

# Public Works Fleet Optimization

## Vehicle and Equipment Plan

10/8/2013  
City of Shawnee  
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# EXECUTIVE SUMMARY

## INTRODUCTION

The Public Works Department has continuously improved upon and followed good practices within its Fleet Division. To continue and comprehensively document improvement, in 2013, the Department examined the fleet in detail to achieve the following:

- Proper asset assignment
- Update Department's replacement schedule
- Review fleet usage and alignment with Department budget and programs
- Formalizing a Department Fleet Management Policy
- Identify Department's assets needs
- Identify assets that are underutilized and should be eliminated from fleet

Fleet Management is an organizational unit within the Public Works Department's Field Operations Division. The Fleet division purchases, maintains and fuels over 160 vehicles and 30 pieces of equipment across five departments. The Public Works Department owns over 70 of those vehicles and over 20 of those pieces of equipment (assets). The types of assets range from a small concrete saw to pursuit vehicles, through heavy-duty trucks, off-road construction equipment and certain specialty equipment. The Fleet division is not responsible for maintenance on Parks & Recreation assets, unless related to snow removal.

The Public Work Department is organized into three divisions that carry out various required functions. Each division currently has its own asset assignments to establish accountability for proper care and preventative maintenance of all assets. Public Works vehicle and equipment replacement, if over \$5,000, is funded from the Equipment and Facility Reserve Fund (Fund 216) or the Stormwater Utility Fund (Fund 213) for Stormwater maintenance related assets.

Each asset allows the Department and its divisions to fulfill its 19 programs and accomplish the Department's mission:

*To provide a safe and well-maintained public infrastructure for all citizens while promoting responsible stewardship of resources and assisting individuals in understanding and complying with building codes and municipal regulations.*

Each of the Department's assets support different programs. It is important to evaluate each programs asset needs Department wide considering budgetary restrictions and staff capacity. Some programs fit within our operating budget and should be performed with in-house staff and assets. Some with other programs, it is more fiscally responsible to contract.

The Department did not have a written Fleet Management Policy in place that governs how vehicles are used to provide services to the Department. During the process of this fleet study, the Department has created a Public Works Department Fleet Management Policy that includes Department policy on staff use of City vehicles and replacement requirements for its current fleet.

The primary factors driving fleet-related costs for the Department are the size and the composition of the fleet.

The Department began a close collaboration discussion between fleet users—who are best equipped to define how specific vehicles enable them to fulfill the Department’s mission and programs—and Management Team—who have technical expertise and access to City-wide fleet data to evaluate each vehicle’s performance. The Department set guidelines that are designed to reflect the individual work patterns of each user. Guidelines allow the program to be flexible enough to accommodate unique operational requirements that cannot be met through analyzing raw data, while still providing a method to trigger further discussions about vehicles that may not be needed based on the lack of use compared to the threshold.

The following tasks were undertaken to perform the project:

1. Develop detailed usage profiles for each asset;
2. Face-to-face discussions with all users regarding assets that fell below the set guidelines;
3. Analyze responses and identify possible under-utilized assets;
4. Meet with supervisors to review and determine the future of under-utilized assets;
5. Document and present study, findings, and recommendations.

These tasks are described in further detail in the following sections.

## PROPER ASSET ASSIGNMENT

Alternatives to the full-time assignment of assets to a division include the use of rental equipment, the use of a centrally managed pool, inter-divisional sharing, and even contracting services where economically feasible.

Inter-divisional sharing of assets occurs infrequently. The main reason for this is that many assets are task specific and most unsuitable for other job applications. However, in an attempt to help reduce overall fleet size, the Department will shift some assets to a pool to be managed by the Public Works Coordinator to better utilize all the assets. In one (1) year, the shifted assets will be reevaluated and determined if usage has increased beyond the general threshold or if some assets can be eliminated from our fleet.

