

Town of Duxbury 2019 Fleet Study Report and Attachments

The following report was generated in response to the request of the Finance and Fiscal Advisory Committees for additional information to accompany budget requests for new or replacement vehicles. Both committees have reviewed the report: Fiscal Advisory Committee Aug 7, 2019 and Finance Committee Sep 5, 2019.

This report is currently being used as an advisory, trial run for new and replacement vehicle future budget requests.

The vehicle roster at the end of the report (Appendix 6 - last 3 pages) was current as of January 2019 and is subject to ongoing changes and additions.

Thank you for your interest in this report.
Finance Committee: Jerry Pisani, Frank Mangione
Fiscal Advisory Committee: Emily Decker, Frank Holden.

Friday, July 26, 2019

Town of Duxbury

Fleet Study Report and Attachments

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Fleet Study Report

DRAFT 7/26/2019

Fleet Study Group

1. Background and Objectives

Four members of the Finance and Fiscal Advisory Committee have been tasked by their respective committees to review current practices with the Town department heads that have vehicle management responsibilities and determine if the two committees can suggest improvements to the management of vehicle operating costs, maintenance and replacement or additions to the fleet. The group consists of Frank Mangione and Jerry Pisani from the Finance Committee and Emily Decker and Frank Holden from the Fiscal Advisory Committee

2. Observations from Interviews

The group met with and interviewed the department heads and principle staff for DPW, Fire, Police and Municipal services. The following are short descriptions of the way in which the four departments address and manage vehicle procurement and maintenance.

Department of Public Works

The Department of Public Works (DPW) has multiple responsibilities and sub-department: Water, Cemetery, Highways. Buildings and Grounds, Transfer Station and Animal Control. As such they are one of the largest user and operators of Town vehicles.

They employ three maintenance mechanics to providing vehicle maintenance to all Town departments.

Service to specific non-vehicle mechanisms such as hydraulics and warrantee covered service is performed by the dealers.

The DPW does not have “fleet management” software to help them manage their repair schedule and collect vehicle data. These records are however maintained manually and are shared with the other departments but lack important vehicle specific historic data useful for evaluating vehicle life expectancy.

The DPW manages the “Fuel Depot”. Fuel usage is recorded and may be passed back to the using departments.

The DPW facilities are inadequate to provide maintenance services to all of the kinds of vehicles in the Town’s roster. The maintenance facilities are crowded and as such impact the efficiency of their operations.

Fire Department

The Fire Department has very specialized and expensive equipment in the form of Fire Engines, Brush Breakers and a Ladder truck.. They also have a fleet of Ambulances, staff vehicles, trailers and boats. They account for about half of the cost of the town’s vehicles.

Specialized maintenance is managed by the Fire Department. They have on staff a fireman who assists with mechanic maintenance. They also cooperatively use the DPW maintenance resources.

The Fire Department has a “Fire Department Management” application that they use to track every piece of the department’s equipment. The data fields for vehicles in this application are extensive and include engine hours, maintenance cost and issues, mileage, fuel usage, etc.

The Town has set up a “reserve fund” designed to replace an ambulance every three years. They currently have three ambulances. They also maintain a five-year projected replacement schedule for all of their other vehicles. We note, however that the Fiscal Advisory Committee’s five-year projected costs information is not in sync with the Fire Department’s schedule.

Police Department

The Police Department has a wide array of vehicles including: Patrol (pursuit rated) cars, boats, trailers, motorcycles, trailers, and staff cars. They have recently assumed oversight of the Harbormaster and are in the process of integrating that department into their management processes.

Maintenance of the Police Department’s vehicles is performed by DPW staff while vehicles that are under warranty receive this type of service at the dealer’s facility.

Three of their patrol cars are budgeted for replaced every year in the departments operating budget. The department budgets the replacement value of the vehicle and depends on the 'trade in value' to outfit the cars with lights, radios and other operating gear.

They maintain files for every vehicle and have a "vehicle roster" application whose details we have not yet evaluated.

Municipal Services

Municipal Services is in the process of forming and implementing a centralized procurement office. Currently they review every purchase over \$10,000 and thus are able to check compliance with the State and Town's policies. They often have the opportunity to make suggestions as to procurement and disposition sources.

They will manage the disposition of vehicles that are being turned in as surplus equipment. Specialized equipment such as lights and radios are being removed before being auctioned off.

3. Replacement Planning

There is a useful parallel between personnel planning and management and vehicle requirements and purchases. Like a staff position, a vehicle is purchased to perform a job. Vehicle specifications are the job descriptions that need to be accomplished. A vehicle being considered for a specific vehicle specification should have the functional capability of meeting those specifications. As time goes by the functional capability of the vehicle diminishes and replacement should be considered. Evaluating the functional capability of every vehicle, every year will lead to a more logical recommendation to replace it.

- a. Do procurement specifications for the specific use match "best in class" vehicle and standardize on make and model or is this replace in kind?

In our discussions with department representatives we were given general descriptions of the intended use for some vehicles. It would be helpful for our committees to have more complete specifications for size, features and aftermarket content for each category of use and a periodic evaluation of the "best in class" vehicle for that purpose as offerings change and technology advances.

While it is advantageous to try to consolidate on a single brand as the Town has done with Chevy for ease of maintenance training and parts inventory, however, the preferred brand must also be evaluated from a cost of ownership perspective. They are considering a shift of “police pursuit vehicles” from the Ford Explorer to the Chevy Tahoe. Although the Tahoe is more expensive it does help standardize our brand to Chevrolet.

This standardization effort should also consider technological changes and “best of breed”. For example, in 2020 Ford will offer a hybrid Explorer police pursuit vehicle. It is expected to extend life by 25% due to less engine idling and reduce fuel expense by \$3000 per year. Green communities may even offer incentives to switch to this type of vehicle.

If Chevrolet does not counter with a similar vehicle this would be overriding reason for sourcing Ford Explorers for this application.

A competitive analysis should be made regarding the Fire Department Tahoe’s as they are expensive and first responder vehicles of nearly the same cargo space are available from Chevy and Ford.

b. Developing Vehicle Specifications (see the appendices for car and truck classifications)

Larger trucks above class 3 are very specific to their use, and specifications are not as flexible. Most of the Town’s vehicles, however, are class 3 or lower and over specifying the vehicle is tempting, especially with the thought of occasional severe use.

Reassigning a vehicle below its intended use is also undesirable not only due to its higher price but because of its higher operating and maintenance costs. An example of this are the two Fire Station Tahoes assigned as staff vehicles. While these may be used vehicles, they are over specified for their assignment. It would be better to utilize smaller repurposed vehicles for this purpose.

Establishing selection guidelines for classes of use should be based on a realistic assessment of the vehicles’ intended use. If heavy-duty use arises on occasion, a “sign-out” vehicle available from “fleet maintenance” would be the best solution.

The following general guidelines are offered as a starting point. Keep in mind that over specification increases purchase price, maintenance, and fuel cost. There are numerous sources of data that provide vehicle ratings for specific applications. This data should be provided with replacement

requests especially for the two brands of vehicle the Town is familiar with, Ford and Chevy.

Rather than use the obsolete maximum cargo weight designation, half-ton, three-quarter-ton etc., this guide will refer to compact or mid-size pick-up (class 1,) full-size pickup (class 2,) and heavy-duty pick-up (class 3.) SUVs can be classified as Compact, Mid-size, and Large.

Class 1 Truck

Ford Ranger
Chevy Colorado

Class 2 Truck

Ford 150/250
Chevy Silverado 1500/2500

Class 3 Truck

Ford 350
Chevy Silverado 3500

Bed Size

5-6 ft 2DR - 8 ft/2 DR Extended - 6 ft 4 DR - 5ft

SUV Compact

Chevy Equinox
Ford Escape/Edge

SUV Mid Size

Chevy Glazer/Traverse
Ford Explorer

SUV Large

Chevy Tahoe
Ford Expedition

Cargo

64 CU FT 90 CU FT 100 CU FT

Est. Price Range Fully Equipped 4WD

\$25,000 - \$35,000 \$35,000 - \$45,000 \$50,000 - \$60,000

Towing Range (pounds)

3 -> 7,000 10 ->15,000 15 -> 35,000

Hauling Weight in pounds

Up to 1,500 2 -> 3,000 up to 6,000

c. Are there estimates of fleet turnover by vehicle class as with the ambulance?

It is very helpful to include expected vehicle life in the vehicle database; however, it should be recognized that this is evolving as technology and quality improve. Industry standards should be referenced in estimating this number. For example, the publication "[Government Fleet](#)", which can be found in a very informative web site [GovernmentFleet.com](#), in 2007 reported that law enforcement agencies were now keeping vehicles beyond 100,000 miles compared with the Town's goal of 75,000 miles because of better vehicle quality. The Massachusetts State Police are reviewing pursuit vehicles at 5 years of age or when they reach 100,000 miles. Estimated vehicle life expectancy should be open to annual review

and capital should not be allocated to a specific vehicle as priorities will change from year to year.

Based on anticipated changes in technology, it is undesirable to commingle capital with operating expense which is now done with police pursuit vehicles. This is a significant investment and useful life is extending. Once in an operating budget, the pressure is on to spend the money or forfeit it to the general fund at year end and in addition, capital spending oversight is lost and funds may be spent on other vehicles. The useful life of the Town vehicles is approaching a minimum of 5 years and the investment is too significant to treat it as a routine operating expense.

An additional advantage of treating all vehicles as capital is that the decision to trade or “repurpose” must be done from a total Town prospective which is not the case with the Police pursuit vehicles. While a department will favor trading to finance vehicle add-ons, the higher value to the Town might be in reassigning the vehicle and extending its life.

- d. Is there a consistent replacement rating system for each vehicle based on; annual maintenance cost, age, mileage, vehicle physical condition, required level of use (high demand, average and low use), and frequency of maintenance service which results in a “vehicle grade”; excellent, good, candidate for replacement soon, replace immediately if possible?

Our interviews indicate that there is not a consistent data driven method for rating vehicles and their replacement priority. There are many solutions in use, some complex and some less so. Given a uniform vehicle data base, a commonly used method is a point system where points are assigned by the fleet management center (DPW) once each year based on their maintenance records and familiarity with the vehicle. For specialized equipment like fire engines they would confer with that user department’s expert.

