



FULTON COUNTY

FULTON COUNTY, GEORGIA

OFFICE OF INTERNAL AUDIT

**FULTON COUNTY GENERAL SERVICES
TRANSPORTATION AND LOGISTICS DIVISION
FLEET SERVICES PERFORMANCE AUDIT**

DECEMBER 31, 2009



FULTON COUNTY OFFICE OF INTERNAL AUDIT

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May 25, 2010

Zachary L. Williams
County Manager
Fulton County Georgia
141 Pryor Street
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Dear Mr. Williams:

We have completed a performance audit for Fulton County Fleet Management Services. The objective of the audit was to identify inefficiencies, find cost saving opportunities, and compare operations to best practices in the industry. We provided analysis and recommendation to improve the efficiency and effectiveness of county-wide fleet operations.

Our findings and recommendations are attached to this report.

Sincerely,

Anthony Nicks
Director of Internal Audit

ALN: sd

Cc: Lisa Carter, Assistant County Manager
David Ricks, Director General Services
Cassandra Jones, Chief of Police Fulton County
Ray Turner, Financial System Administrator
Kent Wintter, Acting Division Manager
Patrick Johnson, Fleet Manager

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Objective

At the request of the County Manager we conducted a performance audit of Fulton County's fleet operations. Our objective was to identify inefficiencies, find cost saving opportunities, and compare operations to best practices in the industry. To accomplish the objective we examined the County's Fleet Management policies and procedures, reviewed vehicle acquisition and utilization practices, identified performance measurement criteria, and examined internal controls governing accountability.

Scope

Our review covered the fleet operations administered by Fulton County's General Services Department. We performed a limited review of the Police operations, because its repair and maintenance operations were outsourced to vendors. Our examination did not extend to the vehicle acquisition and fueling operations of the Fire Department, because these activities are separately administered by the Fire Department and not General Services.

Background

Fulton County's General Services Transportation and Logistics (T&L) Division is responsible for the purchase and dispensing of fuel and for the acquisition, maintenance, and disposal of County vehicles. There are eight fueling sites located throughout the County. In 2009 Fulton County maintained a fleet of 1,483 trucks, cars, buses, and terrain vehicles and 32 compressed natural gas vehicles. The vehicles were routinely serviced by the General Services T&L Division's Central Maintenance Facility (CMF).

The criteria for servicing a vehicle are mileage and vehicle condition, and the criteria for replacement are age, mileage and operating expenses. To derive the optimal benefits from the use of vehicles and receive the maximum value upon exchange for their replacement, reliable operating data must be obtained and analyzed. The County utilizes the ELKE Fleet Management and Tech 21 Fuel Management Software to accumulate and report fleet and fuel consumption data. To improve controls over fleet operations and financial reporting the County purchased Archibus, a fleet asset and fuel management system.

Methodology

We reviewed Fulton County's Transportation policies and procedures and conducted inquiries with key personnel to obtain an understanding of the organizational structure, management style, and operations of the transportation and logistics division. The following categories were identified as the major components: (1) vehicle acquisition and disposal, (2) take home vehicles, (3) vehicle maintenance, (4) fuel purchases and consumption, and (5) labor costs.

During our review, we assessed whether the internal controls in effect were sufficiently reliable to detect and prevent waste and abuse. We documented non compliance with legal and regulatory provisions, contract terms, and policies and procedures. Finally, performance measurements were identified and benchmarked to those of comparable governmental operations

and to other transportation standards to identify inefficiencies and provide recommendations or improvements.

Findings and Recommendations

Finding- 1 Delay in Approving and Implementing Policies and Procedures Policies: 400-6, 400-11, and 400-16

Standards of accountability for safeguarding vehicles and fuel against loss and for properly maintaining the vehicles for efficient use are incorporated in the transportation policies and procedures. The approval and implementation of updated policies and procedures were delayed over a 10 month period. The policies and procedures were drafted in November 2008 and approved in August 2009. The updated policies and procedures were posted to the Fulton County portal on September 14, 2009, making them accessible to all County employees. If changes in the County's transportation policies and procedures are not communicated to employees and implemented in a timely manner, employees can not be held accountable to the new operating standards.

Recommendations:

Transportation policies and procedures should be reviewed periodically to see if they are relevant to current operational needs and internal controls. Transportation policies and procedures should be communicated to the department heads and employees on a timely basis, so effective and efficient use of County and personal vehicles can be sustained. As a deterrent to loss, Management should continuously monitor compliance to policies and procedures and encourage employees to adhere to them.

Finding- 2 Policy and Procedures 400-6 -Compliance with Vehicle Replacement Policy and Procedures

On a quarterly basis, the Central Maintenance Facility reviews vehicle usage to determine if usage is sufficient enough to meet the annual mileage requirements. Policy 400-6 requires that a vehicle be removed from service when the cost to operate the vehicle in a safe and dependable condition, as determined by the General Services' Fleet Manager, exceeds 50% of its book (residual) value or 50% of its original estimated surplus value.

As a result of our examination, we did not find sufficient documentation to determine if CMF was consistently reviewing vehicle usage for all vehicles. We found no evidence, which supported whether vehicles were consistently being monitored to determine if the cost to operate them exceeded 50% of their book value or original estimated surplus value. We subsequently determined that the cost to operate many of the vehicles exceeded the 50% threshold. Our conclusion is based on our analysis which shows that 1,481 vehicles are five years or older with significantly depreciated book values.

CMF did not perform a comprehensive vehicle usage review of the county-wide fleet to determine whether the units were necessary for the departments to meet their mission. By not consistently reviewing vehicle usage in relation to the departments meeting their mission, the opportunity for cost savings was not realized. Management continues to use vehicles with over five years of service without the supporting cost analysis mention above being performed. The current composition of the County-wide fleet is the result of economic conditions, which have adversely affected strategic planning for the acquisition and replacement of County vehicles.

Recommendations

CMF should review usage for all of the County's vehicles to determine whether the units are necessary for the departments to meet their mission. Vehicles should be removed from service, when the cost to operate them in a safe and dependable condition exceeds 50% of their book value or 50% of the original estimated surplus value. General Services should develop a long term fleet acquisition and replacement plan and incorporate this plan into the County's budget.

Finding- 3 Policies and Procedures for Fuel Usage Reporting and Abuse

Policy 400-16 sets forth the responsibilities of the Fuel Manager and the employees, when assigning fuel -PINs and dispensing fuel. We discovered fuel usage was not being addressed by the departments or the Fuel Manager. Because it is not a policy requirement, the departments' Fuel Coordinators did not report excessive fuel usage and other fuel discrepancies to the Fuel Manager. When fuel abuse and related discrepancies are not reported to the Fuel Manager, corrective action may be delayed or worst not implemented.

Recommendations

Fuel Coordinators should report fuel usage abuse or other fuel discrepancies to the Fuel Manager on a monthly basis. If the abuse is material or occurs frequently, the Fuel Manager should compile a report by department and submit this report to the County Manager. This action will provide increased assurance that fuel discrepancies are being addressed and resolved on a timely basis.

Response:

General Services indicated that a RFP has been issued which addresses the problems mentioned above. already been replaced and the RFP requires fueling sensors to be provided and adapted to the dispensers and computerized reading devices to be installed in the vehicles.

Finding -4 Fulton County Fleet Management Manual

In Fulton County's Fleet Management Manual there are several benchmarking criteria listed that are also recommended as best practices for the transportation services industry; nonetheless, they

were not being followed by Fulton County. The following procedures and practices which were not being followed are listed below:

- Annual calculation of mechanic's overhead cost per hour to be used in the application of overhead billing to respective departments
- Suggested staffing levels – stated in terms of vehicles per mechanic
- Suggested quality control procedures for repairs and maintenance
- Documenting facility activities, such as numbers of work orders completed
- Step by step procedural implementation of preventative maintenance program
- Monitoring of scheduling and workload production that documents the turn around times for repairs, repeats/ rework and benchmarks the time used for maintenance and repair tasks
- Weekly operations reports that detail the number of work orders by type and jobs sent to outside vendors
- Attendance reports of technicians by assignment
- Monthly reports for review by upper management
 1. Turn around times on completed repairs
 2. Rework percentages
 3. Average number of work orders completed each day
 4. Preventative maintenance compliance by department
 5. Problems and issues reports
 6. Daily average of the fleet that is out of operation or down on a daily basis
- Best employee training programs
- Recommended inventory of parts conducted by Internal Audit every six months

The reduction in staff, inadequate software, and the lack of commitment by respective county departments to implement these recommended practices is the reason why they were not being followed. Many of the inefficiencies and problems discussed later in this report can be attributed to the fact that these practices were not being followed.

Recommendations

Fleet management best practices as outlined in Fulton County's Fleet Management Manual should be implemented and monitored by management. Expectations should be set and corresponding improvements in the efficiency and effectiveness of operations should be monitored and rewarded.

Finding- 5 Compliance with Laws and Regulations

On December 21, 2005 Fulton County entered into a contract with PS Energy Group to provide the services stipulated in Section 2 of the contract as follows:

- Collect fuel usage information from County-owned fuel monitoring equipment.
- Maintain the equipment during the full term of the contract period.
- Maintain County-owned fuel pumps and related equipment used in fueling.

The contract also stipulated in Section 2 that “no person shall construct or operate any facility from which air contaminants are or may be emitted in such a manner as to fail to comply” with applicable laws and regulations. Section 21 of the contract stipulates that “the contractor shall at all times observe and comply with all federal, state and municipal ordinances, rules, regulations and professional codes of responsibilities relating to the provision of the services contracted to be provided”.

Following an inspection conducted by The Georgia Department of Natural Resources, Environmental Protection Division on 4/20/2009, Fulton County’s North Annex storage facility was charged with violating the technical standards of Georgia Rules for Underground Storage Tank Management, which incorporates Title 40 of the Code of Federal Regulations Part 280. Specifically, Fulton County was cited for the following violations:

- Failure to equip pressurized piping with automatic line leak detector.
- Failure to conduct an annual line tightness test or perform monthly monitoring on pressurized piping.
- Failure to conduct an annual test of the operation of automatic line leak detector.
- Failure to install Stage II vapor recovery system and provide Stage II training certificate.
- Failure to complete required Stage II testing
- Failure to maintain certification, re-certification, compliance test and inspection records on site.

These violations occurred because PS Energy Group did not fulfill the requirements of Sections 2 and 21 of the contract and because Fulton County’s employees were not certified and trained to conduct under ground tank inspections, test air and vapor systems, and monitor pressurized piping systems. Failure by the PS Energy Group and Fulton County to adhere to state and federal laws and/or regulations compromised public health, safety and the welfare of people in the surrounding neighborhoods.

Recommendations

PS Energy Group has responded to the violations cited by the Georgia Department of Natural Resources and has assisted the County with providing corrective action. Fulton County should designate a key employee to receive training and certification as the compliance officer for underground tank systems inspections. On a quarterly basis the Fulton County’s compliance officer should review on site records of the compliance test work performed by PS Energy Group.

Responses:

After discussing the contract with the PS Energy Group, Fulton County hired Crompco, a nationally recognized compliance testing firm for underground storage tanks and lines, vapor recovers systems and training. All of the compliance issues cited by Gerogia Department of

Natural Resources were cleared in 2009. Fulton County's tank facilities will be periodically monitored by Crompco.