During the Department’s analysis, specific assets were identifying that needed further review of their job function and use with the intent of pinpointing truly underutilized vehicles. This involved identifying assets whose utilization is substantially less than that of comparable units in the fleet; meeting with users of these assets to determine whether their retention is warranted or if alternatives like pooling the vehicle would increase utilization.

During the interview with the supervisors, it was determined that thirty-three (33) of the assets should be reassigned to a different crew and twenty-five (25) assets should be designated as department pool units. Reassigning assets to a Department pool should result in higher usage.

## UPDATE REPLACEMENT SCHEDULE

The Public Works Department Fleet Management Policy, which includes a breakdown of vehicles by type replacement criteria, is attached as Appendix A.

Over the past five years, staff and the City Council have discussed the challenges of protecting the City's assets while continuing to make investments in our community. As revenues declined in 2009 through 2011, the City postponed equipment replacements. During that time, the Department developed very comprehensive replacement schedules for non-public safety vehicles and equipment. Now that revenues are beginning to slowly improve, it is critical that the Department begin replacing assets that have been delayed over the past four years. Beginning in 2010, the Department began funding its asset replacement through a new Fund 216 as well as continuing to use the Fund 213.

Fund 216 has no dedicated funding source. Funding needs are included in table 2 based on the replacement and maintenance schedules.

**Table 2 – 5-year Asset Replacement Schedule Fund 216**

	2014	2015	2016	2017	2018
Heavy Truck	\$ -	\$ 372,905	\$ 156,506	\$ 205,408	\$ 108,945
Medium Truck	\$ -	\$ 52,889	\$ -	\$ -	\$ -
Light Truck	\$ 143,255	\$ 88,980	\$ 69,947	\$ 52,773	\$ 83,411
Car	\$ -	\$ -	\$ -	\$ 34,758	\$ -
Equipment	\$ -	\$ 146,493	\$ 207,653	\$ 212,059	\$ 132,346
Trailer	\$ -	\$ -	\$ -	\$ -	\$ 5,076
<b>Public Works Total</b>	<b>\$ 143,255</b>	<b>\$ 661,267</b>	<b>\$ 434,106</b>	<b>\$ 504,998</b>	<b>\$ 329,778</b>
Funding from Fund 216	\$ 400,250*	\$ -	\$ -	\$ -	\$ -
<b>Annual Funding Gap</b>	<b>(\$ 56,870)</b>	<b>(\$ 661,267)</b>	<b>(\$ 434,106)</b>	<b>(\$ 504,998)</b>	<b>(\$ 329,778)</b>

\*Assuming ½ of fund 216 will go to Public Works and assuming ½ of fund 216 is for vehicle/equipment replacement and ½ is for facility maintenance

The Department funds its Stormwater asset replacement through the Fund 213. The Stormwater Management Program is also funded with a transfer from the General Fund into the Stormwater Fund. Stormwater asset funding needs are included in table 3 based on replacement and maintenance schedules.

An internal committee of Public Works Management Team, appropriate Foremen or Supervisors, and appropriate staff and crew members, and the Department's Green Team Member(s) shall evaluate specific vehicle or equipment purchase.

**Table 3 – 5-year Asset Replacement Schedule Fund 213**

	2014	2015	2016	2017	2018
Light Truck	\$ -	\$ 82,695	\$ -	\$ 30,000	\$ -
Equipment	\$ -	\$ 65,261	\$ -	\$ 107,108	\$ 74,769
Sweeper	\$ -	\$ 200,000	\$ -	\$ -	\$ -
<b>Stormwater Total</b>	<b>\$ -</b>	<b>\$ 347,956</b>	<b>\$ -</b>	<b>\$ 137,108</b>	<b>\$ 74,769</b>
Funding from Fund 213	\$ -	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
<b>Annual Funding Gap</b>	<b>\$ -</b>	<b>(\$ 247,956)</b>	<b>\$ 100,000</b>	<b>(\$ 37,108)</b>	<b>\$ 25,231</b>