This approach seems the most objective and should allow for a user department comment process. The relative rankings can also indicate a replacement trend line for capital budgeting.

A typical rating system is included below for consideration.

FACTORS and SCORING (higher points indicate higher replacement priority)

Factor 1. Age relative to published useful life:

Scoring: % of life used relative to industry standards; 25% 1 point, 50% 2 points, 75% 3 points, 100% 4 points.

Rationale: Police and Fire organizations and other sources publish best practice replacement cycles. This data is helpful in evaluating remaining life. Data published by Weston & Sampson for example, indicates the following; Staff vehicles, 7 to 10 years, 85 to 100,000 miles. Engine ariels, 10 years of front-line service. Medic units, 7 years front line service. Wetlands, 20 years.

Factor 2. Miles and Hours of Service

Scoring: % of mileage or hours used based on published standards for life expectancy; 25% 1 point, 50% 2 points, 75% 3 points, 100% 4 points.

Factor 3. Type of Service Provided

Scoring: Lite usage 1 point, average usage 2 points, occasional severe service and life safety use 3 points, severe service or life safety use 4 points. Deduct one point if a backup vehicle is available.

Factor 4. Reliability for Intended Service

Scoring: Reliability above average 1 point, reliability good 2 points, reliability fair, increasing non-routine maintenance frequency 3 points, heavy maintenance, Frequent issues 4 points.

Rationale: Based on service records and frequency of service. (Did repairs extend the useful life or indicate further unreliability?)

Factor 5. Maintenance and Repair

Scoring: Based on maintenance costs and not including accident repair costs; below average 1 point, average 2 points, above average but in warranty 3 points, excessive and serious issues 4 points

Factor 6. General Condition

Scoring: Excellent 1 point, good 2 points, fair 3 points, poor 4 points

Rationale: Based on body condition. Rust, interior, accident history and anticipated repairs. May consider technological obsolescence

On the basis of this scoring, 12 to 18 points would be a candidate for replacement the following year and 18 to 24 points would be a candidate for replacement this year. Any vehicle with 18 to 24 points should have a written recommendation from the user department and a “repurpose” recommendation from the DPW if a logical one exists.

Another way to look at this process is the closer the projected annual repair cost (not routine maintenance) comes to the cost to own (purchase price divided by expected life) the more urgent it is to replace or “repurpose” the vehicle.

An old practice which has been dropped called for all vehicles in the replacement class to be brought to a central location for committee and management inspection before appropriation approval. This practice should be restarted, and the vehicle user should be present to answer questions. Sometimes a picture is worth more than the data.

4. Procurement and Disposal Practices

a. Current procurement practices.

It appears that the practice is for individual departments to source their vehicles from a State bid list. For such a large investment, centralized purchasing has a role to play. For example, does the purchase requisition and approved appropriation agree and have the vehicle specifications been reviewed over the past year? In consultation with other departments is there a case to “repurpose” this vehicle for a less demanding use or should it be traded? Are vehicles “off the lot” suitable for our application or inappropriate? Are there “green city” considerations that should be applied to this class of vehicle? One position would be accountable to assign the registration to a new vehicle or retire it to Accounting and update the data base.

This recommendation would seem to follow the trend of recent years to use and expand our purchasing expertise to avoid unnecessary costs.

b. Current disposal practices?

As previously stated, this process is not currently centralized and subject to consistent review. The decision to move the vehicle to a lesser application, “repurpose”, trade or auction must be done from the Town’s prospective not the department’s. Central Maintenance has the best Town wide view

and the recommendation should be discussed with the using department and purchasing.

5. Fuel Use Management

a. Data collection and controls?

We understand that there is a reliable system for recording individual vehicle fuel usage. This data, along with the mileage, should be recorded in any data base developed by the DPW to add to the annual evaluation of each vehicle. Specifically, this would be the average miles per gallon consumed. These data should also be reported back to the appropriate departments.

6. Vehicle Maintenance

a. Where does responsibility lie today, and should it be more centralized?

It appears that most fleet maintenance has been shifting to the DPW except for warranty maintenance and specialized equipment maintenance. This is a very positive trend since it allows the Town to centralize and maintain the necessary skills and supervisory talent necessary to run an efficient maintenance facility. A centralized facility also presents the opportunity to acquire the best equipment for analyzing today's increasing complex vehicles and a shared data base to track the history and cost of maintaining each piece of equipment.

This trend should continue and incorporate the scheduling of warranty maintenance as well, so all activity is recorded centrally. The Town should continue to invest in equipment and software to support this operation.

To satisfy the served departments concerns about priority and maintaining the current level of vehicle up-time, service measures should be developed and published quarterly. Something as simple as work order requested turn-around and actual turn-around plus comments. This unit must see all departments including the DPW as its responsibility.

It must also be stated that the current facility does not provide adequate space or lifts to perform it duties and meet the served department's expectations. Hopefully this will be addressed through the comprehensive study of the DPW facility.

b. State of vehicle management information data base and software?

During our departmental interviews we learned that each department maintains its own vehicle data base. These files are mostly spreadsheets with the exception of the Fire Department which appears to be using a Fire Department generic software product.

It is highly desirable to move to a common data base product/solution that can be utilized by all departments and shared with our committees. Ideally this software product/solution would track individual vehicle data, registration, operator, maintenance history, maintenance schedule, fuel usage, annual cost of ownership, etc. and provide the scheduling and parts inventory control required by the DPW.

There are many products available for this purpose as outlined at www.capterra.com/fleet-management-software. Whether any one product is this comprehensive will have to be explored by the DPW as it should be the central service provider. We think that it would be helpful for the DPW staff to inquire into what other towns are using for this purpose and if two separate software products will be required to cover maintenance and ownership data. The members of our group would eagerly offer to assist with the review and evaluation of possible applications.

Based on our need to make better vehicle management decisions and reduce the effort each department puts into this process the committee advocates for these tools to be purchased for the DPW and shared with all departments. In the case of the Fire Department, which is currently successfully using a "fleet management" application, the DPW solution should be able to support the Fire Department's application. The Police Department may need to evaluate their internal 'fleet management' processes and determine whether the proposed DPW solution is sufficient for their internal needs.

c. Staffing, training and parts inventory control?

Staffing seems to be sufficient for the current workload and some parts inventory control is in place. In addition, we were told that the new union agreement provides incentives For continuing specialized training.

The acquisition of a fleet management software product should include work order tracking and parts inventory records. This would allow the facility to track planned hours against actual hours of repair and collect the cost of labor and material.

This type of record keeping provides the supervisor with a record of planned and unplanned work and evaluate the need for overtime and subcontract action. This also provides a measure of workforce utilization.

- d. Is service user satisfaction for special purpose vehicles and lite vehicles measured?

Today it is not but besides the measure of on-time work order completion, a user satisfaction survey would help maintenance evaluate its annual improvement objectives.

- e. What is the workload, subjectively speaking, for warranty administration and preventative maintenance vs. emergency repair administration?

Records are not kept today but a good software product should provide this.

7. Best Practices to Explore

- a. Are registration plates assigned and recorded with the insurance carrier for each fleet vehicle and mobile equipment?

Some errors exist and therefore insurance records are not correct. Annually, department heads should sign off on the data for the vehicles they control.

- b. Is this reconciled to the insurance policy annually?

We understand this is done by Accounting but the data may not be current.

- c. Do policies for assignment of low use vehicles exist?

While annual mileage data is not available for every vehicle, several vehicles appear to fall into this low usage category. Town management should consider assigning these vehicles to a “sign out” fleet under the control of central maintenance.

Vehicles could be reserved ahead of time and the fleet would also be available when and assigned vehicle must be removed from use for unplanned or extended repairs.

- d. If vehicles are used for routine daily services like trash removal and mail or supplies distribution, can these tasks be assigned to one individual town-wide and the vehicles placed in a “shared” fleet?

Like low usage vehicles, having multiple vehicles perform routine daily or weekly tasks is costly. Assigning these tasks to one department could free up vehicles for the “shared” fleet.

- e. Do the departments annually review best vehicle practices?

Our review of information from a number of sources suggests that technology changes in the way in which vehicles are made and function can alter recommended useful life. Each department should strive to annually review the technology changes occurring in vehicle manufacturing and maintenance and apply professionally supported "best practices" to the criteria for purchasing vehicles and for annually evaluating expected useful life.

- f. DPW facility requirements.

The DPW facility replacement should incorporate sufficient lift capacity and space for the continued expansion of centralized vehicle services.

8. Conclusions and Recommendations

There have been many ideas posed as a result of this joint committee study and since they encourage further centralization and a modification of past practices, change will have to be promoted by management and the full committees. The concept of a formal fleet management process has already begun to take shape within the DPW and it should be expanded. Similarly, setting up a centralized procurement function is also in process and should be supported.

If this initial effort creates an interest in a formal consulting study with much more detailed recommendations all the better, however, there are several changes that should not be delayed as they are immediately beneficial.

1. Provide DPW vehicle maintenance with the necessary software and diagnostic tools to do their job efficiently and effectively and collect individual vehicle data. Use this information to provide the Finance and Fiscal Advisory Committees with an annual "Town Fleet" report that tracks each vehicle's status since purchase.
2. Move all capital expenditures back into the capital budget from the operating budget for better oversight.
3. Consider a separate section of the capital budget for vehicles to assist Fiscal Advisory in projecting the trend for replacement budgeting.
4. Use specifications for each class of vehicle that allow the Town to consider the least expensive vehicle for the intended purpose.
5. Start to move to a structured replacement criterion considering several factors of vehicle condition and published vehicle life expectancy to prioritize replacement and project capital needs going forward.

2020 Ford Police Interceptor Utility Hybrid AWD Saves Fuel, Hauls Ass

It's got a cop electric motor, a cop battery pack, cop regenerative braking—wait, what?

By [ANDREW WENDLER](#)

MAY 17, 2019



Ford

- Ford claims the [2020 Police Interceptor Utility hybrid AWD](#) can save 1276 gallons of fuel per year compared to the 3.7-liter model it replaces.
- While based on the [2020 Ford Explorer](#), it was developed independently specifically for law-enforcement agencies.
- All that fuel saving had little impact on performance, cops will be happy to hear.