Finding-6 Delivery and Receiving of Vehicles

When a vehicle is purchased and delivered, the receiving department should generate a receiving report and forward it to the requisitioning department and accounts payable, as this is considered the best practice for internal control purposes. Currently, General Services Asset Management Section generates a Vehicle Receiving Transmittal Form which is completed and signed by the Asset Management Section, Central Maintenance Facility, and the Fuel Manager. A copy of the form is returned to the Asset Management Section's Division Manager, CMF Manager and the Fuel Manager. The Divisional Manager generates an electronic receiving report, when notification of vehicle delivery is received and forwards a copy to accounts payable. The current payment process relies too much on the confirmation or acknowledgement of receipt from the requisitioning department, instead of the receiving department, and thus increases the risk of improper payments being made.

Recommendations

We recommend that a copy of the completed Vehicle Receiving Transmittal Form be attached to the electronic receiving report and both forwarded to accounts payable. Electronic receiving reports should not be generated by requisitioning departments, unless they are designated as "approved receiving locations".

Finding-7 Vehicle Inventory Reconciliation

Fulton County Policy 400-14 stipulates the GSD/Transportation and Logistics Division shall "produce an annual inventory report; provide and coordinate this report with each department, agency, and organization for its review and verification; and make changes as required to a database maintained by the Asset Management Section" of General Services.

We obtained the December 31, 2008 asset inventory listing from General Services and the fixed asset schedule from Finance. The vehicle inventory and fixed asset schedule were reconciled by Fulton County's Internal Audit department. We found six hundred-twenty (620) vehicles listed on the fixed asset schedule and not on General Services' inventory listing report. The estimated value of these vehicles is \$14,640,140. Four hundred-twenty seven (427) vehicles were listed on the General Services' inventory listing and not on the fixed asset schedule. The estimated value of these vehicles is \$10,669,395.

Because the vehicles' identification numbers (VIN) were not listed on the asset inventory listing and fixed asset schedule, we reconciled the two reports, by comparing the year, make, model, description and cost of each vehicle. We were able to identify the number, type and estimated total value of vehicles which could not be matched or cross referenced. The results of the reconciliation indicate that a significant number of vehicles have not been properly recorded as additions or deletions to the asset inventory listing and to the fixed asset schedule. Furthermore,

the large differences indicate that many of the vehicles may no longer be a part of the county-wide fleet and may have been surplus, sold or traded.

Recommendations

The asset inventory listing and the fixed asset schedule should be reconciled and adjusted accordingly on an annual basis. The ongoing task of reconciling the fixed asset schedule maintained by Finance to the asset inventory listing maintained by General Services Asset Management should be made easier by the successful implementation of Archibus Asset Management Software purchased by the County. Archibus provides the capability to create relational data bases and makes available, inventory and asset tracking sub routines to run for reconciliation purposes. The County's fixed asset software, the "SHELL" application, currently prohibits Archibus from interfacing with its financial system (AMS). To be compatible with the "SHELL" software Archibus must incorporate the same asset numbering system. Fulton County's IT department should link or integrate the two systems to achieve better tracking and control over asset acquisitions and dispositions.

Finding-8 Vehicle Inventory Reconciliation

Fulton County Policy 400-14 stipulates that annual physical inventories will be conducted by each department to insure that personal property, including vehicles, are safeguarded and properly maintained. The GSD/Transportation and Logistics Division shall "produce an annual inventory report; distribute this report to each department, agency, and organization for its review and verification; and make changes, as required to a database maintained by the Asset Management Section." The Asset Management Section shall also test the accuracy of the inventory of fixed assets of each department of Fulton County and produce a report of the test results and distribute a copy of the report to the department heads and the General Services Department (GSD) Director. The GSD Director is responsible for providing a copy of the report to the County Manager, if assets are not properly managed.

We obtained the December 31, 2008 inventory listings from various County departments and the Asset Management Section of General Services. The inventory of vehicles was not being reconciled on a consistent basis by the County departments and the Asset Management Section of GSD. This condition exists because different inventory record systems were maintained by the various departments and because there was no coordinated effort to perform annual inventory reconciliations. Fulton County's Internal Audit reconciled the inventory of vehicles reported by the departments to the vehicle inventory listing prepared by the Asset Management Section. We found 175 vehicles listed by the departments which were not on the inventory listing generated by the Asset Management Section. There were 411 vehicles listed by the Asset Management Section which were not reported on the department listings. We were unable to confirm the status of 60 vehicles because of incomplete data reported. Parks and Recreation department and the General Services Asset Management Section both reported one vehicle stolen.

The reconciliation indicates deficiencies in internal controls with tracking and reporting the number and total value of vehicles included in the County-wide fleet.

Recommendation

We recommend that the County's departments strictly adhere to the guidelines in Policy 400-14. The GSD Director should conduct follow up tests or monitor those departments which report significant vehicle inventory discrepancies. The GSD Director should submit departmental test results to the County Manager for those departments which do not account for all of their vehicles. Vehicles which were not listed on inventory reports should be physically inventoried and traced to the latest paper work on file to determine where the break down in internal controls occurred.

Finding-9 Vehicle Surplus

Fulton County Policy 400- 6 defines surplus vehicles and Policy 400 – 11 governs the disposition of surplus vehicles. Surplus is defined by minimum standards established for pursuit, emergency, and non-pursuit vehicles and are based on years of service and mileage. Sedans, pick-up trucks, passenger vans, cargo vans, and SUVs must be used at an annualized rate of 8,000 miles or greater to justify continued use by a department. Disposition of surplus vehicles must follow certain steps outlined in Fulton County's policies and procedures, and Central Maintenance Facility's staff must determine that the vehicles meet the criteria for being removed from service.

Fulton County's Internal Audit reconciled vehicles listed by departments to the inventory of vehicles reported by General Services and found that four hundred seventy-eight (478) vehicles were used past their normal life cycle and should have been transferred to surplus status. General Services' surplus vehicle listing did not include an additional 16 vehicles classified as surplus by their respective departments. Our analysis noted these additional discrepancies:

- The VIN for a 69 Caterpillar Tractor which sold for \$65,430 was not the same VIN advertised on E Bay and listed on the bill of sale. This tractor was also not found on the fixed asset ledger maintained by Finance.
- 1997 Chevrolet Blazer was retained as surplus for one year before being disposed or sold and there was no copy of the vehicle's inspection report on file, as required by County policy.

These discrepancies are the result of non compliance with Fulton County's policies and procedures for treatment of surplus property. This break down in internal controls results in the diminished recovery of the residual value of vehicles, because the old vehicles are being retained, instead of transferred to surplus.

Recommendation

The Surplus status report, which provides pertinent sales data, should be generated on a quarterly basis. Asset Management should review the sales status reports and the cash receipt reports for vehicle sales. A semi annual physical inventory should be taken of surplus vehicles and reconciled to the vehicle inventory listings and the fixed asset ledger.

Finding-10 Under Utilized Vehicles Policy and Procedures

Fulton County's Policy 400-6 stipulates that annual vehicle usage be 8,000 miles or greater to justify continued use by the department. After reviewing a sample of vehicle work order records, we found 34 vehicles that did not meet the minimum usage requirements. We were informed that the County's departments were advised of the policy requirements but had not adhered to the policy requirements. Vehicles depreciate at a constant rate per year commensurate with the minimum mileage rate requirement. When the depreciation rate exceeds the minimum usage rate or when minimum usage is not achieved, the County does not recover the total dollars spent on the vehicle.

Recommendations

Vehicle usage reviews should be conducted by designated personnel in each department on an annual basis. Usage reports listing exceptions and justifications, if any, should be compiled and forwarded to the General Services Fleet Manager.

Finding-11 Vehicle Acquisition

Fulton County's Fleet Policies require it to maintain safe, efficient, and operable vehicles and equipment. The minimum standard for replacement of sedans and small pickup trucks is 5 years and 100,000 miles. For trucks, passenger vans, SUVs and similar vehicular equipment greater than 4,800 lbs, the minimum standard for replacement is 6 years and 100,000 miles. The average age of Fulton County's vehicles is 7.4 years for sedans and 9.7 years for heavy diesel trucks. The composition of the fleet is made of a significant number of older vehicles, because no strategic plan of acquisition has been implemented, other than the standard replacement policy. Without a strategic plan of acquisition and a commitment to upgrade the county-wide fleet, Fulton County can expect for the cost of repairs and maintenance to dramatically increase.

Recommendation

In order to better plan and control fleet costs, Fulton County should establish both a short and long term acquisition plan. The plan should be modified each year, after giving consideration to the needs of the respective departments, budget constraints, and condition of the fleet.

Finding-12 Needs Assessment

Fulton County's Fleet Management Manual requires the Fleet Manager to perform a utilization review of all County vehicles and heavy equipment. We found no evidence that this requirement was being satisfied. There are no standardized operations procedures (SOPs) in place to assist the Fleet Manager or departmental personnel with determining their transportation needs relative to

their missions. We found that many of the vehicles acquired were not functionally suitable for the user departments and cost more to maintain and operate than alternative vehicles.

Recommendation

The County should establish a standardized set of needs assessment criteria for its departments to use. The criteria should delineate how the vehicle is to be used in meeting the department's mission and how the vehicle is functionally appropriate and the least costly alternative.

Finding-13 Fuel Management

Inter-Service Fund 700 was established to accumulate the fuel, repair and maintenance cost of vehicles for allocation to department cost centers. We found that the fuel costs often exceed the budgeted amounts for fuel and that General Services absorbed the extra costs and was not reimbursed. General Services was forced to absorb and reallocate the unreimbursed costs to its budgeted line items in order to pay for the additional costs incurred by the respective departments. Management's override of policies and procedures was due to the sudden and unexpected sharp increase in fuel prices. Budget adjustments should have been made, allowing for the respective departments to pay for the fuel cost. The effect of having General Services pay for other departments' fuel was to weaken budgetary controls and allow improper reporting of departmental fuel costs.

Recommendation

Monthly, departmental budgeted transportation costs should be reviewed for exceptions and the causes should be addressed accordingly. General Services should be reimbursed for all expenditures made on behalf of other departments, whereas departmental financial reporting should include only those costs which are allocable and charged to the respective departments. The implementation of these procedures will support cost controls and improve the quality of information available for managerial decision making.

Finding-14 Fuel Management

An important part of the fuel management process is performing a comparative analysis of actual versus budgeted fuel costs. The fuel manager and department heads are responsible for monitoring the consumption of fuel used by all employees. We found that employees frequently purchased premium gasoline, instead of lower grade gasoline at the retail sites, and we found several instances where the consumption of fuel was excessive, given the nature of the work performed and tank capacity of the vehicle. We found no reconciliations or justifiable support for the excessive use of fuel. Fuel reports disclosed that certain vehicles were fueled beyond tank capacity and that large quantities of fuel were reported dispensed in short time periods.

There were also instances where the fuel reports listed the PIN and not employee names and where the fuel card number and the assigned unit (vehicle) number were incompatible.

The lack of standard operating procedures for the fuel operations is the cause of these discrepancies. For example and except for the Health department, employees are not required to maintain a fuel or travel log book. Inadequate internal controls over fuel purchases and dispensing will lead to the deficiencies reported above.

