7050	2000	DODGE	CARAVAN	2,770	DEEM

Unit #	Model year	Unit Make	Unit Model	Distance travelled	Division
612	2000	FORD	CROWN VIC	2,819	POLICE
397	2000	FORD	CROWN VIC	2,913	POLICE
7029	2000	FORD	EXPEDITION	2,967	REFUSE
7005	2000	CHEVY	BLAZER	3,053	ENG
7053	2000	DODGE	3500 VAN	3,272	JAIL
7047	2000	FORD	TAURUS	3,406	FAMILY
7003	2000	CHEVY	3500 VAN	3,435	SEWERS
6037	2000	FORD	CROWN VIC	3,464	POLICE
7043	2000	FORD	TAURUS	3,474	TAX
6074	2000	DODGE	3500 VAN	3,658	POLICE
6056	2000	FORD	CROWN VIC	3,707	POLICE
7048	2000	CHEVY	BLAZER	3,712	POOL
7052	2000	DODGE	3500 VAN	3,950	JAIL
634	2000	FORD	CROWN VIC	4,062	POLICE
7036	2000	FORD	TAURUS	4,103	POOL
6036	2000	FORD	CROWN VIC	4,175	POLICE
7051	2000	DODGE	3500 VAN	4,219	JAIL
7049	2000	DODGE	CARAVAN	4,342	TRAFFIC
376	2000	FORD	CROWN VIC	4,434	POLICE
8109	2000	FORD	TAURUS	4,465	FIRE
6009	2000	CHEVY	BLAZER	4,485	POLICE
6011	2000	CHEVY	BLAZER	4,511	POLICE
7006	2000	CHEVY	BLAZER	4,718	REFUSE
604	2000	FORD	CROWN VIC	4,747	POLICE
7194	2001	FORD	E350 VAN	687	PLAN
7083	2001	INTHR	4900	718	PARKS
7196	2001	FORD	E350 VAN	730	PLAN
7070	2001	FORD	RANGER	1,309	SEWERS
7086	2001	FORD	F450	1,419	S&R
7076	2001	CHEVY	BLAZER	1,734	BI
8111	2001	INTHR	4900	1,930	FIRE
7087	2001	HONDA	INSIGHT	1,943	FLEET
7067	2001	FORD	RANGER	2,090	ENG
7015	2001	DODGE	1500 PKUP	2,147	SEWERS
8038	2001	FREIGHT	FL80	2,178	PARKS
6072	2001	DODGE	1500 PKUP	2,329	POLICE
7072	2001	FORD	TAURUS	2,497	BI
7073	2001	FORD	TAURUS	2,539	BI
6062	2001	FORD	CROWN VIC	2,967	POLICE
7075	2001	CHEVY	BLAZER	2,980	BI
6067	2001	FORD	CROWN VIC	3,021	POLICE
7082	2001	DODGE	DURANGO	3,239	SEWERS
7068	2001	FORD	RANGER	3,284	ENG
7193	2001	FORD	E350 VAN	3,318	YS
7085	2001	FORD	E350 VAN	3,621	SEWERS
7062	2001	FORD	F150 PKUP	3,636	SEWERS
7195	2001	FORD	E350 VAN	3,666	PLAN
7074	2001	FORD	TAURUS	3,761	BI