High-speed, vehicle-taxing police chases may grab the headlines, but most official vehicles rack up the majority of their running time running at low speed or idling while their occupants perform routine duties like speed enforcement, traffic control, civilian motorist assistance, and the writing of reports. Due to the high electrical demands of modern law enforcement and communication equipment, most agencies leave their vehicles running for these mundane periods, needlessly swelling their fuel budgets and adding massive run time to the vehicle's hour meter. Ford is pitching its [2020 Police Interceptor Utility hybrid AWD](#) as a solution; to prove it, the company let us have a quick spin behind the wheel and bounced some optimistic fuel-economy figures off the wall for us to contemplate.



Ford

As you may have surmised, the 2020 Police Interceptor Utility hybrid is basically an Explorer, or, as Ford reiterated numerous times, is "based on the Explorer, but developed entirely on its own for law-enforcement duty, including high-speed pursuit work." In other words, it's not just an Explorer with, as the old joke goes, a cop motor, cop suspension, and so on. In addition to the requisite heavy-duty brakes and suspension, the front subframe has been structurally reinforced, while front and rear subframes have reinforced subframe mounts; underbody deflectors protect the hardware and the lithium-ion battery, and heavy-duty powertrain mounts keep vital parts secure while larger hubs and bearings help the vehicle stand up to the kind of abuse that's expected in the line of duty. The 18-inch steelies are both rugged and comparatively inexpensive. High-volume radiator plus oil and transmission coolers are all engineered for police duty.

Critically, the engine, transmission, traction and stability control are all uniquely tuned for the Police Interceptor Utility. They will not be available to the public, unless maybe your dad is a mechanic at the local police garage.

But it's the hybrid powertrain that makes this rolling cop shop special. It comprises a 285-hp naturally aspirated V-6 and a 44-hp electric motor, with total output of 318 horsepower. A 10-speed automatic transmission similar to the unit used in other Ford vehicles handles the gear swaps. Combined, the hybrid system works transparently, continuously reevaluating system demands, vehicle speed, ambient and component temperatures, and other variables, and adjusting performance and battery charge to the optimal levels,

using the internal-combustion engine, electric motor, or both. It also has regenerative charging under braking or coasting.

It accelerates the way a cop car should, and there is no funny business going on between the 10-speed, the electric motor, and the engine. They cooperate for the greater good of hauling ass.

Our exposure behind the wheel was limited to less than one minute of driving on a short course with a handful of turns, but we came away with three distinct impressions: First, the Police Interceptor Utility hybrid retains the old column-mounted gear selector to make room for police equipment; second, the brakes are *really* grabby, hot or cold, engaging right at the top of the pedal travel; third, it accelerates the way a cop car should, and there is no funny business going on between the 10-speed, the electric motor, and the engine; they cooperate for the greater good of hauling ass. A quick ride on the road course with a professional driving displayed the Interceptor's excellent damping characteristics and a willingness of the specifically cop-tuned traction and stability controls to hang loose and let the vehicle rotate under power.



Ford

Ford quotes some pretty lofty fuel savings estimates for the 2020 Police Interceptor Utility hybrid. The company claims that, in comparison to the previous Explorer Pursuit with the 3.7-liter V-6, the hybrid can save 1276 gallons of fuel a year. If that sounds optimistic, let us explain: the hybrid version is on track for a 24-mpg combined rating from the EPA, while the previous 3.7-liter vehicle was rated at 17 mpg combined. If you figure 20,000

miles a year, that's 1173 gallons of fuel for the previous version, and 833 gallons for the hybrid, a savings of 343 gallons.

Then (here's where it gets a little fuzzy), Ford contends the average police cruiser spends 61 percent of each shift idling, and that the Police Interceptor Utility hybrid consumes only 0.2 gallon per hour at idle. That's thanks to its hybrid configuration that allows the engine to shut down without interrupting a steady supply of electricity to keep all the vital communication tech features working. The previous 3.7-liter Police Explorer, on the other hand, consumed just under 0.5 gallon of fuel per hour at idle, more than double. Figuring two eight-hour shifts per day, 365 days a year, translates into a savings of 933 gallons a year. Multiply that by gasoline at \$2.75 a gallon, and you—well, not you, but the cops—are looking at a savings of \$3509 a year in fuel costs, more or less, depending on how much gasoline is going for in your area.

Ford points out that these idle tests were performed with the A/C set to full cool, fan on 4, the radio on, and an additional 32 amps to simulate the active use of emergency lights, a computer, and a police radio while idling. When you consider that many police vehicles at rest run their engines all day just to keep the juice flowing, the concept is rooted in some real science and also promises a reduction in Co2 emissions.

To quell any naysayers who might suggest the hybrid powertrain could become a maintenance nightmare that could offset the fuel savings, Ford had an 2005 Escape hybrid New York City taxicab on hand that still operates on the original powertrain and battery pack. Plus, there is a three-year/36,000-mile bumper-to-bumper warranty backed up by a eight-year/100,000-mile hybrid component warranty.



Ford

Performance Unaffected

What makes this interesting is the Police Interceptor Utility Hybrid AWD gives up little in terms of performance. As tested by the Michigan State Police at Michigan's Grattan Raceway, the Police Interceptor Utility hybrid AWD accelerated from zero to 100 mph in an impressive 17.7 seconds; that's quicker than the Dodge Durango Pursuit 5.7-liter V-8 (18.3 seconds) and the Chevrolet Tahoe 5.3-liter V-8 AWD (20.2 seconds). In fact, it was quicker than any other SUV-based patrol vehicle in the same testing except for the Interceptor Utility equipped with the still available 400-hp and 415-lb-ft 3.0-liter EcoBoost V-6. (That version ran to 100 mph in 13.6 seconds, which not only beat out the SUVs but also the sedans, the Dodge Charger 5.7-liter V-8 trailing it closely at 14.7.) Top speed for the Police Interceptor Utility hybrid AWD is 137 mph.

Results on the two-mile Grattan road course were similar. The Police Interceptor Utility hybrid AWD completed the circuit with a best time of 99.7 seconds, once again putting the smackdown on the rest of the SUVs save for its EcoBoost V-6–powered brother, which lapped the circuit in 96.5 seconds. Braking results were also encouraging; the 2020 Police Interceptor Utility hybrid AWD required 132.4 feet to come to a stop from 60 mph. Of the police SUVs, only the Dodge Durango Pursuit 3.6 V-6's 128.8-foot stop bettered it; the Chevrolet Tahoe 5.3 V-8 RWD did the poorest, requiring 145.7 feet.

Pricing is not confirmed at this point; police departments and government agencies generally take bids from dealers to provide the vehicles. That said, Ford tells us the Police Interceptor Utility hybrid AWD is the standard model, with an MSRP of about \$41,000; a hybrid-delete version is available for approximately \$3,500 less, and the 3.0-liter twin-turbo nonhybrid EcoBoost version is approximately \$700 more.

Look for 2020 Ford Police Interceptor models to begin arriving in your rearview mirror later this summer. Retail consumers are reminded that the new Ford Explorer hybrid, which shares many of the Police Interceptor's powertrain bits, will be arriving in showrooms later this summer as well

Truck Classification

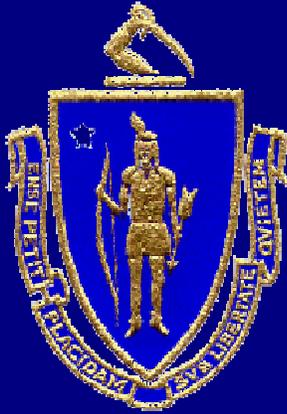
Truck Classification
https://en.wikipedia.org/wiki/Truck_classification

US truck class	Duty classification	Weight limit [1][7]	Examples (Ford, Chevrolet)
Class 1	Light truck	0–6,000 pounds (0–2,722 kg)	Chevrolet Colorado/GMC Canyon, Ford Ranger,
Class 2a	Light truck	6,001–8,500 pounds (2,722–3,856 kg)	Chevrolet Silverado/GMC Sierra 1500, Ford F-150
Class 2b	Light/Medium truck	8,501–10,000 pounds (3,856–4,536 kg)	Chevrolet Silverado/GMC Sierra 2500, Ford F-250
Class 3	Medium truck	10,001–14,000 pounds (4,536–6,350 kg)	Chevrolet Silverado/GMC Sierra 3500, Ford F-350
Class 4	Medium truck	14,001–16,000 pounds (6,351–7,257 kg)	Chevrolet Silverado/GMC Sierra 4500, Ford F-450
Class 5	Medium truck	16,001–19,500 pounds (7,258–8,845 kg)	Chevrolet Silverado/GMC Sierra 5500, Ford F-550, Peterbilt 325, International TerraStar [12]
Class 6	Medium truck	19,501–26,000 pounds (8,846–11,793 kg)	Chevrolet Kodiak C6500, Ford F-650, Peterbilt 330, International Durastar [13]
Class 7	Heavy truck	26,001–33,000 pounds (11,794–14,969 kg)	Autocar ACMD, GMC C7500, Peterbilt 220 & 337, Ford F-750 [14]
Class 8	Heavy truck	33,001 pounds (14,969 kg) +	Autocar ACX, Autocar DC, International WorkStar, Kenworth T600, Kenworth T660, Kenworth T680, Orange EV T-Series Electric, Peterbilt 579, Peterbilt 389[15] - Semi-trailer trucks fall into this category

Car Classifications

Car Classifications
https://en.wikipedia.org/wiki/Car_classification

Code	Euro Car Segment	Euro NCAP Class	US EPA Size Class	Other U.S. terms	Examples (Kelly Blue Book, Ford and Chevy)
Q	Quadracycle				n/a
A	A - mini				n/a
B	B - small		subcompact		Ford Fiesta, Chevy Sonic
C	C - medium		compact		Ford Focus, Chevy/Volt/Cruze
D	D - large		mid-size		Chevy Malibu, Ford Fusion
E	E - executive		large		Ford Taurus, Chevy Impala
F	F - luxury				n/a
S	S - sports coupés			Convertible	Chevy Camaro, Ford Fiesta/Focus
Ms	M - multi purpose small	Small MPV	Minivan		Ford Transit, Chevy City Express
MI	M - multi purpose large	Large MPV	Minivan		Ford Transit 150/250, Chevy Express 2500
Jsm	J - sport utility small	Small off-road 4x4	Small SUV	Mini SUV	Ford EcoSport, Chevy Trax
Jsc	J - sport utility small	Small off-road 4x4	Small SUV	Compact SUV	Ford Escape, Chevy Equinox
Jsms	J - sport utility large	Large off-road 4x4	Standard SUV	Mid-size SUV	Ford Explorer/Edge/Flex, Chevy Blazer/Traverse
Jsf	J - sport utility large	Large off-road 4x4	Standard SUV	Full-size SUV	Ford Expedition, Chevy Suburban/Tahoe



Office of the Inspector General

Commonwealth of Massachusetts

Gregory W. Sullivan
Inspector General

Guide to Administering and Complying with Vehicle Management Policies

December 2004



The Commonwealth of Massachusetts
Office of the Inspector General

GREGORY W. SULLIVAN
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STATE OFFICE BUILDING
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December 2004

Dear Public Official:

During the past few years, municipal budgets have become harder to balance because of revenue and local aid decreases. Consequently, the use of municipal vehicles has come under close scrutiny. Vehicle use policies became topics of discussion at town meetings, city council meetings, and meetings of other governing bodies. In many cases, municipalities discovered that they had inadequate or non-existent policies, regulations, or guidelines to govern the use of municipal vehicles.