Recommendation

When fuel consumption is excessive, the department supervisors should determine the cause(s). Supervisors should instruct employees not to purchase premium gasoline from retail outlets and to use Fulton County's facilities whenever possible. Fulton County should consider outfitting

vehicles with fueling sensor devices to control the dispensing of fuel. Standard Operating Procedures should be developed and implemented for fuel management, and a fuel conservation program should be adopted which promotes fuel-efficient driving habits. Finally, supervisors should closely scrutinize fuel exception reports; obtain feedback from employees; and strictly enforce compliance with the County's existing fuel policies.

Finding-15 Fuel Management – Wright Express Cards

The County's policy is to issue Wright Express (WEX) fuel cards for retail purchases of fuel. The cards are supplied to designated employees by department heads. For tracking purposes the names of the staff personnel issued the WEX cards are given to the GSD fuel manager. The fuel manager complained that some of the names of employees receiving WEX cards have not been reported and that excess WEX cards have been issued and not used. For example ten cards were issued to the Sheriff's fleet officer and only two were distributed to staff. We observed instances where multiple users used the same WEX card. This creates a significant internal control deficiency because the fuel management system only charges the cost of the fuel to one employee.

Relaxed controls over the issuance and use of WEX cards resulted in deficiencies in internal controls over fuel usage and purchases. When the proper assignment of WEX cards and consumption of fuel are not appropriately reflected in the fuel management system, inaccurate fuel consumption reporting and unauthorized usage occurs.

Recommendation

Fulton County should strengthen controls over the issuance of WEX cards and restrict the issuance of the cards to law enforcement departments and department heads and to employees for out of town travel.

Finding-16 Fuel Management

Part of the payment authorization process for invoices is to match the receiving documentation with the invoices and determine whether the invoices should be paid as is or adjusted. Fulton County receives fuel invoices from vendor, PS Energy Group. Based on our inquiry with the Fuel Manager, Fulton County's records of fuel purchases and dispensing are not reconciled to the invoices received from PS Energy. We also found no itemized support for the fuel purchased at retail locations and billed via PS Energy Group.

The Fuel Manager advised us that invoices are tested for mathematical accuracy only. No effort is made to test for the reasonableness or accuracy of quantities billed for fuel dispensed or purchased. By not reconciling the invoices to Fulton County's records of fuel purchased and dispensed, over payment of invoices can occur.

Recommendation

The Fuel Manager should reconcile the quantities billed to the documentation which supports fuel purchased and consumed during the billing period.

Finding-17 Repair and Maintenance

Fulton County's Fleet Management Policy requires 70% of vehicles scheduled for maintenance to be out of the shop and into the hands of the user within 24 hours; 20% in and out within 24-48 hours; and 10% in and out over 48 hours. The average downtime due to maintenance was 3.31 and 3.66 days in 2007 and 2008, respectively. For vehicles over 5 years old, the average downtime was 5.44 days. Compared to other municipalities, Fulton County had the highest number of vehicles assigned per technician, highest amount of days for vehicles' downtime, and the lowest number of ASE certified mechanics. Fulton County's poor showing for vehicle downtime and ASE certified mechanics is directly attributable to the number of mechanics employed. The effect of not having enough mechanics, including those ASE certified, is excessive downtime, increased idle cost, and employee dissatisfaction.

Recommendation

Fulton County should increase the number of mechanics relative to the number of vehicles on hand so that the number of vehicles per mechanic is comparable to the other municipalities. The County should adhere to its policy of systematically replacing vehicles which exceed the maximum allowed mileage.

The County should encourage all mechanics to continue their technical education and reimburse them for the cost of certifications obtained.

Finding-18 Preventative Maintenance

It is the policy of Fulton County and the surrounding counties to perform preventative maintenance at intervals of 4,500 miles. Industry's preventative maintenance benchmark is that ninety-five percent (95%) of the fleet should be serviced at intervals of 4,500 miles. We examined 50 work order files and found 8 vehicles (16%) serviced at mileage intervals in excess of 4,500 miles. An additional sample of 27 vehicles was examined and we found 7 vehicles (25.9%) serviced for preventative maintenance at intervals in excess of 4,500 miles. Fulton County's compliance rate computes to less than ninety-five percent. We determined that preventative maintenance scheduling was based on inaccurate mileage readings generated by the fleet management software, ELKE and the lack of departmental cooperation in scheduling vehicles for maintenance. Faulty scheduling prevented the County from operating its preventative maintenance program effectively, resulting in reducing the effectiveness of cost controls over repair and maintenance costs.

Recommendation

Recently, Fulton County purchased and installed a new Fleet Management system which is expected to resolve inaccurate mileage reporting. In addition to upgrading its Fleet Management system, the County should insist that the respective departments be proactive and cooperative in scheduling vehicles for preventative maintenance at intervals of 4,500 miles.

Finding-19 County-wide Fleet Efficiency

The optimal use of the Fulton County's Central Maintenance Facility (CMF) and the implementation of cost saving measures are important factors affecting the operating efficiency of Fulton County's transportation system. Currently the Police department utilizes outside vendors to perform maintenance and repairs of its vehicles. A sample of private vendor repair invoices was compared to invoices with similar repairs performed by CMF. The average cost savings realized for vehicles repaired by CMF was \$29.33 per vehicle. Additionally, we noted that the police preventative maintenance program did not achieve the 95% service rate at 4,500 miles. The repair and maintenance operations conducted separately for the Police Department resulted in higher repair costs than the Central Maintenance Facility.

The Central Maintenance Facility is a modern and spacious facility and its production capacity is not being fully utilized, based on our observations. The decision to outsource the repair and maintenance of the police vehicles is partly the reason for the under utilization of the Central Maintenance Facility and increased repair costs.

Recommendations

The repair and maintenance of vehicles of the Police Department should be transferred to the Central Maintenance Facility to realize cost savings and achieve full production capacity of the facility.

Conclusion

Our review of Fulton County's General Services Transportation and Logistics Division's operations reveal that the overall system of controls governing the management of vehicles and fuel is in need of significant improvement. Although vehicle and fuel policies and procedures exist, there are no Standard Operating Procedures in place with regards to vehicle operations and fuel management practices. During the course of our review, we observed that the fleet software, ELKE, proved to be unreliable when reporting mileage, fuel usage, and other vehicle related information. The same mode of ELKE used by Fulton County was also utilized by Las Cruces, New Mexico and the following unfavorable assessment was made, as the result of a Fleet Operations Study performed in 2004: "The system purchased by the City (Las Cruces) in 1995 is primarily a plant facility maintenance system that was adapted to fleet operations. It is not user friendly, has limited standard report generation capabilities and is quite antiquated by today's standards". Fulton County is on its way to upgrading to a dynamic Fleet Management System with the purchase of the Archibus Fleet Application. Archibus asserts that it optimizes fleet performance by tracking vehicle's usage, availability, location, and maintenance schedules, and by managing other tasks, such as, reporting labor, preventative maintenance, repairs, fuel consumption, vehicle leasing, and inventory reconciliation.

We recommend that Fulton County integrate the Archibus Software Application with the county's financial reporting infrastructure, the AMS reporting system. This will aid in tracking the acquisition and disposition of vehicles on a real time basis between Finance, respective departments, and the General Services Fleet Division. In revamping its Fleet Management program the County should modify fleet acquisition rules, eliminate outsourcing and utilize the full capacity of the Central Maintenance Facility, reduce overall fleet size, and strengthen accountability over fuel usage.

Fuel cards should be mandatorily assigned to vehicles, instead of personnel. The current practice of assigning the fuel cards to personnel does not provide the most effective means of monitoring individual and vehicle usage. Due to ever increasing fuel costs, alternative fuel and hybrid vehicles should be contemplated as components of the future fleet. The current rules concerning the assignment and the types of vehicles are loosely defined and do not take into account impact of fuel related matters. Standard Operating Procedures for the issuance of fuel cards, departmental reporting and other fuel management practices should be developed.

One of the major cost drivers affecting fleet management is the large variety of types, makes, and models of vehicles that the County owns. Significant cost savings can be realized by examining and modifying the types of vehicles retained in the county-wide fleet and by establishing governance rules regarding vehicle acquisition and functional use. Rules can be created which would mandate certain types of vehicles for certain uses.

As stated in Finding 11, the average age of Fulton County's sedans is 7.4 years and 9.7 years for heavy diesel trucks. We expect that many of the older vehicles are being used as secondary vehicles and should be scrutinized for reduction, according to the utilization rules. Conducting a comprehensive utilization analysis county-wide would reduce depreciation, fuel, insurance, and maintenance costs associated with the extra vehicles.

Finally, the County should develop a short and long term vehicle acquisition and replacement strategy. The cost benefits of leasing versus purchasing should be considered and the strategy should focus on improving the efficiency of fleet operations by using the most cost effective means.

This report is intended solely for the use of the Fulton County, Georgia Board of Commissioners and the management of the respective departments of Fulton County.

MANGER RESPONSE

MAY 2010

Response to Fleet Audit Findings May 2010

Finding 1 – Delay in Approving and Implementing Policies and Procedure Numbers 400-6, 400-11, 400-16.

Too much emphasis on Due Diligence caused delays in submitting updated versions of 400-6, Replacement and Retainment Policy for County Vehicles/Equipment, and 400-11, Disposition of Surplus Equipment and Vehicles. 400-16 is a new policy that governs the use and accountability for Personal Identification Numbers (PIN). With the addition of 400-14, there were four policies submitted. These four policies are related and extra care was taken to ensure that they did not conflict in any way. In the long run, it was simpler to advance all 4 at once than to repeat the process four separate times. The procedures for staffing new or updated policies at the County Senior Management level had changed, and the staff responsible for sponsoring the effort was not aware of the changes (causing additional and unanticipated steps). However, finding is noted and attention will be given to regular and frequent reviews and updates.

Finding 2 – Policy and Procedure 400-6 Compliance with Vehicle Replacement Policy and Procedures

While the staff at General Services Central Maintenance Facility (CMF) does not have the resources to perform complete and thorough evaluations on a consistent basis, a significant effort is placed on vehicles that are in excess of five years of age and exceed 100,000 miles. To that end, there was a major evaluation of the vehicles in the fleet that was completed in fall of 2009. That evaluation resulted with recommendations that 448 vehicles be removed from service. (See attached evaluations, exhibit F-2) To date, at least 123 of those 448 have been removed from service and sold at auction. We continue to remove vehicles from service when vehicles are in need of repair and the cost to repair is more than 50% of the estimated value of the vehicle.

Additionally, we are *manually* evaluating usage of all the vehicles (See exhibit F-2.1). Because of the amount of effort required to do so with our current fuel management system, we were hoping to replace the system in time to implement the new minimum usage policy, but due to increased demand to replace vehicles we are moving forward with the policy and anticipate the first quarterly evaluations to be completed by end of April. The first wave of reassignments will occur in early June. Attached is the sample form memo (exhibit F-2.2) to be used and a draft of the initial list of vehicles to be reassigned sent to the County Manager's office.

Finding 3 – Policies and Procedures for Fuel Usage Reporting and Abuse

At the time of this audit, 400-16 was a very new policy, and the full magnitude of the responsibilities each department inherited was not fully appreciated by the departments.