An internal committee of Public Works Management Team, Fleet and Facility Coordinator and Public Works Coordinator shall evaluate current needs and the Department's replacement schedule on an annual basis. The following criteria may be used to evaluate if a replacement is warranted:

- The age of the asset;
- The current mileage or hours of the asset;
- The current mechanical condition and anticipated repairs;

- Previous accidents or patterns of repetitious failures;
- Is another asset available that is currently being utilized in a lighter duty application with a substantial useful life remaining that could be transferred to this function;
- Is there another asset which is safer, more efficient or better suited for the function become available;
- Have there or are there anticipated changes to city personnel and/or city services;
- Does the asset have a substantial trade-in or resale value;
- Evaluation of the body and attached equipment;
- Perform a cost benefit analysis to evaluate whether the use of alternative fuel vehicles would be more appropriate.

Adjustments to the schedule are made depending on the actual need and situations of the Department. Assets may be moved forward or backwards in the schedule, transferred, or reassigned to a different role during the annual Inventory Management Database review.

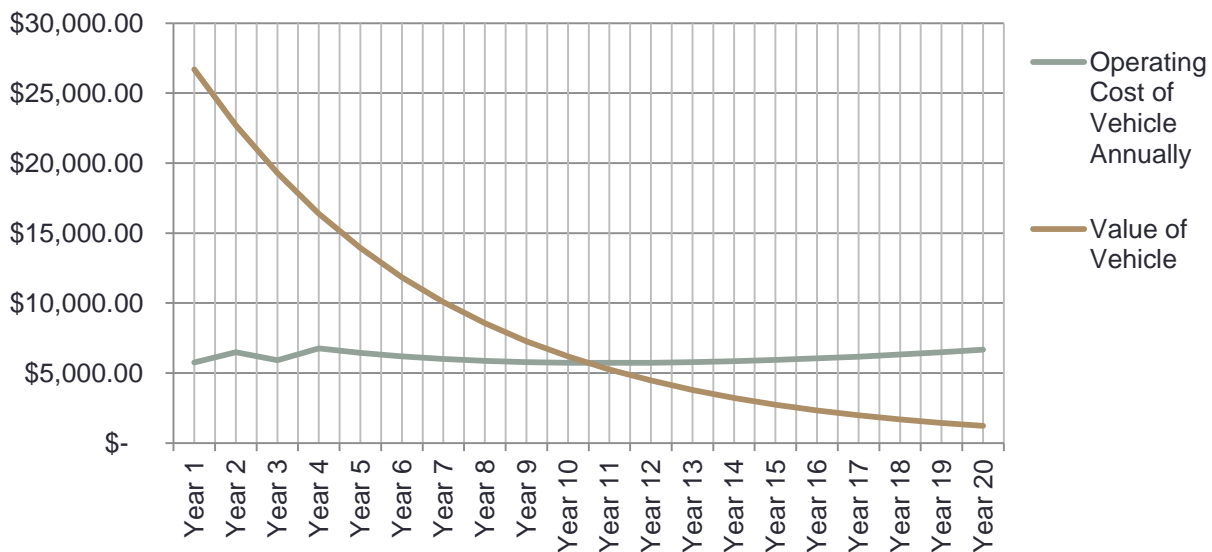
## COST OF VEHICLE v VALUE OF VEHICLE ANALYSIS

The Department conducted a cost benefit analysis on a timeline for asset replacement. The analysis was conducted with data the Department has collected and vehicle information from Edmunds and The United States Department of Energy. Chart 1 shows an example of the analysis for a medium-sized 4x4 pickup truck.

To determine annual operating costs of a new vehicle, the following were considered: annual depreciation, initial purchase price, annual fuel costs, annual insurance costs, and annual maintenance costs.

The annual value of the vehicle was determined by decreasing the purchase price by the aggregate annual depreciation costs.