This guide is a resource for those municipalities that need to develop policies for fleet administration or who wish to re-examine their current policies. Adequate policies governing the use of vehicles and fleet administration is the first step in preventing the misuse of municipal vehicles and helps to ensure that public funds are being spent wisely. The following misuses of municipal vehicles may occur:

- Use of vehicle for other than official state business;
- Use of vehicle without a valid driver's license;
- Lack of proper vehicle identification and documentation;
- Misrepresentation of vehicle use on official documents;
- Unauthorized overnight travel;
- Unauthorized out-of-state travel;
- Failure to maintain vehicles in accordance with municipal policies and procedures;
- Failure to obey state and local traffic and parking regulations;
- Failure to pay state and federal taxes on fringe benefit income.

Operating a municipal vehicle is a privilege and should be treated as such. Misuse of this privilege should not be tolerated by municipal officials. We hope this guide assists local officials in identifying potential problems and acting to prevent problems before they occur.

Sincerely,

Gregory W. Sullivan

Gregory W. Sullivan
Inspector General

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Section One: Administrative Guidelines

Declaration of Need

Before developing a vehicle policy, a jurisdiction should identify its vehicle needs and determine the status of its vehicle inventory. The jurisdiction should also review the assignment of vehicles. This will help determine the scope of the intended vehicle policy. If a need is identified, procurement or lease of a vehicle and pertinent services, such as maintenance contracts and insurance, should be done in compliance with the acquisition guidelines of Massachusetts General Law (M.G.L.) Chapter 30B.

Fleet Administrator

Each municipality that leases or owns more than one vehicle for general use (excluding vehicles for specific use such as police cruisers, street sweepers, etc.)¹ should designate an employee responsible for fleet administration. The fleet administrator is responsible for all municipal vehicles not intended for a specific purpose. However, municipalities with only a few vehicles may want to extend the fleet administrator's role to all government vehicles including special purpose vehicles. Responsibilities of the fleet administrator include monitoring vehicle use, ensuring vehicle maintenance, insuring, inspecting, and registering vehicle, and informing employees on the proper use of municipal vehicles in compliance with applicable tax policies.

Maintenance and Repair

The fleet administrator should maintain a maintenance and repair log for each vehicle. These records are subject to the public records law and should be treated as such. It is important to keep vehicles in service and to maintain vehicle warranties. The

¹ Large municipal departments or agencies that maintain special purpose vehicles such as police and fire vehicles should have their own vehicle policies, fleet administrator, and internal controls. Special purpose vehicles should not be exempt from the practices outlined in this guide.

administrator should keep vehicles on a repair and maintenance schedule. The schedule should include, but not be limited to, the following services:

- Lube, oil, and filter change (every three thousand miles);
- Brake inspection (once annually);
- Tire rotation and balance (twice annually);
- Emission service (15,000 miles/or annually), and
- Engine performance service (15,000 miles/or annually).

The administrator should also work with the jurisdictions purchasing official to ensure that vehicle maintenance and repairs are procured according to state and local laws and regulations.

Other Duties

The fleet administrator is also responsible for the following:

- Ensuring that motor vehicle violations and parking tickets, incurred by employees while operating fleet vehicles, are promptly dealt with. The employee should pay for all fines and violations. The administrator is responsible for ensuring that these violations do not impact driver or vehicle status.
- Approving all requests for vehicle assignment.
- Maintaining records of approval to use vehicles for commuting, 24-hour use, out-of-state travel, garaging vehicles at a home, and other approvals. Note: The jurisdiction's governing body should review all requests for the special use of vehicles and grant their approval. Approvals should be subject to renewal on an annual basis.
- Obtaining signed statements from operators that they understand the vehicle policy.
- Obtaining signed statements from operators that they, where applicable, are in compliance with all tax laws.

Fueling Vehicles

Jurisdictions should establish a method for operators to obtain fuel for their assigned vehicles. Some jurisdictions will obtain bids from local gas stations, enroll in a fuel card program, provide credit cards, or offer reimbursement to operators. All methods are effective in that they meet the goal of refueling vehicles. However, when operators are authorized to purchase fuel and be reimbursed, a paper trail is required. This same system should be in place when employees use personal vehicles for business use and receive reimbursement for expenses.

Adequate internal controls should include a process to verify receipts and fuel purchases. The fleet administrator may opt to defer this accounting to the jurisdiction's accounting staff. Internal controls should be in place no matter who reconciles purchases.

Some jurisdictions provide employees who use vehicles regularly with a monthly allowance. The employee must provide receipts to verify expenditures from this allowance and the fleet administrator or other staff reconciles these expenses.

Fringe Benefits

The use of an employer-owned vehicle may constitute a fringe benefit for state and federal tax purposes. Regular commuting home-to-work mileage must be accurately reported to the Internal Revenue Service as fringe benefit income. The fleet administrator should consult with the jurisdictions payroll department to determine which employees should have fringe benefit income. For example, employees who have used an employer-provided vehicle to commute a minimum of fifteen one-way trips, either as a driver or a passenger, at any time during the calendar year may be subject to fringe benefit income. The jurisdiction should consult Internal Revenue Service and Massachusetts Department of Revenue regulations [See Appendix A].

Section Two: Operator Responsibilities

Vehicle policies should, at a minimum, include the following guidelines for vehicle operators. These suggestions have been gathered from a variety of sources². Some are basic and straightforward. Others require the fleet administrator to develop detailed procedures. Once prepared, vehicle policies should be distributed to all employees who are or may be assigned a vehicle.

- 1) Operators should read and understand the applicable policies and conditions related to vehicle use.

- 2) Assigned vehicles are for official use only.

- 3) Operators should exercise sound judgement at all times when using assigned vehicles and should avoid the appearance of misuse. Vehicles should not be: used for personal use, used to transport non-employees, or used by anyone not assigned to the vehicle. Vehicles should not be used during non-business hours. Note: Some jurisdictions allow for “incidental personal use” such as stopping to grocery shop while on the way home but only if the stop does not add mileage to the trip. This is a decision a jurisdiction needs to make when developing the vehicle policy.

The Massachusetts Ethics Code discusses unwarranted privileges. Using public equipment or resources for personal use constitutes use of an official position to obtain an unwarranted privilege not similarly available to others. Misuse of an assigned vehicle is an ethics violation.

- 4) Operators must obey all state and local traffic and parking laws. The policy should indicate how these violations could lead to a loss or suspension of vehicle privileges. Note: Some jurisdictions recommend that employees take driver training when their privileges are suspended.

² Two sources are the Commonwealth of Massachusetts Office of Vehicle Management *Policies and Procedures Manual* available at (www.mass.gov/osd) and the United States General Services Administration *GSA Internal Motor Vehicle Management Manual* available at (www.gsa.gov).

- 5) Operators must have a valid drivers license of the appropriate class. Operators have an obligation to report any changes in license status to the fleet administrator. Note: Some jurisdictions require a periodic license check. A recent audit report in New York City found that 12 percent of employees who used government vehicles did not have valid licenses and that 27 percent had a poor enough driving records to disqualify them from using government vehicles.

Operators must carry a valid license and a government issued identification whenever using an assigned vehicle.

- 6) Operators are solely responsible for the consequences of any violations, such as parking or speeding tickets.
- 7) Operators and their passengers must use seat belts when traveling in publicly owned vehicles or when using personal vehicles for business. This is to protect the jurisdiction from liability and legal issues.
- 8) Operators should not operate vehicles under the influence of alcohol or any illegal substance. The operator will lose all privileges to operate a vehicle if convicted of driving under the influence.
- 9) Operators must report all vehicular accidents to the fleet administrator and complete all accident reports required by the fleet administrator. If an employee is using a personal vehicle for business (approved by appropriate management), the employee must maintain the necessary levels of automobile insurance required by the vehicle policy.

In the case of an accident involving an employee's personal vehicle, the fleet administrator or other official should determine if the accident occurred in the line of duty. The administrator can then recommend that the employee be reimbursed for any vehicle repairs or for any insurance deductible.

When an accident occurs, the operator must:

- a) Stop the vehicle;

- b) Obtain the:
 - i. Name(s) and address(es) of the other drivers;
 - ii. Name(s) and address(es) of the owner(s);
 - iii. Registration number(s) of the other vehicle(s) involved;
 - iv. Name(s) and address(es) of other driver(s) insurance company(ies); and
 - v. Name(s) and address(es) of any witness(es) to the accident.
- c) Not admit liability for the accident, even if the employee believes it was their fault.
- d) Immediately report details to the employee's immediate supervisor and the fleet administrator.
- e) When any person has been injured and/or when vehicles have suffered significant damage, the local or state police must be called to the scene.
- f) Do not move the vehicle in these circumstances until authorized by the police.

10) Smoking is not permitted in assigned vehicles. Note: Federal and state government vehicle regulations prohibit smoking.

11) Operators are responsible for the cleanliness of assigned vehicles.