However, establishing accountability is only the first step that is required to better manage fuel dispensing and accountability. Due to the volume of fuel dispensed, manual perusals of fuel reports is not a practical approach to identify excessive usage or attempts to circumvent the odometer tracking policies. Consequently, we have received capital funding to purchase and replace all but one of our fuel dispensers and to purchase new fuel management software (See exhibit F-3) that will greatly enhance the accountability of fuel dispensed.

Finding 4 –Fulton County Fleet Management Manual

First, and without making excuses, the manual that was found by the auditor is so old and out of date (effective date of January 1, 1988, over 22 years old) that none of the current management staff knew of its' existence. And, it is with this idea in mind that we have not consistently followed all the processes or requirements that are included in this manual. This is not to say that a current manual of practices, processes and reporting requirements is not necessary. In fact, this manual will serve as a good beginning for an outline for a new manual and we hope to start that project once a new Garage Manager is hired and familiar with our operations.

We do take exception to whether parts to the issues cited are addressed or not. But more importantly, we endorse the statement from the report that says "The reduction in staff, inadequate software... is the reason why they are not being followed."

We are way below tech to vehicle unit industry standards of 1 to 60 and the current software being used for the fleet maintenance work order system is grossly inadequate to manage the records we need for good fleet maintenance practices as well as good "maintenance records".

Finding 5 - Compliance with Laws and Regulations

Recommendations are noted and fully accepted.

Finding 6 – Delivery and Receiving of Vehicles

Without making a detailed analysis of staffing requirements, we are open to changes in this process, but must defer ultimate evaluation of best practices to the Finance Department.

Finding 7 – Vehicle Inventory Reconciliation

Asset Management recognizes the importance of having an accurate fixed asset inventory value for financial accounting. Furthermore, the section stands ready to cooperate with any endeavor to better assist the Finance Department. However, given the lack of a common indexing field for "piece to piece comparison", the ability to accurately reconcile the two will always present unusual challenges. The only consistently common field of data is the Purchase Order Number, but this number is not

unique to each unit, because one Purchase Order (i.e. number) can be used to purchase multiple vehicles, or any asset for that matter. Any further attempts to reconcile the two data bases should include comparisons of vehicles for each PO number.

Again, the Asset Management Section stands ready to cooperate, but the primary and ultimate charge of the Asset Management Program is focused on Departmental Accountability of items condition and accurate location data.

Finding 8 – Vehicle Inventory Reconciliation

Policy and Procedure 400-14 does require an annual inventory by each department and this policy was established in August of 2009. Prior to that time, the departments were not explicitly required to conduct physical inventories. Additionally, they were not given any guidance for obtaining the proper forms and reports for conducting the inventories before March of 2009. In March of 2009, newly appointed asset coordinators received training on the current policy 400-14 and they received training on the process (as well as forms and reports) for conducting a physical inventory of the department's assets. Consequently, it is unreasonable to expect departments to produce accurate written reports of inventories on a specific date prior to August of 2009 (when 400-14 was approved). In December of 2008 (the reporting snapshot for which this audit compared records), Departments were not required, or even actively encouraged to maintain physical reports of their asset inventory. Some departments were responsible enough to maintain reasonably accurate records of their asset inventory, but *it was not something that was expressly required of them at that time*. Requiring all departments to provide a snapshot of their vehicle inventory on a specific date each year is not something General Services will resist. But, it is only reasonable to publish that requirement in advance to everyone prior to any data comparisons.

In addition to the above, during March of 2010 Departmental Asset Coordinators received training on our new enterprise wide asset management software. Testing (10% audits) of inventory accuracy will begin in Mid June of this year with reports of findings shortly to follow. With the new software, some of the previously used manual forms have been eliminated.

Finding 9 – Vehicle Surplus

As stated in the audit report, 400-6 establishes *minimum* standards that vehicles must meet to be evaluated for removal from service. Only General Services' Central Maintenance Facility can recommend that a vehicle be removed from service. This contradicts the auditor's statement that General Services list of surplus vehicles did not include "16 vehicles classified as surplus *by their respective departments*".

The specific discrepancy with respect to an auction sale listed in the finding is noted and more caution and attention to detail is in order when listing vehicles for auction sale on line. More care is also in order to ensure all "evaluation reports" are properly filed.

We do take exception to the statement that discrepancies are the result of non compliance with policy. Too many vehicles are left in service due to the County's choice not to replace vehicles in the recent annual budgets. The Fleet manager has developed a list of vehicles that he has determined are in critical need for replacement (See exhibit F-9). While action is outside the current prescribed process for vehicle replacement, he and the T&L Division Manager have chosen to take aggressive steps prior to the Budget process for 2011 designed to inform and educate the final decision makers that age of the fleet is a serious issue and must be addressed.

Finding 10 – Under Utilized Vehicles Policy and Procedures

In the spirit of the recommendations of these findings, the fleet manager is currently conducting the first quarterly evaluation of usage based on fuel reports (See exhibit F-2.1). Unfortunately, this process is performed manually as we wait on the new fuel management system. But, demand for vehicles is high and we consciously decided that we can not afford to wait any longer. We do plan to have new fuel management software in place by the end of 2010.

Finding 11 – Vehicle Acquisition

General Services concurs with the recommendation and consideration is being given to current policy and procedures which will place a more proactive role by General Services with Capital Planning expenditures for Vehicles and Equipment. However, our first objective is short term and is focused on replacing the most critical 20% of the existing fleet.

Finding 12- Needs Assessment

The recommendation is accepted by General Services and avenues for conducting this type of evaluation will be explored.

Finding 13 - Fuel Management

General Services accepts the recommendation and has strongly objected to final arrangements in past years where it was required to purchase both fuel or parts and services for maintaining equipment. Fortunately, this has not occurred in the immediate past.

Finding 14 – Fuel Management

Unfortunately, the current fuel management software will not provide the type of exception reports recommended. However, we are on the verge of rolling out a new software system for fuel management that will greatly enhance our ability to monitor true vehicle usage and perform fuel efficiency by vehicle. A range of acceptable efficiency can be established and a report of all vehicles that are out of the acceptable range

should easily be available. By relying on the vehicles' computers to provide relevant odometer readings and data, the human factor that allows for error or misrepresentation will be removed. The vehicle and the dispenser will communicate by radio frequency signals and all data exchanges will be computer to computer. An important connection to this process is the closer control over fleet maintenance. More accurate, on-going odometer readings will allow for more active control over required scheduled maintenance.

With respect to performing a comparative analysis of actual versus budget fuel cost, we are monitoring those costs and comparing it to budgets. Please see the attached work in progress item number F-14.

Finding 15 - Fuel Management – Wright Express Cards

General Services will take the recommendation under advisement and consider sponsoring a new policy or policy amendment that restricts the assignment of a limited number of Wright Express Cards to Departments that are under the Public Safety Category of mission and to only Department Heads for those departments that are outside the Public Safety Mission Group. Out of town requirements for fuel will continue to be handled on a case by case basis for non public safety travel.

With respect to the general finding, a correction to a misunderstanding in the finding is necessary. At Fulton County, Wright Express Cards (WEX Cards) *are* assigned to vehicles and not individuals. To use the card Individuals must enter the PIN assigned to them. The individual PINs are the same as the PIN used for normal fuel dispensing in the county's fuel system with a "0" prefix to accommodate the 6 character field requirement at WEX. The PIN is universal, so any individual with a WEX PIN can use any WEX card in the County's inventory of WEX cards. From that, the PIN can then be used to verify who dispensed the fuel into the assigned vehicle. By design, this assist us with tracking cost for operating the vehicle as ensuring that the cost are properly charged to the appropriate department and division.

Finding 16 – Fuel Management

General Services will take the recommendation under advisement and strive to have processes in place with the new software that will accommodate this type of reporting.

Finding 17 – Repair and Maintenance

To assist with reporting the types of work performed at CMF, the CMF makes a distinction between a "preventive maintenance" work order and a "repair" work order. Generally, a work order for preventive maintenance will be completed in less than 24 hours. Exceptions to this general rule mostly occur when necessary "repairs" are discovered while performing routine inspections of the vehicle. Lengths of time to make repairs at CMF are long by reasonable standards and the reasons sighted in the finding, (poor technician to vehicle ratio, insufficient training, and average age of fleet) are major

contributing factors. With recent policy changes, General Services has taken a more aggressive role in evaluating usage of vehicles (See exhibit F-2.1) and promoting replacement of those vehicles in the worst condition (See exhibit F-9).

Finding 18 – Preventive Maintenance

To state in this finding that “preventive maintenance scheduling was based on inaccurate mileage readings...” and “...the lack of departmental cooperation” is on target. However, the primary fault with the unreasonably high number of poor and inaccurate odometer readings as it relates to scheduled preventive maintenance is also directly related to an outdated fuel management system. And, “Faulty scheduling...” has indeed “...prevented the County from operating its preventive maintenance program effectively...”. Fortunately, funds were appropriated for 2010 to replace the dispensing and fuel management system. New dispensers have been ordered by a contractor who will begin installing the new equipment in June. The Purchasing Department is expecting the RFP for a new Fuel Management System (See exhibit F3) to be advertised the week of May 24, 2010.

Finding 19 – County-wide Fleet Efficiency

General Services is not in a position to comment on the efficiency or effectiveness of the Police Department’s Fleet Maintenance, Repair or Management Programs. However, we welcome the opportunity to discuss cooperative approaches to Fleet Maintenance and Management with the Police Department.

F-2.1



January to March 2010 Odometer Report - Central Maintenance Facility

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGY code	Counter Dept
Clerk to Comm	110002	2001	CHEVY						
				83644	83945	84368	423	110	
	110004	2001	FORD						
				92100	92408			110	2
County Mgr Office	270061	2004	FORD						
						0	0	VLU	118
	640140	1999	FORD					VLU	118
Human Services	180003	2003	FORD						
				77267	119860	78370		VLU	180
	180103	1997	CHEVY					VLU	180
				137186	144883	0		VLU	180
Finance	180113	1998	CHEVY						
				122208	83465	113277		VLU	180
	180116	2007	GMC						
				73531	73531	73531		VLU	180
Finance	210001	2004	FORD						
				116916	119860	120136		VLU	210
	210005	1997	FORD						
					144883	145444		VLU	210
	210008	1997	FORD						
						117293		VLU	210
	210009	1997	FORD						
						0		VLU	210
	210012	1999	FORD						
					116459	116759		VLU	210
	210014	2003	FORD						
					93144	0		VLU	210
	210016	2003	FORD						
					83304	83680		VLU	210
	210017	2006	CHEVY						
				66256	67081		VLU	210	
210018	2006	CHEVY							
				52799	53614		VLU	210	
210106	2000	FORD							
				133798	133802		VLU	210	
210111	2001	FORD							
					70444		VLU	210	
210113	1999	JEEP							
				43807	44405		VLU	210	
210118	2005	CHEVY							
				10688	10800		VLU	210	
210119	2006	FORD							
210500	2001	CHEVY							
					70632		VLU	210	
						70822	190	210	15