**Chart 1- Operating Costs of Vehicle v Value of Vehicle**



The Fleet Management Policy (page X) breaks down the recommendations of replacement schedules for each asset type (car, light truck, etc). Each vehicle or piece of equipment is unique and this cost benefit analysis is used only as a basis for the replacement schedule. Other factors like maintenance costs, new technology, and wear-and-tear are also considered.

## ALIGN USAGE WITH BUDGET AND PROGRAMS

In XXXX the Department expanded its Field Operations Division to include Fleet Management and a Fleet and Facilities Coordinator, someone who is responsible for performing administrative, financial, technical and managerial tasks to procure and maintain the Public Works and Police Department's equipment/vehicle fleets and the Public Works Department facilities. This position develops shop procedures, budgets, work schedules, allocates resources and ensures quality of work completed.

The oversight and direction of the Mechanics Shop, maintenance schedules, and replacement criteria specifications were all moved into the Public Works Department to ensure the most cost effective means of maintaining the department's fleet and facilities.

With this position, the Department expanded its Fleet Management and was interested in tracking day-to-day operations of its fleet to ensure the most efficient fuel usage, maintenance schedules and regulatory compliance. In XXXX the Department purchased a fuel management system that provides maintenance information, fuel usage, and driver data to a software.

The Department uses a Database developed in-house to monitor the City's asset inventory, track costs, and replacement schedule.

The Fleet and Facilities Manager also manages the Department's automatic vehicle locating system (AVL). During the 2012-2013 snow season the Public Works Department began testing an AVL. The AVL system includes a global positioning system (GPS) receiver and sensors mounted on a few trucks that records and communicates the truck's location and use of material, the spreader and plow. The AVL tracks the completion of snow removal routes. The truck's information is transmitted via a web-based program to the Snow Manager and the Snow Information Specialist. This system benefits staff and department efficiency by allowing staff to see when a route is falling behind as well as identifying streets that may have been missed. At shift change, it assists the drivers in communicating the status of their route and special route needs to the next shift. Pleased with the first season's test results, the Department is expanding the number of vehicles using AVL in the 2013-2014 season.

To save on City-wide costs and expenditures from Funds 216 and 213, the City began participating in a vehicle repurposing program. Many of the City's emergency response Police and Fire vehicles are replaced after three or four years. These vehicles are then repurposed into non-emergency response functions, like administration. Fourteen percent (14%) of the Public Works Department's assets are repurposed Fire or Police assets.

## FLEET MANAGEMENT POLICY

## ALTERNATIVE FUELS

In XXXX the City contracted with Metropolitan Energy Center (MEC) to determine which, if any, alternative fuel(s) the City should invest in to fuel its fleet. With the recommendations of MEC, an Alternative Fuels Committee of internal staff, and a survey of other Metropolitan Cities, the City has concluded that the cost difference of any alternative fuel vehicles, any corresponding infrastructure, potential maintenance costs, wavering efficiency, and lack of fleet size would not be cost effective for the City.

## IDENTIFY DEPARTMENT'S NEEDS

Each time the Department replaces an asset there is an individual analysis of the current needs for that asset. Modernization and technology advances of assets may change the Department's needs.

### Light Trucks for Snow Removal Fleet

The Public Works Department currently has seven (7) F-350 or equivalent trucks that are being used for various administrative, supervisor, light workload functions, and snow removal. To increase the workload and capacity of our fleet, specifically during snow season, it would be in the best interest of the Department to upgrade these vehicles to F-550 or equivalent trucks.

The Department's current light F-350 or equivalent trucks do not effectively work for snow removal operations. To fix this issue and increase the workload and capacity of our fleet, specifically during snow season, the Department is recommending the current fleet of light F-350 or equivalent trucks is put on an expedited replacement schedule and is replaced with F-550 or equivalent trucks that have a higher GVWR.