12) Operators should safeguard vehicles at all times. Operators should never leave vehicles unattended with the ignition key in the lock or anywhere in the vehicle. The operator should also ensure that when away from the vehicle the vehicle is locked. The employer is not responsible for the loss of any personal property while using an assigned vehicle.

- 13) Operators must report all needed repairs or other vehicle problems to the fleet administrator.

- 14) Job titles of operators assigned vehicles on a regular 24-hour basis should be listed in the policy. This assignment should be initiated through a process outlined in the vehicle policy. The need for this assignment should be justified in writing and approved by the jurisdictions governing body. Policies should also outline if and how an employee will be reimbursed for travel expenses when assigned a 24-hour vehicle. For example, if an employee's domicile is more than a certain mileage from the employee's place of business, will the employee be reimbursed for mileage between home and business?

- 15) Operators should refrain from using cell phones while driving an assigned vehicle. Some jurisdictions have cell phone policies that prohibit use while operating the assigned vehicle.

- 16) Upon assignment of a vehicle, the operator is responsible for ensuring that the vehicle contains the equipment it is supposed to have. For example, a spare tire, first aid kit, etc. The employee assumes responsibility for these items when he/she accepts assignment of the vehicle. The fleet administrator should prepare a list of items that should remain with the vehicle.

- 17) Upon assignment of a vehicle, the operator is responsible for ensuring that the vehicle contains all required documentation. The operator should verify that the vehicle contains the following documents:
 - a) The vehicle registration;
 - b) Authorization for vehicle use;
 - c) Blank accident reports;
 - d) Vehicle's owner manual;
 - e) Vehicle service maintenance card (if applicable);
 - f) Fuel card (if applicable);
 - g) A copy of an approved out-of-state travel form (if applicable), and
 - h) A driver's log.

The driver's log should be maintained by whoever is assigned to the vehicle³. The driver log for each trip must include:

- i. Start date and time;
- ii. End date and time;
- iii. Odometer reading start;
- iv. Odometer reading end;
- v. Beginning location;
- vi. Destination, and
- vii. Driver name.

This information is subject to the public records law. The fleet administrator should maintain all logs for reference and audit purposes.

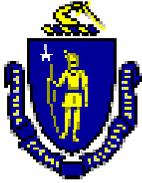
³ Technology exists to record ignition starts, time, date, distance traveled, and speeds traveled on devices with computer chips. These devices have been compared to the flight recorders on commercial aircraft. Some jurisdictions may wish to consider using this technology for bookkeeping purposes.

APPENDIX A

The source for Appendix A is:

Commonwealth of Massachusetts Office of Vehicle Management Policies and Procedures Manual, Eric A. Kriss, Secretary, Philmore Anderson III, State Purchasing Agent, and Ellen L. Phillips, Deputy State Purchasing Agent, pp. 23-25.

The entire manual is available at <http://www.mass.gov/osd>



**The Commonwealth of Massachusetts
Executive Office for Administration and Finance
Operational Services Division
One Ashburton Place, Boston, MA 02108-1552**



**TO: Fleet Administrators, Payroll Directors and
All State Employees in Employer-Provided Vehicles**

**FROM: Herbert Faulconer, Fleet Administrator
Office of Vehicle Management, Operational Services Division**

DATE October 15, 2003

**RE: Required Fringe Benefit Tax Reporting for Tax Year 2003
Employee Use of Commonwealth Provided Vehicle**

Federal and State Law requires employers, including the Commonwealth, to include "Fringe Benefit Income" on annual W-2 forms submitted to the Internal Revenue Service (IRS) and Department of Revenue (DOR) for each employee. Such fringe benefit income includes an employee's use of an employer-provided vehicle for business purposes which is also used for commuting. The IRS regulations on this topic are extensive. The primary provisions are found in Federal Payroll Tax Laws and Regulations, United States Code, Title 26 Internal Revenue Code, Code 61 Reg. 1.61-21(f)(3). Pertinent definitions are listed at the end of this memo.

Please note that the IRS rules require employees to maintain adequate records to substantiate their use of an employer-provided vehicle. While it is the Commonwealth's duty to report usage of Commonwealth provided vehicles by employees to the IRS; disputes concerning the correct computation or verification of commuting use are between the taxpayer and the IRS. It is assumed that this requirement will continue, and you are urged to maintain accurate records for tax year 2004.

In an effort to issue a single, complete and correct W2 for tax year 2003 through the state payroll system, HR/CMS, non-cash benefits such as the use of a Commonwealth provided vehicle for business and commuting purposes will be included in an employee's taxable gross income and reported together with regular wages on the W-2.

Fringe benefits must be added to an employee's federal and state taxable gross income and are subject to federal and state income tax withholding and Medicare taxes. Non-cash fringe benefits are added to Federal taxable gross (Box 1) and state taxable gross (Box 16). Non-cash fringe benefits included in Box 1 are summarized in Box 14. The Commonwealth annually reports employee use of Commonwealth motor vehicles for commuting using the period from November through October. Reporting for tax year 2003 will be November 1, 2002 through October 31, 2003.

Employees Commuting 15 or Less Times During November 1, 2002-October 31, 2003.

The IRS rules provide for the exclusion of fringe benefits that have so small a value that accounting for them would be administratively impractical ("De Minimis Fringe"). For the purposes of this memo, employees who commute in Commonwealth-provided vehicles must report only if they have had 15 or more commutes during the period from November 1, 2002 through October 31, 2003.

Employee Reporting Responsibilities

1. Any employee who received the fringe benefit of the use of a Commonwealth-provided vehicle for business use and commuting, should list the number of commutes made in employer-provided vehicles in PART A of the attached "**CERTIFICATION OF EMPLOYEE MOTOR VEHICLE USE - FORM OVM IRS**". The number of **one-way** commutes you have made in employer-provided vehicles will be multiplied by \$1.50. Your W-2 will reflect this amount.
2. If some or all of your commutes in a Commonwealth-provided vehicle(s) were eligible for the exemptions described under the Definitions Section you should complete PART B of the Certification Form. Please describe in detail the factors that make the exemption applicable, so that OVM can confirm its validity.
3. For those few individuals that have been granted waivers to continue domicile privileges, their income as reported to the IRS will reflect the \$1.50 commute per commute for 249 days, unless the signed certification indicates a different number of commutes.
4. *******The completed and executed Certification Form (PART A and B) must be returned to your Department's Payroll Director NO LATER THAN November 25, 2003.**

FAILURE TO RETURN THIS CERTIFICATION FORM BY THE DEADLINE WILL AFFECT YOUR INCOME AS REPORTED TO THE IRS FOR 2003.

Department Processing and Reporting Requirements

Departments are responsible for the processing of tax reporting for employees receiving the fringe benefit of the use of a Commonwealth-provided vehicle for business use and commuting.

1. The Fleet Administrator must distribute the attached "**CERTIFICATION OF EMPLOYEE MOTOR VEHICLE USE - FORM OVM IRS**" to any employee who has been provided with use of a Commonwealth provided vehicle between November 1, 2002 through October 31, 2003. The Fleet Administrator should immediately forward the completed forms to their Payroll Director for processing.
2. The Fleet Administrator must list any employee who has used a Commonwealth-provided vehicle for business use and commuting at any time during November 1, 2002 through October 31, 2003 in "**PART C - Summary**" on the attached "**SUMMARY CERTIFICATION FOR DEPARTMENT OF EMPLOYEE MOTOR VEHICLE USE**."
3. Department Fleet Administrator must complete the attached Summary Certification, PART C, and return it to the Office of Vehicle Management (OVM) NO LATER THAN November 25, 2003. OVM will review this earnings code in the warehouse for department compliance.
4. Data entry may begin November 17, 2003 for the pay period ending November 29, 2003.
5. All employees who received the non-cash fringe benefit of use of a Commonwealth provided vehicle for business and commuting must have their payroll records updated by the payroll period ending December 13, 2003.

Definitions

Commuting Use Income: Federal Statutes and regulations require the attribution of income to employees for each commute made in an (NON-EXEMPT) employer-provided motor vehicle. The meaning of each of these terms is explained below.

The IRS permits employers to select any of several methods for valuing employee use of employer-provided vehicles. The Commonwealth has again chosen to use the method that applies a flat rate of \$1.50 per **one-way** commute, since this will be the simplest and most advantageous approach in the vast majority of cases.

Commute: Under the IRS rules, a “commute” is a trip, one end of which is at your home, and the other end of which is at a work site located in the area where you ordinarily work. When the work site to which you travel is outside the area where you ordinarily work, the IRS regards your travel as a business trip, not a commute, subject to fringe benefit treatment.

Thus, to count your commutes, you must first identify the area where you ordinarily work, then, anytime that you set out from home and travel to a work site in that area, you have commuted. Each trip to or from your home counts as a commute. So, if you go to work and return home again, you have made two one-way commutes.

Employer-Provided Vehicle: The IRS rules attributes income to you for any commute that you made in a vehicle made available to you in connection with your employment. Specially, you must count commutes, not only when you were a driver, but also when you were a passenger in an employer-provided vehicle (whether or not the driver also counts the same trip as a commute). And you must count commutes, not only in Commonwealth-owned vehicles, but also in vehicles leased to the Commonwealth or provided to you by a contractor in connection with your state employment.

The IRS rules provide exemptions for commutes made in certain narrowly defined classes of “Qualified Non-Personal use vehicles”. Two specific components of this exemption are noteworthy (see 26 CFR 1.274-5T (K)).

Law Enforcement and Fire Vehicles-Clearly Marked (exemption): Police and fire vehicles are exempt, when a police officer or a fire fighter is required to commute in them, so that he/she can be on call outside his/her regular shift. In addition, unmarked law enforcement vehicles are exempt when used in fulfilling a law enforcement responsibility by an individual meeting a three-part definition of law enforcement officer (employed full-time by a law enforcement agency; authorized to carry a gun, execute warrants, and make arrests and; ordinarily carries a firearm).

Vehicle Unsuitable for Personal Use (exemption): Vehicles, which, because of their design and construction, are unlikely to be used to any significant extent for personal purposes are exempt. The regulation lists the types of vehicles, such as garbage trucks, tractors, and flatbed trucks, covered by this exemption. **The regulation specifically states that pickup trucks and vans are not exempt. Cab lights, two-way radios and custom paint do not modify a vehicle beyond personal use.**

OVM recognizes that the IRS rules on this subject are complex and that this memo can only offer general guidance that cannot cover every individual situation. If you do not understand how this rules apply to you or if you have any questions, please feel free to call Mary Paris at OVM, (617)-720-3306. You may also wish to consult with your tax preparer.