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGY Code	County Dept
IT									
220002	2003	FORD	E360 VAN	68009	68202	68618	416	220	
220003	2003	FORD	TAURUS	36412	36703	36897	194	220	
220005	2003	FORD	E360			22984	VLU	220	
220014	1996	FORD	AEROSTAR	48660	48861	49020	159	220	
220016	2005	FORD	TAURUS	39251	39439	39900	461	220	
220017	2006	FORD	E-350	19832	20434	20798	364	220	
220019	2009	FORD	EXPLORER	9093	3496	3631	135	220	7
Tax Assessor									
270049	2000	FORD	CROWN VIC			0	VLU	240	
270055	2003	FORD	CROWN VIC	81260	82357	82850	493	240	2
Tax Commissioner									
240001	1996	FORD	TAURUS	103147	103571	104084	513	245	
240005	2003	FORD	EXPLORER	35164	35557	36055	498	245	
240006	2003	FORD	EXPLORER	49435	50100	50311	277	245	
240007	2003	FORD	EXPLORER	60380	61145	61595	450	245	
240009	2003	FORD	EXPLORER	61160	62090	62494	404	245	
240013	2003	FORD	TAURUS		32034	32486	452	245	
240020	1999	FORD	CROWN VIC			0	VLU	245	
240022	2000	FORD	TAURUS		44323	44560	237	245	
240023	2000	FORD	CROWN VIC			110153	VLU	245	
240026	2005	CHEVY	IMPALA		8199	8452	253	245	
240027	2005	FORD	TAURUS			0	VLU	245	
240029	2004	FORD	EXPLORER		36395	0	VLU	245	
240030	2004	FORD	EXPLORER	24977	25080	0	VLU	245	
240031	2007	FORD	EXPLORER	14860	15464	15855	391	245	15
EC&D									
260005	2001	FORD	RANGER		78406	78710	304	260	
260014	1997	FORD	RANGER		128467	128737	270	260	
260015	1997	FORD	RANGER			0	VLU	260	
260017	1997	FORD	RANGER			0	VLU	260	
260018	1997	FORD	RANGER		166069	166614	545	260	
260022	1998	FORD	F150 PUP		95552	95773	221	260	

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGI Code	Count Per Dept.
260023	1998	FORD	F150 PUP			0	VLU	260	
260044	1999	FORD	RANGER			50015	VLU	260	
260046	1999	FORD	RANGER			0	VLU	260	
260047	1999	FORD	RANGER		119114	0	VLU	260	
260051	2000	FORD	RANGER			0	VLU	260	
260052	2000	FORD	RANGER			70965	VLU	260	
260053	2000	FORD	RANGER		117182	117468	286	260	
260054	2000	FORD	RANGER			0	VLU	260	
260056	2000	FORD	RANGER			0	VLU	260	
260062	2001	FORD	F150 PUP 4X4		162033	162504	471	260	
260066	2001	FORD	TAURUS	78896	80636	0	VLU	260	
260067	2001	FORD	TAURUS	63114	64170	0	VLU	260	
260068	2001	FORD	TAURUS			55456	VLU	260	
260069	2001	FORD	TAURUS			0	VLU	260	
260071	2001	FORD	TAURUS		42600	0	VLU	260	
260091	2004	CHEVY	BLAZER		58859	59445	586	260	
510050	1998	FORD	F150		187370	0	VLU	260	
510052	1998	FORD	F150		102545	10329	VLU	260	
510053	1998	FORD	F150		37763	38357	594	260	
510054	1998	FORD	F150			104232	VLU	260	
550003	2003	FORD	EXPLORER		66669	66962	293	260	27
Elections									
240025	2005	CHEVY	IMPALA			0	VLU	265	
260013	1996	FORD	E250 VAN	51399	51607	0	VLU	265	
260092	2008	CHEVY	EXPRESS 1500			0	VLU	265	3
Sheriff									
330002	2002	FORD	E350			26675	VLU	330	
330009	2003	CHEVY	SUBURBAN			0	VLU	330	
330016	2003	DODGE	INTREPID	108022		0	VLU	330	
330018	2003	DODGE	INTREPID			0	VLU	330	
330030	2003	DODGE	INTREPID			0	VLU	330	
330033	2003	DODGE	INTREPID			0	VLU	330	
330035	1996	FORD	CLUB WAGON	19749		19784	35	330	
330036	1996	FORD	CLUB WAGON	21580		0	VLU	330	
330048	1994	FORD	CLUB WAGON			0	VLU	330	

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGV Code	Count Per Dept
330050	2003	FORD	CROWN VIC	116325	117958	118332	374	330	
330064	1994	FORD	CLUB WAGON	45678		0	VLU	330	
330070	1997	FORD	E250	59497		0	VLU	330	
330071	2003	FORD	CROWN VIC	88460		0	VLU	330	
330076	2003	FORD	CROWN VIC			0	VLU	330	
330081	2002	FORD	CROWN VIC	97600	98379	0	VLU	330	
330085	2003	FORD	CROWN VIC	118605		0	VLU	330	
330086	1988	FORD	E350			0	VLU	330	
330088	2003	FORD	CROWN VIC			127074	VLU	330	
330090	2003	FORD	CROWN VIC			0	VLU	330	
330091	2003	FORD	CROWN VIC			0	VLU	330	
330100	2003	FORD	EXPEDITION			0	VLU	330	
330121	1984	CHEVY	VAN			0	VLU	330	
330207	1989	FORD	CLUB WAGON			14236	VLU	330	
330215	1996	FORD	CLUB WAGON	50493		50669	176	330	
330216	1996	FORD	CLUB WAGON			0	VLU	330	
330244	1997	CHEVY	2500	33645	33898	0	VLU	330	
330259	1998	CHEVY	LUMINA	124900	125254	125851	597	330	
330261	1985	FORD	E350			0	VLU	330	
330267	1998	CHEVY	LUMINA	13205		0	VLU	330	
330268	1998	CHEVY	LUMINA	108724	110015	0	VLU	330	
330269	1998	CHEVY	LUMINA			0	VLU	330	
330283	1998	FORD	CROWN VIC			0	VLU	330	
330286	1998	CHEVY	LUMINA	183999		0	VLU	330	
330296	1998	FORD	F250			0	VLU	330	
330299	2003	FORD	E350	8479	8650	0	VLU	330	
330301	1998	FORD	CLUB WAGON			0	VLU	330	
330305	1998	FORD	E250		125837	126107	270	330	
330306	1999	FORD	F350	46273	46518	46656	138	330	
330308	1990	FORD	E350			0	VLU	330	
330310	1998	FORD	E350			0	VLU	330	
330312	1998	FORD	E350			0	VLU	330	
330315	1999	FORD	CROWN VIC	150396	150579	150961	382	330	
330329	1999	FORD	CROWN VIC	16275	16370	16439	69	330	
330330	1999	FORD	CROWN VIC			0	VLU	330	
330332	1999	FORD	CROWN VIC	168427	169339	169831	492	330	
330337	2000	FORD	E350	67140	67711	68294	583	330	

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGY Code	Coun. Per Dept.
330345	1997	FORD	F350				0	VLU	330
330356	2001	FORD	CROWN VIC	10198		10202	0	VLU	330
330358	2001	FORD	CROWN VIC	59719		0	0	VLU	330
330361	2001	FORD	CROWN VIC	13918		13925	0	VLU	330
330362	2001	FORD	CROWN VIC	15217		15495	0	VLU	330
330370	2001	FORD	CROWN VIC	112607		112872	0	VLU	330
330388	2002	FORD	E350	14064	14244		0	VLU	330
330391	2005	FORD	CROWN VIC	68391			0	VLU	330
330394	2005	FORD	CROWN VIC	70658		76647	0	VLU	330
330415	2006	FORD	CROWN VIC	71924	72878	73313	0	VLU	330
330430	2007	FORD	E-350	6950			0	VLU	330
330444	2008	GM	IMPALA			25062	0	VLU	330
330447	2008	GM	IMPALA	24660			0	VLU	330
330456	2008	GM	IMPALA				0	VLU	330
330463	2009	FORD	CROWN VIC	9652		7856	0	VLU	330
330469	2009	FORD	CROWN VIC		7900	8400	0	VLU	330
330476	2009	FORD	CROWN VIC	0	0	0	0	VLU	330
330484	2009	FORD	CROWN VIC	4600	4698	6241	0	VLU	330
330487	2009	FORD	CROWN VIC	6600	7595	0	0	VLU	330
330489	2009	FORD	CROWN VIC	3064	3570	4125	0	VLU	330
Emergency Services									
900002	2005	FORD	TAURUS	59500	59500	0	0	VLU	333
Medical Examiner									
340003	2002	FORD	WINDSTAR	77988	78228	78567	0	VLU	340
340004	2005	FORD	EXPLORER			0	0	VLU	340
340016	2001	FORD	TAURUS		69431	0	0	VLU	340
Juvenile Court									
405002	2001	FORD	E350	34255		0	0	VLU	405
405018	1993	FORD	E350			0	0	VLU	405
Marshall									
420002	1996	FORD	CLUB WAGON	34781		0	0	VLU	420
420004	2003	CHEVY	IMPALA		103503	0	0	VLU	420
420005	2003	CHEVY	IMPALA			80732	0	VLU	420

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGW Code	Count Per Dept
420006	2003	CHEVY	IMPALA		100230	0	VLU	420	
420008	2003	CHEVY	IMPALA			0	VLU	420	
420009	2003	CHEVY	IMPALA			0	VLU	420	
420092	1998	FORD	CROWN VIC		88910	89384	474	420	
420096	1999	FORD	CROWN VIC			0	VLU	420	
420102	2001	CHEVY	IMPALA		101455	101771	316	420	
420108	2005	CHEVY	IMPALA			57615	VLU	420	
420109	2005	CHEVY	IMPALA		66651	66806	155	420	
420113	2005	CHEVY	IMPALA			0	VLU	420	
420115	2006	FORD	TAURUS	36970	39223	0	VLU	420	
420116	2006	FORD	FORD	35437	35971	36513	542	420	
420117	2006	FORD	TAURUS	66283	69576	0	VLU	420	
420120	2006	FORD	CROWN VIC	56244	56644	57091	447	420	
420125	2006	FORD	CROWN VIC	63380	63903	0	VLU	420	
420128	2006	FORD	CROWN VIC	57782		0	VLU	420	18
District Atty									
480008	2003	FORD	EXPEDITION	125423	127921	127233	VLU	480	
480012	1996	FORD	CROWN VIC	130522	131428	131903	475	480	
480018	2000	FORD	E350	27867	0	28082	215	480	
480023	2000	FORD	CROWN VIC	106884	108061	108659	598	480	
480034	2002	FORD	TAURUS	57791	57908	58500	592	480	
480037	2004	DODGE	INTREPID	29782		29897	115	480	
480043	2006	FORD	CROWN VIC	102543	104591	10737	278	480	7
Public Defender									
490001	2003	CHEVY	MALIBU	0	52958	53231	273	490	
490004	2003	CHEVY	MALIBU	52079	52798	53329	531	490	
490006	1995	CHEVY	LUMINA	0	0	0	VLU	490	
490008	1996	FORD	TAURUS	93594	93877	94342	465	490	
490010	2000	FORD	TAURUS	80241	80732	81157	425	490	
490012	2000	FORD	TAURUS	0	56962	59355	393	490	
490013	2000	FORD	TAURUS	64166	64527	65067	540	490	
490015	2000	FORD	TAURUS	58974	59463	0	VLU	490	
490016	2000	FORD	TAURUS	82713	83192	83662	470	490	
490018	2001	FORD	TAURUS	40299	41325	41700	375	490	
490021	2007	FORD	TAURUS	12280	12717	12915	198	490	