### Bucket Truck

An insulated aerial bucket truck would be the most versatile and utilized piece of equipment for the City's Streetlight and Traffic Signal Maintenance programs. The Department does not have a bucket truck. Employees use a non-insulated platform lift truck to perform street light and signal repairs. This vehicle was purchased in 2001 and is scheduled to be replaced in 2016. The lift truck cannot be used when streets have greater than a 5-degree incline, for any light fixture that is over 30 feet in height, or when surrounded by tree growth preventing a clear path to the light fixture. For employee safety, Department policy prohibits the use of the non-insulated truck within 10 feet of proximity to any overhead power line. When closer than 10 feet from a line, the power company is called to insulate their line and an insulated truck is recommended. When any of the above circumstances arise in the field, street light repairs in Shawnee are contracted. In 2012, street light contracting expenses could have been reduced by approximately \$10,000, from \$44,000 to around \$34,000, by having the more versatile bucket truck in our fleet. An insulated bucket truck can be used on all street grades, may be used on 40 foot mounted heights, and would enable staff to work with increased safety protection.

In addition to the contract savings, improved safety, and added versatility this equipment would provide, Traffic Division staff would have the capability to operate two front line vehicles to provide improved response to all our overhead electrical repair needs. The Department recommends the purchase of a refurbished, used bucket truck and has identified good sources of quality used trucks on the market at this time.



## Hot Patch Asphalt Attachment

The Department has made a recommendation when the hot asphalt patcher is to be replaced, we will evaluate and considering a trade-in for bed warmers or a second spray injection patch machine.

## Chip Sealing

The City's street inventory consists of 56 lane miles of chip seal streets. With street maintenance budgets decreasing, chip seal has also decreased. The Department's goal is to chip seal streets every 5 years. This would be about 11.2 lane per year.

The last time in-house crews performed significant chip seal work was in 2011 the Department performed nine lane miles of chip seal work.

Because of the lack of significant chip seal work within the last few years, many of the assets used for the chip-sealing program fell below the usage threshold. Public Works Management, Pavement Foreman, and Pavement Crews held multiple discussions to discuss the benefits and negatives of keeping the chip seal equipment v contracting the program.

The Department's chip seal equipment was purchased in XXXX. At this time, the Public Works Director and the City Manager determined that the equipment would not be replaced at the end of its life cycle because \_\_\_\_\_.

During the usage analysis, it was determined that the equipment had been used very little for many years. The Department conducted an analysis of our Chip Sealing Program. Table 5 depicts the costs for Chip Sealing in-house v contracting.

**Table 5 – Chip Sealing Program**

	<b>2011 In-House</b>	<b>2013 Contract</b>
Days	8	3
Man Hours	640	-
Lane Miles	8.16	10.50
Cost Chips	\$ 19,322	\$ 14,293
Cost Oil	\$ 50,012	\$ 63,985
Labor	\$ 19,200	-
Equipment	\$ 17,600	-
Contract Sweeping	\$ 1,250	-
Labor/Equip/Sweep/Overhead	-	\$ 50,453
<b>Total</b>	<b>\$ 107,384</b>	<b>\$ 128,732</b>
<b>Cost/Lane Mile</b>	<b>\$ 13,160</b>	<b>\$ 12,260</b>

The Department budgets \$150,000 annually on contracting Chip Seal. In 2011, the Department spent \$107,384 on Chip Seal work performed in-house. Public Works Management, Pavement Foreman, and Pavement Crews have determined that contracting the Chip Seal Program would be the economically feasible decision. This will allow crews to utilize their time on other street maintenance programs.

## Crack Seal Program

### Snow Removal

Nine of the 26 assets identified as falling below the threshold are primarily used as snow removal vehicles and thus were eliminated from further analysis. The Department runs 21 trucks

continuously to man 21 routes during snow removal operations. XX trucks are front line vehicles and XX are reserve vehicles. In addition to the 21 front line trucks we have seven additional trucks equipped for snow removal to fill in for trucks that break down during a storm.

For the past two years, the Department bid snow removal services to assist the Department in staffing snow removal routes. No bids were received either year and there was very little interest in the bid documents. The Department has concluded that there are no contractors interested in doing snow removal on Shawnee City streets and will not plan to pursue the idea further in the near future.