Philmore Anderson, Purchasing Agent
Ellen Phillips, Deputy Purchasing Agent
Mary Paris, OSD
Kathy Sheppard, Director, Payees, Payments & Tax Reporting
Michael Weld, Director Payroll and Procurement
James Box, OSC

Fleet Management Software Information Requirements

Basic Information. One time only at the time of purchase:

- VIN
- Date of Purchase
- Cost of Purchase
- Expected Useful Life
- License Plate
- Intended Department functional class
- Vehicle Class

Annual Information to be reported to Department Heads, Finance Director, Town Manager and Moderator:

- mileage (where appropriate)
- engine hours (where appropriate)
- current vehicle status
- updated future useful life
- annual maintenance costs
- annual insurance costs
- disposition date
- disposition method
- disposition value

To: The Chairs of the Finance and Fiscal Advisory Committees

From: Frank Mangione, Jerry Pisani, Emily Decker, Frank Holden

We are attaching a proposal to help develop a Town wide process for cataloging, maintaining and replacing Town vehicles.

We have developed this proposal based on our experience and responsibilities¹ as members of the Finance and Fiscal Advisory Committees. We believe a consistent process would benefit department heads and the committees responsible for reviewing and evaluating the annual vehicle purchase and replacement requests by making the process more defined, objective and less time consuming.

If this proposal is acceptable to both committees, we would ask the Town Manager and Finance Director to support the proposal.

Given this support, we would proceed by engaging in conversations with the fire, police and DPW department heads and other senior managers, in order to better understand their current vehicle management procedures and practices. We would consolidate our findings in a report to Town management and the Finance and Fiscal Advisory Committees. The report would contain recommendations by the study group to achieve consistency and best practices Town wide.

Thank you for considering this request,

Frank Mangione
Jerry Pisani
Emily Decker
Frank Holden.

Date: Thursday, May 16, 2019

1 - Duxbury Town Bylaws (rev 6/30/2018):

Section 6.8.4 ... the (Fiscal Advisory) Committee shall regularly review and report to the Selectmen, Town Manager, Finance Committee and Town Meeting on the Town's financial policies and condition, including...:

(e) the status of the Town's long term capital plan including but not limited to an orderly schedule for vehicle, and major equipment, and building renovation and replacement.

Thursday, May 16, 2019 drafted; fmh; ed; jp; fm; 4/22/20019

A Study to help the Town of Duxbury manage its fleet of vehicles

being prepared under the aegis of the Finance and Fiscal Advisory Committees
Participants: Frank Mangione, Jerry Pisani, Emily Decker, Frank Holden

Background:

The Town has a fleet of 132 insured vehicles with a current net asset value of over \$10,000,000.

Considering this fleet's total asset value and the annual insurance and maintenance costs to the Town, our study group, with the assistance and involvement of the town staff, would like to develop a town-wide process for cataloging, maintaining and planning the replacement of these vehicles.

We expect that such a process will assist the Fiscal Advisory, the Finance Committee and the town department heads to support and evaluate requests for adding or replacing town owned vehicles in a more efficient, consistent and timely manner.

The initial focus of this study will be on the Town's lite cars and trucks. We will also review and may include in the study recommended practices for all mobile equipment that is owned by the town.

We are structuring our study from the perspective of the Finance and Fiscal Advisory Committees who are responsible for reviewing and commenting on Town Management's annual budget requests as presented to the Town at their Annual and Special Town Meetings.

Objective:

Our objective is to be able to evaluate a request for purchasing or replacing a Town vehicle, based on standard data related to the vehicle, its role in the Town's daily operations and any specific departmental vehicle criteria.

The study group would seek to understand the procedures of the police, fire and DPW departments as well as the practices of a few local Towns.

From this review and interviews with the Town Manager and Finance Director, the study group would recommend a "best practice" model to facilitate our year end budget process and optimize our return on this investment.

A secondary objective is to be able to anticipate future vehicle purchase expenditures within the context of the Town's annual budget processes.

#	Respon	Department	Is this vehicle taken home	Employee	Puepoaw	Year Manufactured	Manufacturer/Model	Vin #	Plate #	Cost New	Vehicle Category	Years In service	Average Mileage/Year	
1	DPW	ANIM CONTROL	85,700	Yes - Ed Ramos	On-Call Animal Control 7 days/24 hrs	2011	CHEVROLET - SILVERADO	1GCNKPE01BZ413142	M88002	\$22,713	Truck	7	0	
2	DP	CEMETERY				2006		2000281547	M75185	\$14,394		12	0	
3	DPW	CEMETERY	46,777		Grounds Use and S&I	71	2008	CHEVROLET - SILVERADO	1GBJK34618E207384	M1292A	\$58,384	Truck	10	4,678
5	DPW	CEMETERY	88,352	Yes - Chip Locketti, Cemetery Superintendent	Weekend Funerals and S&I	70	2012	CHEVROLET - COLORADO	1GCGTBE7C8157485	M87313	\$22,485	Truck	6	14,725
4	DPW	CEMETERY	N/A				2009	CARRY ON - TRAILER	4YML10109V009124	M63946	\$1,200	Trailer	9	0
8	DP	CONSERVATION		NA	transport ATV		2014	ALUMA - TRAILER	1YGUS0619EB107654	M89443	\$1,628	Trailer	4	0
6	DP	CONSERVATION		NA	transport harvester		2001	AQUAMARINE - TDT 400 TRAILER	2E9AJ35CX11008004	M66808	\$20,500	Trailer	17	0
7	DP	CONSERVATION	125,297		land maintenance		2004	TOYOTA - TUNDRA	5TBBT44134S455270	M70421	\$5,000	Truck	14	8,950
9	DP	DPW	130,870			M-2	2007	FORD - ECONOVAN	1FTSS34L67DA63874	M99188	\$36,185	Van	11	11,897
10	DP	DPW	139,089			44	2011	CHEVROLET - SILVERADO	1GCNKPE05BZ394689	M88021	\$24,393	Truck	7	19,870
17	DP	DPW	7,454	Yes - P. Buttikus	DPW Operations	20	2018	CHEVROLET - SILVERADO CK15753	1GCVKREC8JZ346639	M1499A	\$39,543	Truck	0	7,454
15	DP	DPW	N/A				2016	SPECTEC - UTILITY TRAILER	1SEA4125GS188904	M93962	\$83,000	Trailer	2	0
12	DP	DPW	23,440			15	2015	PETERBILT - DUMP TRUCK	2NP3LJ0X7FM275263	M91313	\$190,085	Dump Truck	3	7,813
13	DP	DPW	N/A	NO	Brush Chipper		2015	BANDIT - CHIPPER	4FMUS1618FR003418	M92806	\$58,441	Utility	3	0
14	DPW	DPW	N/A				2015	SOLAR - UTILITY TRAILER	4GM1M0913F1471058	M92916	\$15,743	Trailer	3	0
16	DP	DPW	N/A	NO	Roadside Mower		2016	KUBOTA - TRACTOR	M108SDSC75709	M93960	\$114,000	Utility	2	0
11	DP	DPW	5,735			34	2013	ELGIN PELCIAN - SWEEPER	NP2765D	M89904	\$169,995	Sweeper	5	1,147
18	DP	DPW/HWY	545			39	2015	WACKER NEUSON - LOADER	3027950	M92915	\$69,849	Utility	3	182
22	DP	DPW/HWY	6,062	Yes - Glen Cavicchi	Foreman's Truck	26	2018	CHEVROLET - SILVERADO	1GCOKUEG0JZ345775	M72638	\$39,428	Truck	0	6,062
19	DP	DPW/HWY	10,659	Yes - Bruce O'Neil	Highway Operations	12	2016	CHEVROLET - SILVERADO	1GCNKREC8GZ344107	M7Z650	\$34,372	Truck	2	5,330
20	DP	DPW/HWY	N/A				2017	KM 6000TEDD C2M2 - UTILITY TRAILER	1K9BU2025HN246283		\$32,884	Trailer	1	0
21	DP	DPW/HWY	5,875			17	2018	PETERBILT - 348 DUMP TRUCK	2NP3HJ8X5JM473113	M99189	\$174,979	Dump Truck	0	5,875
128	DP	DPW/HWY	17,140			13	2016	PETERBILT - DUMP TRUCK	2NP3HJ8X7GM346095	M93113	\$168,608	Dump Truck	2	8,570
25	DPW	DPW/WATER	11,265	NO	Small dump truck for the Water Division - hauls loose materials for construction. Plows snow for Highway Department on a dedicated route. Highway uses this vehicle during winter months for excavation as their trucks have sanders installed.	5	2016	CHEVROLET - SILVERADO	1GB3KYC8XGF211967	M96494	\$67,521	Truck	2	5,633
23	DPW	DPW/WATER	64,049	NO	Utility body with crane. Carries tools & supplies. Primary site truck for water main repair	3	2013	CHEVROLET - SILVERADO PICKUP	1GB3KZCG8DF219865	M89384	\$76,539	Truck	5	12,810
24	DPW	DPW/WATER	76,771	Yes - P. Mackin	Transportation. Carries some tools & supplies	8	2013	CHEVROLET - SILVERADO	1GCNKSE0XDZ339192	M89906	\$29,024	Truck	5	15,354
39	DP	FIRE DPW/HIGHWAY	IN OP			M-3	2009	FORD - CROWN VICTORIA	2FAHP71V69X115093	MF17D	\$29,055	Sedan	9	0
72	DP	given to highway	IN OP			35	2005	CHEVROLET - SILVERADO	1GBJK342X5E299104	M95567	\$46,238	Truck	13	0
77	DP	given to highway	165,704			M-1	2011	CHEVROLET - SILVERADO	1GCOKVCG6BF240606	M88022	\$33,766	Truck	7	23,672
54	DP	HIGHWAY	N/A			38	1997	MELROE - BOBCAT 860	514415859	M57768	\$20,862	Utility	21	0
53	DPW	HIGHWAY	N/A				1997	EAGER BEAVER - 20HALX TRAILER	112H5V308VL049243	M57756	\$10,788	Trailer	21	0
67	DP	HIGHWAY	5,090			11	2018	CHEVROLET - SILVERADO	1GB3KYCG1JF248243	M1488A	\$69,712	Truck	0	5,090
61	DP	HIGHWAY	134,044			16	2008	CHEVROLET - SILVERADO TRUCK	1GBJK34698E124351	M1296A	\$52,205	Truck	10	13,404
60	DP	HIGHWAY	34,825			25	2007	INTERNATIONAL - TRUCK	1HTMKAAAR57H521227	M69652	\$80,356	Utility	11	3,166
68	DPW	HIGHWAY	N/A				2018	SPECTEC - UTILITY TRAILER (CLOSED	1S9EA4124JS188108		\$88,200	Trailer	0	0
65	DP	HIGHWAY	39,198			19	2012	PETERBILT - DUMP TRUCK	2NP3HN8X0CM151649	M1294A	\$163,197	Dump Truck	6	6,533
63	DP	HIGHWAY	35,292			28	2011	PETERBILT - DUMP TRUCK	2NP3HN8X2BM121518	M1293A	\$126,757	Dump Truck	7	5,042
66	DP	HIGHWAY	40,005			14	2012	PETERBILT - DUMP TRUCK	2NP3HN8X9CM151648	M1297A	\$163,197	Dump Truck	6	0
62	DP	HIGHWAY	51,402			18	2008	PETERBILT - DUMP TRUCK	2NPRHN8X58M762584	M1295A	\$106,961	Dump Truck	10	5,140
64	DP	HIGHWAY					2011	CARMATE - TRAILER	5A3C612S2BL001420	M83545	\$5,000	Trailer	7	0
55	DPW	HIGHWAY	N/A				1999	LOAD RITE - 14-1000BW TRAILER	5A4JVSJ14X2000724	M63947	\$1,500	Trailer	19	0
59	DP	HIGHWAY	16,014			32	2006	ELGIN - PELICAN SWEEPER	S9310S	M74630	\$70,000	Sweeper	12	1,335
79	DP	Land & NATURAL RES	N/A	NO	16' Lawn Mower		2011	TORO - GROUNDMASTER MOWER	311000217	M88001	\$88,778	Utility	7	0
81	DP	Land & NATURAL RES	60,925	NO	One Ton Dump Truck	27	2013	CHEVROLET - DUMP TRUCK	1GB3KZC81DF219862	M89917	\$62,296	Dump Truck	5	12,185
82	DP	Land & NATURAL RES	12,451	NO	One Ton Dump Truck	22	2017	CHEVROLET - SILVERADO	1GB4KYCGXHF204238		\$60,914	Truck	1	12,451
83	DP	Land & NATURAL RES	8,988	Yes - Bruce Duffy	Foreman's Truck	30	2018	CHEVROLET - SILVERADO CK25903	1GCOKUEG9JZ344284	M1500A	\$38,904	Truck	0	8,988
80	DP	Land & NATURAL RES	73,337	Yes - Jim Savonen	Manager's Vehicle	29	2012	CHEVROLET - SILVERADO	1GCNKSE08CZ323376	M87312	\$29,019	Truck	6	12,223
69	DP	Land & NATURAL RES	N/A	NO	10' Landscape Trailer		1994	KEY - GRASSHOPPER TRAILER	1K9GH1012RG10S031	M51658	\$1,800	Trailer	24	0
75	DPW	Land & NATURAL RES	N/A	NO	16' Landscape Trailer		2008	WRIGHT - UTILITY TRAILER	1S9TS162081132078	M76923	\$3,350	Trailer	10	0
78	DP	Land & NATURAL RES	16,260	NO	Aerial Lift Truck	23	2011	PETERBILT - TRUCK	2NP3HN8X3BM125867	M79134	\$176,207	Utility	7	2,323
76	DP	Land & NATURAL RES	49,122	NO	Chip Truck	21	2009	PETERBILT - TRUCK	2NP3HN8X99M783726	M76925	\$62,980	Utility	9	5,458
71	DP	Land & NATURAL RES	N/A	NO	Construction Trailer		2004	PJ - CONSTRUCTION TRAILER	4P5DE222X41063822	M78726	\$4,000	Trailer	14	0
73	DPW	Land & NATURAL RES	N/A	NO	Brush Chipper		2005	MORBARK - TORNADO BRUSH CHIPPER	4S8SZ16165W024208	M52042	\$39,000	Utility	13	0
70	DP	Land & NATURAL RES	N/A	NO	Turf Tractor		1999	JOHN DEERE - 460 TRACTOR	LV4600H267244	M54154	\$60,000	Utility	19	0