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGV Code	Count Per Dept.
490023	2004	FORD	TAURUS	149540	150993	0	VLU	490	12
General Services									
270011	2002	CHEVY	MALIBU		101501	101974	473	520	
270056	2003	FORD	CROWN VIC			0	VLU	520	
270114	2002	FORD	RANGER		54114	54490	376	520	
520015	2003	CHEVY	MALIBU	50040	50536	51105	569	520	
520020	2003	FORD	TAURUS		54320	54822	502	520	
520022	1993	FORD	F250		107920	108186	266	520	
520026	2003	CHEVY	1500		81900	82300	400	520	
520037	2003	CHEVY	2500		55884	53037	VLU	520	
520039	2003	CHEVY	2500		12054	112813	VLU	520	
520042	2003	FORD	RANGER		48723	49281	558	520	
520048	1994	FORD	E250		156894	157446	552	520	
520054	2004	FORD	E350		5827	5939	112	520	
520060	2005	FORD	150XLT		35950	38750	VLU	520	
520063	1995	FORD	F150			0	VLU	520	
520081	2003	FORD	F450		31955	31196	241	520	
520300	1996	FORD	F250		112146	112445	299	520	
520303	1996	FORD	E150			0	VLU	520	
520305	1996	FORD	E250			0	VLU	520	
520306	1996	FORD	E250		96501	61014	VLU	520	
520319	1997	FORD	AEROSTAR		106472	106816	344	520	
520320	1997	FORD	F250				VLU	520	
520327	1997	FORD	F250		141329		VLU	520	
520329	1997	FORD	F250		120580	121098	518	520	
520331	1998	FORD	E250			90882	VLU	520	
520332	1998	FORD	E250			77482	VLU	520	
520335	1998	FORD	E350			0	VLU	520	
520337	1998	FORD	E350			0	VLU	520	
520338	1998	FORD	E350			0	VLU	520	
520342	1998	FORD	F250			0	VLU	520	
520343	1998	FORD	F250			0	VLU	520	
520344	1998	FORD	F250			0	VLU	520	
520346	1999	FORD	CROWN VIC			0	VLU	520	
520351	2002	FORD	E250		56121	56370	249	520	
520352	2002	FORD	F450			96769	VLU	520	

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGY Code	County Dep.
520353	2002	FORD	F450			42480	VLU	520	
520354	2002	FORD	F450		71171	0	VLU	520	
520542	2000	FORD	F350		185018	185552	534	520	
520543	2000	FORD	F350		139789	139789	VLU	520	
520600	2001	FORD	F150		43554	43685	131	520	
520604	2001	FORD	F150		78557	78955	398	520	
520605	2001	FORD	RANGER		12910	13062	152	520	
520607	2001	FORD	RANGER		66075	66353	278	520	
520611	2001	FORD	RANGER			0	VLU	520	
520612	2002	FORD	TAURUS		35690	35940	250	520	
520617	2008	FORD	FORD F-250		13158	13465	307	520	
530032	1991	CHEVY	3500			0	VLU	520	
530036	1994	FORD	CLUB WAGON			0	VLU	520	
530038	1995	CHEVY	3500			0	VLU	520	
530042	1996	FORD	TAURUS		77196	77726	530	520	
530056	1997	CHEVY	3500	76666		0	VLU	520	
530057	1997	FORD	AEROSTAR			0	VLU	520	
560018	2005	FORD	F 160 4X4		12316	12636	320	520	
560022	1997	FORD	F-250			107329	VLU	520	
640026	1997	FORD	F350XL		93473	93646	173	520	
640100	1993	FORD	E350			70774	VLU	520	
640103	1995	FORD	E250				VLU	520	
640139	1998	FORD	E350	83035			VLU	520	57
Public Works									
260001	1997	DODGE	RAM 3500			29333	VLU	540	
540003	1994	CHEVY	BLAZER			189322	VLU	540	
540094	1996	FORD	RANGER			0	VLU	540	
540163	1995	FORD	F150	131423		0	VLU	540	
540173	1998	FORD	F350	41723		41998	143	540	
540187	2003	FORD	F150		41865	74141	VLU	540	
540199	2004	CHEVY	2500			48874	VLU	540	
540229	1995	FORD	E350			134457	VLU	540	
540237	2003	FORD	F450			48826	VLU	540	
540238	2003	FORD	F450				VLU	540	
540239	2003	FORD	F450				VLU	540	
540254	1997	FORD	F150			88818	VLU	540	

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGK Code	Count Per Dept.
540255	1997	FORD	F150			87773	VLU	540	
540264	1997	FORD	F150			129464	VLU	540	
540265	1997	FORD	F150			135515	VLU	540	
540271	1997	CHEVY	BLAZER			79928	VLU	540	
540286	2003	FORD	F450			100039	VLU	540	
540290	2003	CHEVY	BLAZER				VLU	540	
540296	2003	CHEVY	ASTRO			47187	VLU	540	
540305	2003	CHEVY	3500			75050	VLU	540	
540319	2003	FORD	F450			72894	VLU	540	
540325	2003	FORD	F450				VLU	540	
540399	2004	CHEVY	BLAZER		59224		VLU	540	
540423	2004	CHEVY	BLAZER			108204	VLU	540	
540434	2004	CHEVY	BLAZER			57940	VLU	540	
540442	2004	CHEVY	VENTURE			59505	VLU	540	
540481	1998	FORD	ES50			70646	VLU	540	
540500	1996	FORD	TAURUS			106599	VLU	540	
540521	2005	FORD	F-550 TURBO		78241	0	VLU	540	
540532	2005	FORD	F550			63309	VLU	540	
540533	2005	FORD	F550			65595	VLU	540	
540543	2005	FORD	F-550 TURBO			42139	VLU	540	
540557	2006	FORD	F-550			26451	VLU	540	
540567	2006	FORD	F-350XL			37880	VLU	540	
540568	1993	FORD	BRONCO				VLU	540	
540653	1994	FORD	RANGER				VLU	540	
540700	2008	FORD	EXPLORER		73564	73950	386	540	
540701	2008	FORD	EXPLORER		18078	18340	262	540	
540772	2006	FORD	CROWN VIC		121346	5154	VLU	540	
540833	1994	FORD	F350				VLU	540	
540881	2006	FORD	EXPLORER 4X2				VLU	540	
540900	2005	FORD	ESCAPE		8110		VLU	540	
540901	2005	FORD	ESCAPE		27633		VLU	540	
54A005	2002	FORD	F350			38770	VLU	540	
54A008	2002	FORD	F350		107578	108098	520	540	
54A010	2002	FORD	F350			0	VLU	540	
54A018	2002	FORD	F350			85063	VLU	540	
54A033	2002	FORD	EXPLORER		71341	71803	462	540	
54A057	2002	FORD	EXPLORER			0	VLU	540	
						84488	VLU	540	

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGY Code	Count Per Dept.
54A134	2002	FORD	EXPLORER			92209	VLU	540	
54A164	2002	FORD	EXPLORER			147201	VLU	540	
54A282	2002	FORD	EXPLORER			0	VLU	540	
54A283	2002	CHEVY	BLAZER			152134	VLU	540	
54A284	2002	FORD	EXPLORER		91451	91674	223	540	
54A286	2002	FORD	F150			85519	VLU	540	
54A287	2002	FORD	F150			0	VLU	540	
54A291	2002	FORD	F150			81501	VLU	540	
54A351	1998	FORD	F150			120001	VLU	540	
54A353	1998	FORD	F150			135705	VLU	540	
54A355	1998	FORD	F150			0	VLU	540	
54A357	1998	FORD	F150			153218	VLU	540	
54A361	1998	FORD	CROWN VIC			109498	VLU	540	
54A372	1998	FORD	TAURUS			0	VLU	540	
54A373	1998	FORD	TAURUS			64248	VLU	540	
54A374	1998	FORD	TAURUS	95303	95314	0	VLU	540	
54A375	1998	FORD	TAURUS			69279	VLU	540	
54A376	1998	FORD	TAIRIIS			134080	VLU	540	
54A383	1998	CHEVY	BLAZER			36124	VLU	540	
54A398	1997	FORD	F450		20960	21243	283	540	
54A403	1999	FORD	CROWN VIC			0	VLU	540	
54A407	1999	CHEVY	3500			0	VLU	540	
54A412	1999	CHEVY	1500			232430	VLU	540	
54A418	1998	FORD	F550			85604	VLU	540	
54A429	1998	FORD	F550			22666	VLU	540	
54A430	1999	FORD	F150			0	VLU	540	
54A431	1999	FORD	F150			0	VLU	540	
54A432	1999	CHEVY	1500			164398	VLU	540	
54A475	1999	GMC	3500			0	VLU	540	
54A481	1999	FORD	F350			95850	VLU	540	
54A483	1999	FORD	F350			81108	VLU	540	
54A497	2002	CHEVY	SILVERADO			78722	VLU	540	
54A498	2002	CHEVY	SILVERADO			204883	VLU	540	
54A499	2002	CHEVY	SILVERADO			0	VLU	540	
54A534	2000	FORD	EXPLORER			0	VLU	540	
54A535	2000	FORD	EXPLORER			115756	VLU	540	
54A536	2000	FORD	EXPLORER		62182	62781	599	540	

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGY Code	Count Per Dept
54A537	2000	FORD	EXPLORER		74341	74885	544	540	
54A538	2000	FORD	EXPLORER			0	VLU	540	
54A539	2000	FORD	RANGER			46071	VLU	540	
54A540	2000	FORD	RANGER			176691	VLU	540	
54A545	2000	FORD	E350			0	VLU	540	
54A550	2000	FORD	F150			93908	VLU	540	
54A551	2000	FORD	E350			94050	VLU	540	
54A552	2000	FORD	E350			0	VLU	540	
54A553	2000	FORD	F150			110704	VLU	540	
54A555	2000	FORD	F350			60768	VLU	540	
54A557	2000	FORD	RANGER			138836	VLU	540	
54A559	2000	FORD	CROWN VIC			76800	VLU	540	
54A560	2000	FORD	F250			145741	VLU	540	
54A562	2000	FORD	F250		139977	140256	279	540	
54A563	2000	FORD	F250			133547	VLU	540	
54A564	2000	FORD	F250			175891	VLU	540	
54A580	2000	FORD	EXPEDITION			184349	VLU	540	
54A583	2000	CHEVY	C3500			82818	VLU	540	
54A584	2000	CHEVY	C3500			0	VLU	540	
54A587	2002	FORD	RANGER			94774	VLU	540	
54A603	1999	FORD	F550			81681	VLU	540	
54A604	1999	FORD	F550			77923	VLU	540	
54A620	2000	FORD	WINDSTAR			89860	VLU	540	
54A649	2003	CHEVY	BLAZER			0	VLU	540	
54A650	2003	CHEVY	BLAZER			0	VLU	540	
54A651	2003	CHEVY	BLAZER			83632	VLU	540	
54A654	2003	CHEVY	BLAZER		41729	41892	163	540	
54A655	2003	CHEVY	BLAZER			24497	VLU	540	
54A656	2003	CHEVY	BLAZER			44421	VLU	540	
54A755	2000	FORD	F550			0	VLU	540	
54A769	2000	FORD	F550			71556	VLU	540	
54A770	2000	FORD	F550			91602	VLU	540	
54A771	2000	FORD	F450			0	VLU	540	
54A780	2000	FORD	F350XL			74253	VLU	540	
54A783	2001	FORD	EXPLORER			0	VLU	540	
54A787	2001	FORD	EXPLORER		85846	86070	224	540	
54A790	2001	FORD	EXPLORER		36313	36530	217	540	