It is important to the Department to provide effective and prompt services to the community. Therefore, these assets are necessary to providing snow removal.

## UNDERUTILIZED ASSETS

The objective of the fleet analysis phase of the review was to identify opportunities to optimize the Department's assets. This was done by:

- Identifying possible under-utilized assets with the intention of eliminating assets that were found not to be needed by the Department
- Recognizing possible additions or trade-in opportunities for the fleet to increase the productivity of the Department's programs

The scope of the analysis included:

1. Developing a detailed fleet inventory and user profile of the Department's assets. This involved analyzing detailed data on the utilization of the existing inventory of the Department assets by number of users, age, average maintenance costs over the past three years, estimated usage in hours or mileage over the past three years, and estimated usage in hours or mileage over the assets lifetime.
2. Identifying potential additions to the fleet or trade-in opportunities for current assets in the fleet with the intent to increase the productivity of the Department's programs.

Public Works Management established a threshold at which assets should be utilized. Threshold requirements were 2,000 miles per year for vehicles or 250 hours per year for equipment. Evaluation of the initial use information identified 12 vehicles and 14 pieces of equipment fell below the threshold and required further meetings with division heads and supervisor to collect additional information on specific use and need.

To optimize the Department's fleet, we used the screening process described previously to study the 99 vehicles and pieces of equipment included in our scope of work. A survey of all assets was provided to Foreman to provide detailed information on usage. Those assets not identified as used were combined into a "Target List". Using the "Target List" supervisors were then required to indicate the number of users, utilization and estimated usage. Responses were received from all supervisors of the vehicles on the "Target List". The age of the asset, average maintenance costs over the past three years, estimated usage in hours or mileage over the past three years and estimated usage in hours or mileage over the assets lifetime were also considerations in the discussions.

Upon completion of the surveys, we reviewed each response carefully to consider both the current level of utilization of each vehicle and how the supervisors described the need for each

vehicle, particularly focusing on how critical the users deemed the asset to the successful completion of their job responsibilities. Using our judgment and experience for each of the subject vehicles, proposing that the department retain them, be moved to a pool, or eliminated.

Next, using the preliminary recommendations, we had conferences with each crew to discuss the studied vehicles in an attempt to reach consensus regarding each vehicle’s usage.

Following our meetings with each crew, we concluded that seven (7) of the ninety-nine (99) vehicles and equipment could be eliminated from the fleet. These eliminated vehicles have low use and their current job functions can be completed using another vehicle or contracting the work performed with the vehicle.

All other vehicles on the target list that were preliminary marked as “Review” were determined to be required assets. There are two main reasons for retention of these vehicles; 1) specialized equipment is installed on the vehicle that is used at job sites; 2) vehicle is often used as an emergency response vehicle or for another critical job function such as customer service response. Note that emergency response applies to snow removal, storm debris removal, disaster response, and traffic signal repairs.

Vehicles with specialized equipment are generally driven to a work site and the City employees stay in the site area to perform their job functions. This practice does not lead to high mileage but does constitute high use. Emergency response vehicles are critical to maintaining the City’s quick response times that lead to a safer community.

The tables on the following pages summarize the results of our analysis and the potential savings associated with the actions identified in this report.

**Table 4 – Vehicle Actions**

<b>Division</b>	<b>Eliminate</b>	<b>Retain</b>	<b>Total</b>
Stormwater A	0	5	5
Stormwater B	0	6	6
Stormwater C	0	6	6
Pavement A	3	9	12
Pavement B	0	8	8
Right-of-Way	0	12	12
Traffic	1	8	9
Mechanics	0	2	2
Service Center Pool	1	24	25
Service Center Administration	1	3	4
Codes Administration	0	6	6
Stormwater Management	0	2	2
Public Works Administration	1	1	2
<b>Grand Total</b>	<b>7</b>	<b>92</b>	<b>99</b>

Detailed, vehicle-by-vehicle recommendations have been provided in Appendix B.