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74	DP W	Land & NATURAL RES	N/A	NO	Multi-Purpose		2007	TRACKLESS - MT TRACTOR	MT5T3431	M75177	\$113,890	Utility	11	0
132	DP W	TRANSFER Station	N/A			39	2005	MORBARK - WOOD HOG UTILITY	1821187	M71676	\$231,000	Utility	13	0
134	DP	TRANSFER Station	110,436			T-1	2006	MACK - SEMI TRACTOR TRUCK	1M1AJ07Y26N002289	M73636	\$85,000	Utility	12	9,203
130	DP W	TRANSFER Station	N/A				1995	RAND INGERSOLL - AIR COMPRESSOR	257315UFF283	M54451	\$9,985	Utility	23	0
131	DP W	TRANSFER Station	N/A				2001	STECO SEMI - SEC41996	5EWES412011253523	M74629	\$40,000	Utility	17	0
133	DP W	TRANSFER Station	N/A				2005	STECO - UTILITY	5EWES412461254066	M71700	\$49,897	Utility	13	0
136	DP W	TRANSFER Station	N/A			9	2012	CATERPILLAR - BACKHOE/LOADER	CAT0430EAMXB00509	M84814	\$129,000	Utility	6	0
135	DP W	TRANSFER Station	N/A			50	2012	VOLVO - LOADER	VCE0L70GC00002180	M87320	\$129,261	Utility	6	0
137	DP W	WAT/SEW	61,551	Yes - varies - used by On Call Personnel	Utility body carries tools & supplies. Dedicated plow truck for Highway on a dedicated route during snow events.	4	2015	CHEVROLET - SILVERADO	1GB0KUEG8FZ138322	M92203	\$34,153		3	
139	DP W	WATER	N/A		80 KW generator used to		1995	MGS - TRAILER/GENERATOR	16MG10918SD019732	M55677	\$23,000	Truck Trailer	23	20,517 0
144	DP W	WATER	21,606	Yes - varies - used by On Call Personnel	Utility body carries tools & supplies. Dedicated plow truck for Highway route during snow events.	36	2017	CHEVROLET - SILVERADO	1GB0KUEG1HZ349493	M40573	\$44,815	Truck	1	21,606
145	DP	WATER	32,140	Doug Ficks	Utility body carries tools &	6	2017	CHEVROLET - SILVERADO	1GB0KUEG3HZ349849	M83921	\$44,815	Truck	1	32,140
140	DP	WATER	94,012	Yes - Bob Sullivan	Utility body carries tools &	1	2011	CHEVROLET - SILVERADO	1GB0KVCG4BF240608	M88023	\$32,632	Truck	7	13,430
143	DP	WATER	14,200	NO	Small service vehicle	2	2016	CHEVROLET - COLORADO	1GCHTBEA5G1387298	M96039	\$29,897	Truck	2	7,100
138	DP W	WATER	N/A		Landscape trailer used to haul equipment around town for mowing water division		1994	KEY - GRASSHOPPER TRAILER	1K9GH102CDG105034	M52041	\$1,800	Trailer	24	0
142	DP W	WATER	8,138	NO	Large dump truck for the Water Division hauls loose materials for construction. Plows snow for Highway Department on a dedicated route. Highway uses this vehicle during winter months for excavation as their trucks have sanders installed.	31	2016	PETERBILT - DUMP TRUCK	2NP3HJ8X8GM346722	M93828	\$141,560		2	
141	DP W	WATER	1559.7	NO	Primarily used for site excavation. Dedicated plow for Highway route during snow events. Loaned to the Transfer Station or Highway when their machine is down for repairs.	7	2014	CATERPILLAR - BACKHOE	CAT0420FJJWJ02273	M92211	\$124,249	Dump Truck Utility	4	4,069 390
146	DP	WATER	No		Trailer mounted air		2018	CHICAGO PN AIR COMPRESSOR TRAILER	HOP057632		\$18,250	Trailer	0	0
101	Fa	POLICE FACILITIES	52075	Facilities Director	building maint		2015	FORD - EXPLORER	1FM5K8AR6FGB92029	616HVM	\$41,288	SUV	3	17,358
98	Fa	POLICE INSP.SERVICES	77,621	Scott Lambiase	inspections, emergency		2014	FORD - EXPLORER	1FM5K8AR0EGA50189	M88591	\$36,368	SUV	4	19,405
26	Fa	FACILITIES	42,050	N/A	building maint		2009	GMC - SAVANA	1GTGG25C091102785	M69314	\$21,850	Van	9	4,672
42	Fir	FIRE					2011	HAULMARK - UTILITY TRAILER	16HGB2026BP078550	MF372A	\$8,941	Trailer	7	0
46	Fir	FIRE					2016	FORD - F550 BRUSH TRUCK	1FD0X5HT3GEB35568	MF49D	\$186,750	Utility	2	0
36	Fir	FIRE					2008	FORD - F350 PICKUP	1FTWW31538EC06285	MP9D	\$27,400	Truck	10	0
44	Fir	FIRE					2012	CHEVROLET - EXPRESS AMBULANCE	1GB6G5CL7C1172201	MF6D	\$186,329	Ambulance	6	0
40	Fir	FIRE					2010	CHEVROLET - AMBULANCE	1GB9G5B67A1133937	MF5D	\$168,203	Ambulance	8	0
43	Fir	FIRE	137,653	Take Home	Admin Capt/COMMS		2011	CHEVROLET - TAHOE	1GNSK2E06BR259850	MF1D	\$42,340	SUV	7	19,665
48	Fir	FIRE	37,780	Take Home	Chief		2016	CHEVROLET - TAHOE	1GNSKDEC8GR383535	MF1D	\$55,000	SUV	2	18,890
51	Fir	FIRE	5,605	Take Home	Deputy Chief		2018	CHEVROLET - TAHOE SUV	1GNSKFC5JR367716		\$53,000	SUV	0	5,605
50	Fir	FIRE	9,451	Station	Shift Commander		2018	CHEVROLET - TAHOE SUV	1GNSKFKC1JR132749		\$58,116	SUV	0	9,451
41	Fir	FIRE	115,303	Station	EMS Manager/Training		2010	CHEVROLET - TAHOE	1GNUKAE08AR233672	MF2D	\$30,490	SUV	8	14,413
29	Fir	FIRE					1988	INTERNATIONAL - BRUSH TRUCK MODEL	1HTLFTVN3JH532463	MF8D	\$400,000	Utility	30	0
30	Fir	FIRE					1988	INTERNATIONAL - BRUSH TRUCK MODEL	1HTLFTVN5JH532464	MF7D	\$400,000	Utility	30	0
31	Fir	FIRE					1992	INTERNATIONAL - DIVE RESCUE	1HTSLNPL6NH401500	MF14D	\$80,745	Utility	26	0
37	Fir	FIRE					2008	SHORELANDER - BOAT TRAILER	1MDAPWT118A390820	MF15D	\$3,200	Trailer	10	0
38	Fir	FIRE					2008	EZ LOADER - TRAILER	1ZEAAAG78A155749	MF16D	\$600	Trailer	10	0
49	Fir	FIRE					2017	DODGE RAM - 5500 AMBULANCE	3C7WRNCL2HG773355		\$242,989	Ambulance	1	0
45	Fir	FIRE					2013	DOOSAN - GENERATOR	4FVGNBBB3DU448339	MF20D	\$35,663	Utility	5	0
47	Fir	FIRE					2016	PIERCE - DASH PUMPER	4P1BAAFF5GA016844	MF12D	\$590,724	Utility	2	0
52	Fir	FIRE					2018	PIERCE DASH PUMPER	4P1BAAFF9JA018975	MF13D	\$680,000	Utility	0	0
32	Fir	FIRE					1994	STEWART/STEVENSON - 2.5 TON LMTV	AT0690-EC		\$104,626	Utility	24	0
33	Fir	FIRE					1995	EMERGENCY - SENTRY PUMPER TRUCK	4ENRAAA89S1004608	MF11D	\$480,000	Utility	23	0
84	Po	POLICE					1984	EZ LOAD - TRAILER	(M56628)	M56628	\$100	Trailer	34	0
95	Po	POLICE					2013	AEP NORTH - RADAR TRAILER	1A9S30ES6C1872146	M75152	\$6,790	Trailer	5	0
92	Po	POLICE					2012	SPEED - UTILITY TRAILER	1A9S30ES9C1872089	M87142	\$6,790	Trailer	6	0
109	Po	POLICE					2016	ATS - UTILITY TRAILER	1B9AF511XGP825320	M96478	\$11,785	Trailer	2	0
107	Po	POLICE	64,739	NO	Patrol		2016	FORD - EXPLORER	1FM5K8AR0GGB89189	MP187P	\$37,775	SUV	2	32,370
116	Po	POLICE	41,743	NO	Patrol		2017	FORD - EXPLORER	1FM5K8AR1HGD26691	MP173D	\$35,000	SUV	1	41,743
115	Po	POLICE	33,147	NO	Patrol		2017	FORD - EXPLORER	1FM5K8AR3HGD26692	MP175D	\$35,000	SUV	1	33,147
104	Po	POLICE		Lt. Chubb	Contractual		2016	FORD - EXPLORER	1FM5K8AR6GGA86794	MP171D	\$41,288	SUV	2	0
106	Po	POLICE	56,802	NO	Patrol		2016	FORD - EXPLORER	1FM5K8AR7GGB89187	MP188	\$38,977	SUV	2	28,401
108	Po	POLICE	49,836	NO	Patrol		2016	FORD - EXPLORER	1FM5K8AR9GGB89191	MP172D	\$40,495	SUV	2	24,918
111	Po	POLICE	25,331	NO	Patrol		2017	FORD - EXPLORER	1FM5K8ARXGGA13297	MP189D	\$34,935	SUV	1	25,331