Unit #	Model year	Unit Make	Unit Model	Distance travelled	Division
6073	2001	DODGE	1500 PKUP	4,052	POLICE
7069	2001	FORD	RANGER	4,143	BI
7016	2001	DODGE	1500 PKUP	4,169	SEWERS
6203	2002	FORD	WINDSTAR	136	POLICE
6165	2002	FORD	CROWN VIC	498	POLICE
6134	2002	FORD	CROWN VIC	745	POLICE
6382	2002	CHRYSLER	PT CRUISER	757	POLICE
6162	2002	FORD	CROWN VIC	1,000	POLICE
6204	2002	FORD	WINDSTAR	2,080	POLICE
7102	2002	FORD	F150 PKUP	2,576	BM
8049	2002	INTHR	4900	2,814	SEWERS
8083	2002	MACK	LE613	2,984	REFUSE
8091	2002	FREIGHT	FL70	3,397	REFUSE
7099	2002	FORD	F150 PKUP	3,802	PARKS
7118	2002	FORD	WINDSTAR	4,084	BM
6166	2002	FORD	CROWN VIC	4,624	POLICE
6148	2002	FORD	CROWN VIC	4,642	POLICE
7110	2002	FORD	F150 PKUP	4,648	SEWERS
7100	2002	FORD	F150 PKUP	4,653	TRAFIC
8080	2003	INTHR	7400	1,313	REFUSE
7143	2003	TOYOTA	PRIUS	2,109	FIRE
8071	2003	MACK	LE613	2,289	REFUSE
7140	2003	TOYOTA	PRIUS	2,367	HP
7131	2003	HONDA	CIVIC	2,655	BM
7130	2003	HONDA	CIVIC	2,798	PARKS
7125	2003	HONDA	CIVIC	2,943	TAX
7141	2003	TOYOTA	PRIUS	3,220	MOET
7127	2003	HONDA	CIVIC	3,305	POOL
7163	2003	FORD	E350 VAN	3,319	PIO
7124	2003	HONDA	CIVIC	3,322	CE
8070	2003	MACK	LE613	3,402	REFUSE
8074	2003	MACK	LE613	3,570	REFUSE
6248	2003	FORD	EXPEDITION	3,643	POLICE
6317	2003	CHEVY	ASTRO VAN	3,966	POLICE
7122	2003	HONDA	CIVIC	4,363	ENG
7157	2003	FORD	F150 PKUP	4,418	BM
6231	2003	FORD	CROWN VIC	4,435	POLICE
7159	2003	FORD	RANGER	4,633	ENG
7203	2004	FORD	F350 PKUP	1,126	FIRE
7202	2004	FORD	F350 PKUP	1,391	FIRE
7209	2004	FORD	F550 PKUP	1,574	FIRE
7197	2004	FORD	F450	1,713	SEWERS
7206	2004	FORD	F350 PKUP	2,033	FIRE
7239	2005	FORD	F150 PKUP	865	ENG
6428	2005	FORD	CROWN VIC	1,029	POLICE
7238	2005	FORD	F150 PKUP	2,202	ENG
7213	2005	FORD	F150 PKUP	2,271	SEWERS
7233	2005	FORD	F150 PKUP	2,389	ENG

Unit #	Model year	Unit Make	Unit Model	Distance travelled	Division
7237	2005	FORD	F150 PKUP	2,573	ENG
7242	2005	FORD	F150 PKUP	2,834	FLEET
7216	2005	FORD	F150 PKUP	3,725	SEWERS
7228	2005	FORD	F150 PKUP	3,786	JAIL
7227	2005	FORD	F150 PKUP	4,029	JAIL
7224	2005	FORD	F150 PKUP	4,163	TRAFIC
7225	2005	FORD	F150 PKUP	4,556	BM
8242	2006	FORD	E450 BUS	805	JAIL
6481	2006	FORD	F550	990	POLICE
7304	2006	FORD	F350	1,393	SEWERS
7288	2006	FORD	F350 PKUP	1,672	SEWERS
7312	2006	HONDA	CIVIC	2,292	BI
7260	2006	FORD	E350 VAN	2,573	PARKS
6437	2006	INTHR	SCHOOL BUS	2,601	POLICE
8236	2006	MACK	LE613	2,729	REFUSE
7264	2006	FORD	E350 VAN	3,136	BM
7274	2006	FORD	FREESTAR VAN	3,210	BM
7270	2006	FORD	E350 VAN	3,361	TRAFIC
7284	2006	FORD	E350 VAN	3,507	POOL
7305	2006	DODGE	DAKOTA	3,556	FLEET
7319	2006	FORD	EXPLORER	3,735	FIRE
7289	2006	FORD	F350 PKUP	3,813	SEWERS
7258	2006	FORD	F250 PKUP	3,941	PARKS
7261	2006	FORD	E350 VAN	4,113	PARKS
7262	2006	FORD	E350 VAN	4,264	PARKS
7329	2007	FORD	F150 PKUP	972	SEWERS
7330	2007	FORD	F150 PKUP	1,181	SEWERS
6533	2007	FORD	CROWN VIC	1,359	POLICE
6535	2007	FORD	CROWN VIC	1,998	POLICE
6524	2007	FORD	CROWN VIC	2,773	POLICE
6553	2007	FORD	CROWN VIC	2,906	POLICE
6525	2007	FORD	CROWN VIC	3,522	POLICE
6520	2007	FORD	CROWN VIC	3,813	POLICE
6517	2007	FORD	CROWN VIC	4,166	POLICE

\* Based upon the criteria of standard vehicles driven less than 4,800 miles and heavy equipment vehicles driven less than 2,400 miles during FY 2007 per FleetWave.