## NEXT STEPS

The Department will take the following actions to optimize the vehicle and equipment fleet in order to reduce costs with as little impact as possible on service delivery, and to establish improved control for future management of the size and cost of the fleet:

1. Require implementation of vehicle-by-vehicle recommendations provided in this report by December 2013.
2. Track the use of the new pool managed vehicles to determine if this provides better use of these assets.
3. Report progress on the Public Works Fleet Optimization Vehicle and Equipment Plan to City management on an annual basis.

## PRIORITY BASED BUDGETING

The City is current going through a Priority Based Budgeting process with the Center for Priority Based Budgeting and the International City/County Managers Association. During this process, the City's assets and their costs are going to be broken out between the programs they serve. This will allow the City to capture its fleet costs for each program and base budgets and funding decisions on data.

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**Appendix A**

[insert Fleet Management Policy]

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## Appendix B

<b>Stormwater A</b>	<b>Age</b>
112- Heavy Truck - 2007 International 7400 SFA 4x2	6
119- Heavy Truck - 2007 Sterling LT9500 (Vactor)	6
121- Light Truck - 2004 Ford F-350	9
126- Sweeper - 2009 UD	4
127- Sweeper - 2002 Sterling SC8000	11
<b>Stormwater B</b>	
117- Heavy Truck - 2007 International 7400 SFA 4x2	6
120- Heavy Truck - 2007 Sterling LT9500 (Grapple)	6
154- Trailer - 1997 Interstate 20TDTA (Trackhoe/Backhoe)	16
280- Light Truck- 1996 Ford F150	17
347- Heavy Truck - 2012 Ford F550	1
4002- Backhoe - 2007 John Deere 310SJ	6
<b>Stormwater C</b>	
115- Heavy Truck- 2005 International 7400	8
125- Light Truck - 2006 Ford F-350	7
140- Heavy Truck - 2005 International 7300	8
159- Trailer - 2002 Trail King TK24LP (Trackhoe/Backhoe)	11
4073- Backhoe- 2013 Caterpillar 289C2XPS2C	0
4004- Uniloader - 2006 Bobcat T180	7
<b>Pavement A</b>	
137- Heavy Truck - 2006 Freightliner (Oil Distributor)	7
141- Heavy Truck - 2002 International 2554	11
143- Heavy Truck - 2008 International 7400 SFA 4x2	5
151- Light Truck - 2003 Ford F350	10
330- Heavy Truck - 2012 International Workstar 7400 SFA 4x2	1
4006- Chip Spreader - 1984 Etnyre	29
4014- Roller - 1984 Ingram	29
4015- Roller - 1982 Ingram 9-2800-PA	31
4012- Roller - 2005 Bomag BW900-2	8
4013- Roller - 2003 Bomag	10
4016- Roller - 2005 Bomag BW900-2	8
4059- Patch Machine - 2011 Magnum AFB371 (Blow patch)	2
<b>Pavement B</b>	
111- Heavy Truck - 2004 Sterling Acterra	9
113- Heavy Truck - 2005 International 7400	8
114- Heavy Truck - 2005 International SFA 4x2	8
133- Heavy Truck - 2005 Interntl 7300 (Low-pro)	8
136- Heavy Truck - 2004 Sterling Acterra (Hook-lift)	9
146- Light Truck - 2004 Ford F-350	9
4008- Motor Grader - 1984 Caterpillar 12G	29
4011- Patch Machine - 1997 Econo-King 500-150 (Hot patch)	16
<b>Right-of-Way</b>	
144- Light Truck - 2003 Ford F-150	10
152- Light Truck - 2004 Ford F-350	9
155- Trailer - 1996 Austin (Bobcat/Mower)	17
160- Trailer - 2005 Cronkite (Bobcat/Mower)	8
4007- Chipper - 1993 Brush Bandit 90	20
4009- Mower - 2005 Ztrak 757-54	8
4010- Mower - 2008 John Deere 1545	5
4020- Tractor - 2003 New Holland TS110 (Mow trim)	10
4021- Tractor - 1996 John Deere 6300 (Side mount)	17
4022- Tractor - 1999 New Holland TS100 (Batwing)	14
4023- Tractor Attachment - 1999 Bush Hog 3615L (Batwing)	14
4024- Tractor Attachment - 2006 Alamo Versa (Side mount)	7
<b>Traffic</b>	
147- Light Truck - 1997 Ford F-150	16