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113	Po	POLICE	21,286	NO	Patrol	2017	FORD - EXPLORER	1FM5K8ARXHGD26690	MP174D	\$35,000	SUV	1	21,286
121	Po	POLICE				2018	FORD EXPLORER	1FM5K8ARXJGA32220	M178D	\$45,768	SUV	0	0
105	Po	POLICE	60,395	NO	Patrol	2016	FORD - EXPLORER	1FM5K8D85GGA46919	394EM6	\$33,241	SUV	2	30,198
93	Po	POLICE		NO	Harbormaster	2012	FORD - F250 PICKUP	1FTFX2B60CEC13044	MP190G	\$37,590	Truck	6	0
96	Po	POLICE				2013	FORD - F150 PICKUP	1FTFX1EF1DFB92203	MP179D	\$35,343	Truck	5	0
90	Po	POLICE				2011	FORD - F150 PICKUP	1FTFX1EF4BFB93326	MP191G	\$33,021	Truck	7	0
110	Po	POLICE	30,745	NO	Beach Ops	2016	FORD - F150 (Funded by DBR)	1FTFX1EF4GFC32326	MP194G	\$32,735	Truck	2	15,373
112	Po	POLICE	34,935	NO	Beach Ops	2017	FORD - F150 (Funded by DBR)	1FTFX1EF9HKC86617	MP192G	\$29,496	Truck	1	34,935
117	Po	POLICE			Pfrr	2017	CHEVROLET - SILVERADO	1GCVKNECXHZ35958	MP193G	\$31,966	Truck	1	0
120	Po	POLICE			Emerson	2018	CHEVROLET - SILVERADO	1GCVKREC7JZ282917	MP191G	\$40,986	Truck	0	0
86	Po	POLICE				2002	CHEVROLET - TRAILBLAZER	1GNE116S726126410	7NF320	\$4,000	SUV	16	0
94	Po	POLICE	72,722	K9	Canine	2012	CHEVROLET - TAHOE	1GNLC2E06CR293547	MP177D	\$42,142	SUV	6	12,120
103	Po	POLICE	108,000	Deputy	On Call	2015	CHEVROLET - TAHOE	1GNSKAKC3FR178450	824JY8	\$37,549	SUV	3	36,000
123	Po	POLICE	10,000	Police Chief	Contractual	2018	CHEVROLET TAHOE	1GNSKDKC5JR311896	4HK722	\$50,000	SUV	0	10,000
89	Po	POLICE				2007	HARLEY DAVIDSON - MOTORCYCLE	1HD1FHM147Y674215	MMC759	\$14,100	Motorcycle	11	0
87	Po	POLICE				2003	HARLEY DAVIDSON - MOTORCYCLE	1HD1FMW173Y727411	MMC716	\$8,995	Motorcycle	15	0
88	Po	POLICE				2005	ALUMA - RADAR TRAILER	1YGUS06105B018040	M73174	\$4,800	Trailer	13	0
91	Po	POLICE				2011	EZ LOADER - TRAILER	1ZEAANXJ8BA009889	M83920	\$6,887	Trailer	7	0
122	Po	POLICE	7,084	On Call Detective		2018	CHEVROLET EQUINOX SUV	2GNAXSEV6J6208125	4HG395	\$29,670	Midsize	0	7,084
114	Po	POLICE	12,900	Lt. Carbone	Contractual	2017	FORD - FUSION	3FA6P0T94HR382714	75AT24	\$27,349	Sedan	1	12,900
118	Po	POLICE	17,223	On Call Detective		2017	FORD - FUSION	3FA6P0T96HR382715	48W690	\$27,349	Sedan	1	17,223
85	Po	POLICE				2001	MOBILE COMMAND - TRAILER	4JAUS08141G000045	MP626F	\$9,000	Trailer	17	0
97	Po	POLICE				2013	LOAD RITE - TRAILER	5A4VZFM19D2004935		\$1,999	Trailer	5	0
119	Po	POLICE	2,541	NO	Special Services	2018	TOYOTA - SIENNA (Donated Mini-Van)	5TDKZ3DC0JS914008	MP511F	\$32,000	Mini-Van	0	2,541
99	Po	POLICE	38,697	NO	Patrol	2015	FORD - EXPLORER	1FM5K8AR2FGB92030	MP176D	\$41,288	SUV	3	12,899
126	Sc	SCHOOL				2014	FORD - FOCUS	1FADP3E27EL125467	M78166	\$18,295	Sedan	4	0
127	Sc	SCHOOL				2015	FORD - FOCUS	1FADP3E27FL279260	M70290	\$15,029	Sedan	3	0
124	Sc	SCHOOL				2011	FORD - ECONOLINE	1FBSS3BL9BDA23997	3PA761	\$25,959	Van	7	0
129	Sc	SCHOOL				2017	HAULMARK - PPT15X8DS2 TRAILER	575CB0816HP354774	M99063	\$1,812	Trailer	1	0
27		FACILITIES		N/A		2010		1FMEU7DE8AUA48599	M89596	\$30,500	SUV	8	0
28		FACILITIES/SCHOOL	1,025	N/A	grounds maint	2018	CHEVROLET - SILVERADO	1GB3KYG5JZ301542		\$51,220	Truck	0	1,025
34		FIRE				2002		4ENRAAA8921004821	MF13D	\$480,000		16	0
35		FIRE				2003	PIERCE - AERIAL LADDER TRUCK	4P1CT02W33A003163	MF10D	\$900,000	Utility	15	0
57	DPW	HIGHWAY		No longer have - truck		2004	CHE	1GBJK34224E378006	M72634	\$44,415	Truck	14	0
56	DPW	HIGHWAY	795		Donkey	2002	INTERNATIONAL - 4900 DUMP	1HTSDAAR92H504876	M1291A	\$84,851	Utility	16	50
58	DPW	HIGHWAY		No longer have - truck							Truck	12	0
100		POLICE				2015		1FM5K8AR4FGB92031	MPA366	\$41,288	SUV	3	0
102		POLICE	31,879	NO	Patrol	2015	CHEVROLET - TAHOE	1GNLC2ECXFR269752	MP170D	\$42,019	SUV	3	10,626