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGY Code	Count Per Dept.
54A791	2001	FORD	EXPLORER				VLU	540	
54A792	2001	FORD	EXPLORER		43951	44322	371	540	
54A793	2001	FORD	F250	101947	102321	0	VLU	540	
54A794	2001	FORD	F250			0	VLU	540	
54A801	2001	FORD	EXCURSION		169048	0	VLU	540	
54A802	2001	FORD	F250			0	VLU	540	
54A803	2000	FORD	E350			52705	VLU	540	
54A808	2001	FORD	F550			0	VLU	540	
54A809	2001	FORD	F550			98364	VLU	540	
54A811	2001	FORD	F550		89751	0	VLU	540	
54A829	2001	FORD	F350			84995	VLU	540	
54A976	2004	CHEVY	BLAZER			22483	VLU	540	
54A977	2004	CHEVY	BLAZER	54321	55056	0	VLU	540	
54A980	2004	FORD	TAURUS			0	VLU	540	
54A989	2002	FORD	F150			0	VLU	540	
54A991	2002	FORD	F150			0	VLU	540	
54A992	2002	FORD	F150			89849	VLU	540	
54A993	2002	FORD	F150			79038	VLU	540	
54A994	2002	FORD	F150		88689	89110	421	540	
54A995	2002	FORD	RANGER			58614	VLU	540	
54A996	2002	FORD	RANGER			68557	VLU	540	
54B122	2006	FORD	F-350			40034	VLU	540	
54B156	2007	FORD	EXPLORER			12801	VLU	540	148
Cooperative Extension									
630002	1994	FORD	F150			0	VLU	630	
630003	1994	FORD	CLUB WAGON			0	VLU	630	
630011	2000	FORD	EXPLORER	87000	87000	87329	329	630	3
Parks and Recreation									
640020	2003	CHEVY	SILVERADO			0	VLU	640	
640024	1997	FORD	F350XL			0	VLU	640	
640054	1997	FORD	F350XL			99224	VLU	640	
640062	1997	FORD	F350XL			144157	VLU	640	
640116	1997	FORD	F150				VLU	640	
640118	1997	FORD	F150				VLU	640	
640121	1997	FORD	E250				VLU	640	

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGYCode	Count Per Dept.
640123	1997	FORD	E250			8626	VLU	640	
640126	1997	FORD	TAURUS				VLU	640	
640128	1997	FORD	F150	118272		118509	237	640	
640134	1998	FORD	F350				VLU	640	
640135	1998	FORD	F350	112535		112814	279	640	
640136	1998	FORD	F350				VLU	640	
640137	1998	FORD	F350	137342		137737	395	640	
640146	2000	FORD	TAURUS	92296		0	VLU	640	
640147	2000	FORD	E350	86774		0	VLU	640	
640155	2000	GMC	3500SD			0	VLU	640	
640156	2000	GMC	3500SD	43310		0	VLU	640	
640544	2000	FORD	F350			0	VLU	640	
640545	2000	FORD	F250	96157		0	VLU	640	20
Library									
270018	1996	CHEVY	LUMINA	98944		0	VLU	650	
650001	2003	CHEVY	ASTRO		42060	0	VLU	650	
650006	1996	FORD	E350			0	VLU	650	
650008	1997	DODGE	RAM 3500	30715	30913	31005	92	650	
650025	1997	FORD	F150	46403	46666	47056	390	650	
650027	2000	FORD	E150	57706	58092	58470	378	650	6
Health Dep									
270012	2002	CHEVY	MALIBU	71544		0	VLU	800	
270026	2002	FORD	TAURUS	87745	8803	88249	VLU	800	
270044	2000	FORD	WINDSTAR			0	VLU	800	
270048	2000	FORD	E350			0	VLU	800	
800010	2003	CHEVY	3500	2511	38080	26684	VLU	800	
800013	2004	FORD	CROWN VIC	38879	39156	0	VLU	800	
800014	2004	FORD	F350	35623	36047	36550	503	800	
800025	2004	CHEVY	SILVERADO	61345	62227	62112	VLU	800	
800028	2004	CHEVY	SILVERADO	60452	60867	51546	VLU	800	
800029	2004	CHEVY	SILVERADO	28301		28699	398	800	
800032	2004	CHEVY	SILVERADO	32428	32859	0	VLU	800	
800039	1998	FORD	EXPEDITION			0	VLU	800	
800040	1999	FORD	F250	81232	81842	82184	342	800	
800041	1999	DODGE	RAM 1500	82927	84344	84836	492	800	

Unit	Year	Make	Model	January Odometer Reading	February Odometer Reading	March Odometer Reading	TOTAL	AGY Code	Count Per Dept
800043	1999	DODGE	RAM 2500				0	VLU	800
800044	2005	FORD	EXPLORER	49615	50083	50563	480	800	
820002	2006	FORD	TAURUS		13977	0	VLU	800	
820013	2002	FORD	E350			0	VLU	800	
820034	2002	CHEVY	3500	32766		33050	VLU	800	
820040	1991	FORD	E350			0	VLU	800	
820041	1995	FORD	E350	723382	72584	0	VLU	800	
820049	1997	FORD	E350	23090	23335	23603	268	800	
820053	1999	FORD	E450			0	VLU	800	
820055	1998	FORD	E350	25304	25559	25789	230	800	
820057	2001	FORD	WINDSTAR			0	VLU	800	
820060	2007	FORD	E-350	18551	187553	0	VLU	800	26
270058	2003	CHEVY	MALIBU			0	VLU		



INTEROFFICE MEMORANDUM

F-2.2

David L. Ricks, Director
General Services/Public Works
Phone: (404) 612-5900
Fax: (404) 730-5897

TO: Department Head's Name
FROM: David Ricks
DATE:
SUBJECT: Underutilized Vehicles

In accordance with Fulton County Policy 400-06, Transportation and Logistics has conducted a vehicle usage analysis to determine which, if any, vehicles in the Fulton County Fleet do not meet the minimum annualized usage requirement of 8,000 miles. As required by policy, the analysis is conducted on a quarterly basis.

You are receiving this memo because one or more vehicles in your department's fleet do not meet the minimum usage requirements to allow it to remain in your fleet. The analysis covers the first quarter of 2010 and is based on the last recorded odometer reading in December 2009 to the last recorded odometer reading in March of 2010. The odometer readings were taken from the Fulton County Fuel Management System.

The following vehicle(s) do not meet minimum usage requirements as outlined above:

Insert Table of listing...

The identified vehicles must be delivered to the Fleet Manager at the Central Maintenance Facility, located at 895 Marietta Blvd., Atlanta, GA. on or before *TBD*. The fuel card assigned to the vehicles will be disabled on *TBD*.

If there are circumstances that warrants continued use of the vehicle(s) you may request an exclusion from the Policy requirement by sending a written request to me no later than *TBD*. The request must cite specific functions performed by persons driving this vehicle that will be significantly impaired and can not be performed operating another available vehicle. Otherwise, failure to deliver the vehicle as directed above will be in direct violation of Policy 400-6.

c: Zachary Williams, County Manager
Rob and/or Gwen
Lisa Carter, Assistant County Manager
Kent Wintter, Division Manager, Transportation and Logistics

F-3



FULTON COUNTY

People *Vision* *Neighborhoods*
 Families

Mission
To serve, protect and govern in concert with
local municipalities.

People *Values*
Ethics *Customer Services*
Innovation *Resource Management*
 Equal Opportunity

REQUEST FOR PROPOSAL NO. #10RFP
Automated Fuel Management System (AFMS)

For

General Services/Public Works Department

RFP DUE DATE AND TIME: xxxx, 2010, 11:00 A.M.
RFP ISSUANCE DATE: xxxxxx, 2010
PRE-BID CONFERENCE DATE: xx:xxxx, 2010
PURCHASING CONTACT: Nancy Harrison at (404) 612-4201
E-MAIL: nancy.harrison@fultoncountygga.gov

**LOCATION: FULTON COUNTY DEPARTMENT OF PURCHASING &
CONTRACT COMPLIANCE
130 PEACHTREE STREET, S.W., SUITE 1168
ATLANTA, GA 30303**

**REQUEST FOR PROPOSALS
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SECTION 1 INTRODUCTION

1.1 PURPOSE

Fulton County, Georgia ("County") is seeking Proposals from qualified experienced Vendors to provide an Automated Fuel Management System (AFMS) that must include the hardware and software required to manage the fueling for Fulton County's fleet of vehicles and equipment, account for the fuel dispensed, authorize proper fuel dispensing, and provide status reports for Fulton County Management. in support of the General Services/Public Works Department.

Through the issuance of this Request for Proposal ("RFP" and/or "Proposals"), the County is soliciting Proposals from qualified Proposers for **#10RFP Automated Fuel Management System (AFMS)**

Proposals provided in response to this RFP that comply with the submittal requirements set forth in Section 4.0, including all forms and certifications, will be evaluated in accordance with the criteria and procedures described in Section 5.0. Based on the results of the evaluation, the County will award **#10RFP Automated Fuel Management System (AFMS)** to the most advantageous Proposer based on the cost and the evaluation factors set forth in the RFP. This RFP may be awarded to multiple vendors for "as needed-task assignments".

1.2 DESCRIPTION OF THE PROJECT

This project involves services that are professional in nature. This RFP provides an Automated Fuel Management System (AFMS) that must include the hardware and software required to manage the fueling for Fulton County's fleet of vehicles and equipment, account for the fuel dispensed, authorize proper fuel dispensing, and provide status reports for Fulton County Management. Tasks shall include but are not limited to services listed under Section 3.3 Scope of Work.

1.3 BACKGROUND

The existing system is a card reader system. The equipment is over 20 years old and parts are quickly becoming non-existing. The accuracy of the systems depends entirely on the employee entering the information and the vendor downloading the data. Mileage is not accurately entered causing the preventive maintenance service on the vehicle to be invalid. Cards are constantly being replaced due to loss and damage. The card readers are very old and the displays are not readable when the sun shines on them.

1.4 COUNTY OBJECTIVES

Fulton County desires to retain a qualified and experienced Consultant to provide The hardware and software must provide for a fully functioning AFMS that allows Fulton County the ability to capture all necessary data for proper fleet management

1.5 Purchasing the RFP

This document and supporting documents can be downloaded at the Fulton County Website, <http://www.fultoncountyga.gov> under "Bid Opportunities". All questions should be addressed to contact person identified in section 1.9 of this RFP.