163- Heavy Truck - 2004 Freightliner M2106 (Crane)	9
164- Heavy Truck - 2001 Freightliner FL60 (Lift)	12
165- Heavy Truck - 1998 GMC T8500 (Paint-rig)	15
166- Heavy Truck - 1991 International 2554 (Attenuator)	22
169- Light Truck - 2001 Dodge Ram BR1L62	12
170- Medium Truck - 2001 Ford F-550 (Sign Truck)	12
4029- Message Board - 2002 Ver-Mac PCMS-1210	11
4053- Message Board - 2000 Vermac PCMS 1210	13
<b>Mechanics</b>	
149- Light Truck - 2003 Ford F-150	10
153- Light Truck - 2007 Dodge Ram 3500	6
<b>Service Center Pool: Public Works Coordinator</b>	
118- Heavy Truck - 2006 Interntl 7600 SFA 6x4	7
123- Light Truck - 2000 Ford F-350 4x4	13
128- Trailer - 2007 Interstate 24DTA (Trackhoe)	6
129- Trailer - 2007 Towmaster (Bobcat)	6
132- Heavy Truck - 2000 Interntl 4900	13
135- Heavy Truck - 2006 Freightliner M2106 (Roll-off)	7
139- Heavy Truck - 1996 International 4900	17
142- Heavy Truck - 2002 International 7400SFA 6x4	11
148- Light Truck - 1999 Ford F-350	14
156- Trailer - 1995 Starlite 511T (Saw)	18
157- Trailer - 2003 Holden HUT12 (Pipe)	10
158- Trailer - 2007 Towmaster (Bobcat)	6
161- Trailer - 1993 Felling FT-12G (Special Event)	20
171- Trailer - 1988 Modern	25
351- Heavy Truck - 2013 International 7400 SFA 6x4 (New Vehicle)	0
353- Trailer - 2007 H&H None	6
4003- Uniloader - 2005 Bobcat T250	8
4005- Backhoe Attachment - 1988 Stanley MB350 (Hammer)	25
4017- Saw - 1988	25
4018- Trackhoe - 1997 John Deere 190ES	16
4025- Uniloader - 2003 Bobcat S250	10
4026- Wheel loader - 1986 Caterpillar 950B	27
4027- Wheel Loader - 1999 Komatsu WA250-3PT	14
4028- Attenuator - 2005 Scorpion	8
4058- Bobcat - 2007 Bobcat 331 Mini Excavator	6
<b>Service Center Administration: Public Works Coordinator</b>	
122- Light Truck - 2007 Ford F-150	6
131- Car - 2005 Ford Crown Vic	8
174- Car - 2003 Ford Crown Vic	10
253- Car - 2000 Ford Taurus	13
<b>City Hall: Codes</b>	
176- Car - 2005 Honda Civic (CNG)	8
178- Light Truck - 1998 Ford Ranger	15
179- Light Truck - 2006 Chevrolet Silverado (CNG)	7
249- Car - 2003 Ford Taurus	10
287- Car - 2002 Ford Taurus	11
<b>City Hall: Stormwater</b>	
110- Car - 2006 Ford Taurus	7
250- Car - 2001 Ford Taurus	12
<b>City Hall: Administration</b>	
209- Patrol Car - 2007 Ford Crown Vic	6
<b>City Hall Pool: XXXXXXXXXX</b>	
177- Light Truck - 1998 Ford Ranger	15
232- Patrol Car - 2010 Ford Crown Vic	3