Vehicles Recommended for Replacement

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Light Trucks and Sedans sorted by Dept then highest to lowest estimated repair costs,

Department	Year	Make	Model	Estimated Repair Cost	Estimated Value "As Is"	Mileage	Vehicle Unit Number	Status
Animal Control	2006	Ford	F250	\$9,075.00	\$9,000.00	114,085	270928	IS
Animal Control	2004	GMC	Savana Van	\$7,500.00	\$2,775.00	121,873	270923	IS
District Attorney	1995	Ford	F150	\$8,925.00	\$2,100.00	129,148	540163	IS
District Attorney	2000	Ford	Crown vic	\$8,525.00	\$1,425.00	99,960	480023	IS
E&CD - Code Enforcement	1997	FORD	Ranger	\$9,770.00	\$1,025.00	154,519	260017	IS
E&CD - Code Enforcement	1998	Ford	F150	\$9,100.00	\$625.00	101,437	510054	IS
E&CD - Code Enforcement	1998	Ford	F150	\$8,800.00	\$625.00	183,278	510050	IS
E&CD - Code Enforcement	2001	Ford	Ranger 4x4	\$8,700.00	\$2,950.00	138,043	260072	IS
E&CD - Code Enforcement	1999	Ford	Ranger	\$8,520.00	\$2,500.00	109,255	260047	IS
E&CD - Code Enforcement	1998	Ford	F-150 P/UP	\$8,515.00	\$625.00	90,537	510052	IS
E&CD - Code Enforcement	1998	FORD	F-150	\$8,460.00	\$625.00	128,092	260021	IS
F&T - Code Enforcement	1998	FuI	F150	\$8,285.00	\$1,500.00	90,702	260022	IS
E&CD - Code Enforcement	1999	Ford	Ranger	\$7,650.00	\$2,100.00	95,670	260046	IS
Elections	1996	Ford	E250	\$10,800.00	\$825.00	108,883	260013	IS
Finance	2004	Ford	Ranger	\$8,625.00	\$4,925.00	111,945	210001	IS
General Services - Greater Fulton	1998	Ford	E250 Van	\$10,075.00	\$488.00	184,494	520330	IS
General Services - Greater Fulton	1997	Ford	F250	\$9,075.00	\$950.00	178,596	520326	IS
General Services - Greater Fulton	1997	Ford	F250	\$9,075.00	\$950.00	178,596	520326	IS
General Services - Greater Fulton	1998	Ford	E350 (NG)	\$8,540.00	\$2,450.00	121,794	520335	IS
General Services - Greater Fulton	1994	Ford	E250 Van	\$8,500.00	\$475.00	145,244	520048	IS
General Services - Greater Fulton	1996	Ford	F150	\$8,500.00	\$1,450.00	99,884	530043	IS
General Services - Greater Fulton	1997	Chevrolet	2500 Utility Body	\$8,450.00	\$2,575.00	106,523	520013	IS
General Services - Greater Fulton	2000	Ford	E250	\$8,100.00	\$950.00	159,467	520599	IS
General Services - Greater Fulton	1997	Ford	F150	\$7,500.00	\$1,025.00	156,000	520325	IS
General Services - Greater Fulton	1996	Ford	F150	\$7,150.00	\$525.00	144,138	520004	IS
General Services - Greater Fulton	1998	Ford	F250	\$7,000.00	\$2,300.00	122,854	520343	IS
General Services - Greater Fulton	1996	Ford	F250	\$6,840.00	\$1,000.00	136,941	530041	IS
General Services - Greater Fulton	1998	Ford	E350	\$6,255.00	\$1,700.00	108,653	520337	IS

Department	Year	Make	Model	Estimated Repair Cost	Estimated Value As Is	Mileage	Vehicle Unit Number	Status
General Services - Greater Fulton	2003	Chevrolet	Express	\$6,250.00	\$2,625.00	100,421	520039	IS
General Services - Greater Fulton	2004	Ford	F150	\$5,900.00	\$5,775.00	50,743	520055	IS
General Services - Greater Fulton	1997	Dodge	2500 Ram Van	\$5,525.00	\$1,025.00	94,187	520314	IS
General Services - Greater Fulton	1993	Ford	F250	\$5,500.00	\$950.00	104,848	520022	IS
General Services - Greater Fulton	1999	Dodge	Ram1500	\$5,150.00	\$875.00	101,866	520347	IS
General Services - Greater Fulton	2001	Ford	Econoline Van	\$4,925.00	\$3,200.00	81,812	520567	IS
General Services - Greater Fulton	1998	Chevrolet	Tiltmaster	\$4,750.00	\$4,000.00	23,178	530046	IS
General Services - Greater Fulton	1996	Ford	E250	\$4,450.00	\$500.00	190,902	520018	IS
General Services - Greater Fulton	1997	Ford	F150	\$4,300.00	\$1,250.00	97,408	520328	IS
General Services - Greater Fulton	1994	Ford	Club Wagon	\$4,266.00	\$1,275.00	111,180	530036	IS
General Services - Greater Fulton	1994	Ford	F350	\$4,010.00	\$3,700.00	31,408	520059	IS
General Services - Greater Fulton	1997	Ford	F250	\$4,000.00	\$1,375.00	138,211	520327	IS
General Services - Op Support	1997	Ford	F150	\$9,775.00	\$800.00	139,938	210005	IS
General Services - Op Support	1993	Ford	E350 van	\$8,500.00	\$575.00	118,257	640100	IS
General Services - Op Support	1993	Ford	Bronco 4x4	\$8,500.00	\$1,550.00	95,919	540568	IS
General Services - Op Support	1997	Ford	F250 P/U	\$7,500.00	\$1,325.00	115,153	520329	IS
General Services - T&L	1991	GMC	Sierra 2500	\$8,950.00	\$1,350.00	53,996	530030	IS
General Services - T&L	1997	Dodge	Ram Van 3500	\$8,750.00	\$900.00	111,489	405001	IS
Health & Wellness	1997	Ford	F150	\$14,525.00	\$775.00	74,859	520320	IS
Health & Wellness	1997	Chevrolet	Blazer	\$9,675.00	\$700.00	108,182	800021	IS
Health & Wellness	1994	Ford	E150	\$9,525.00	\$263.00	146,160	800034	IS
Health & Wellness	2003	Ford	Crown Vic	\$8,950.00	\$1,650.00	187,762	330078	IS
Health & Wellness	1997	Ford	F350	\$8,800.00	\$1,725.00	104,703	800022	IS
Health & Wellness - Mental Health	1999	Ford	Crown Vic	\$10,150.00	\$750.00	165,862	330332	IS
Health & Wellness - Mental Health	1996	Ford	F150	\$8,550.00	\$750.00	126,574	820044	IS
Human Services	1997	Chevrolet	S10	\$10,200.00	\$525.00	125,630	180103	IS
Human Services	1998	Chevy	2500 pickup	\$9,225.00	\$1,850.00	107,251	180113	IS
Marshal	2005	Chevy	Impala	\$8,750.00	\$2,050.00	125,459	420111	IS
Public Works	2000	Ford	Expedition	\$10,935.00	\$1,300.00	82,943	54A580	IS
Public Works	1998	Ford	Crown Vic	\$9,425.00	\$1,000.00	98,612	54A361	IS
Public Works	1995	Ford	E350	\$9,070.00	\$1,400.00	95,304	540858	IS
Public Works	1999	Chevrolet	1500	\$8,575.00	\$1,900.00	114,350	54A412	IS

Department	Year	Make	Model	Estimated Repair Cost	Estimated Value As Is	Mileage	Vehicle Unit Number	Status
Public Works	1998	Ford	F350	\$8,575.00	\$3,500.00	39,779	540173	IS
Public Works	1999	Chevrolet	1500 Truck	\$8,550.00	\$1,700.00	155,473	544452	IS
Public Works	1999	Chevrolet	1500 Truck	\$8,550.00	\$1,700.00	155,473	544432	IS
Public Works	1995	Ford	E350	\$8,450.00	\$1,000.00	106,186	540229	IS
Public Works	2002	Chevrolet	Blazer	\$8,075.00	\$1,600.00	131,743	544283	IS
Public Works	2001	Ford	Excursion	\$8,065.00	\$3,500.00	160,124	54A801	IS
Public Works	1998	Ford	F150	\$8,025.00	\$2,500.00	121,662	54A355	IS
Public Works	2002	Chevrolet	1500 4X4	\$8,000.00	\$4,500.00	86,027	54A498	IS
Public Works	2001	Ford	F350	\$7,775.00	\$5,300.00	82,673	54A809	IS
Public Works	2002	Ford	F350	\$7,585.00	\$4,500.00	91,493	54A017	IS
Public Works	1998	Ford	F150	\$7,550.00	\$625.00	137,567	54A357	IS
Public Works	2002	Ford	Explorer	\$7,500.00	\$2,000.00	62,202	54A164	IS
Sheriff	2001	Ford	Crown Vic	\$12,925.00	\$1,775.00	96,091	330371	IS
Sheriff	1998	Chevy	Lumina	\$12,400.00	\$175.00	119,492	330259	IS
Sheriff	2002	Ford	E350	\$11,650.00	\$1,750.00	177,108	330386	IS
Sheriff	2003	Ford	Expedition	\$9,375.00	\$4,000.00	119,035	330099	IS
Sheriff	1999	Ford	Crown Vic	\$9,275.00	\$850.00	168,685	330313	IS
Sheriff	2003	Ford	Crown Vic	\$9,200.00	\$1,825.00	144,937	330082	IS
Sheriff	2003	Ford	Crown Vic	\$9,075.00	\$2,000.00	119,586	330045	IS
Sheriff	2001	Ford	Crown Vic	\$9,075.00	\$1,250.00	137,013	330362	IS
Sheriff	2001	Ford	Crown Vic	\$9,000.00	\$1,100.00	140,371	330350	IS
Sheriff	1998	Chevy	Lumina	\$8,950.00	\$450.00	98,718	330269	IS
Sheriff	1998	Chevy	Lumina	\$8,940.00	\$175.00	128,336	330267	IS
Sheriff	2003	Ford	Crown Vic	\$8,875.00	\$2,100.00	108,342	330091	IS
Sheriff	2003	Ford	Crown Vic	\$8,875.00	\$2,000.00	114,860	330088	IS
Sheriff	2003	Dodge	Intrepid	\$8,750.00	\$625.00	148,966	330030	IS
Sheriff	1998	Ford	Crown Vic	\$8,600.00	\$600.00	165,995	330273	IS
Sheriff	2003	Chevy	Tahoe	\$8,575.00	\$4,800.00	137,755	330039	IS
Sheriff	1997	Chevrolet	2500	\$7,900.00	\$2,650.00	103,943	330004	IS
Sheriff	1998	Ford	F150	\$7,450.00	\$2,650.00	20,632	330296	IS
Tax Commissioner	2005	Dodge	Caravan	\$9,250.00	\$1,350.00	134,022	240024	IS

2010 Departmental Fuel Cost

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Department	DEC. 2010												Yearly Totals	2010 Budget Expense	Balance	
	Jan. 2010	Feb. 2010	March 2010	April 2010	May 2010	June 2010	July 2010	Aug. 2010	Sept. 2010	Oct. 2010	Nov. 2010					
Animal Control	\$6,718.40	\$6,162.88	\$5,938.83	\$6,969.89	\$7,935.31									\$ 33,725.31	\$	\$ (33,725.31)
Clerk to Commission	\$46.07	\$76.88	\$16.91	\$85.38	\$12.66									\$ 237.90	\$ 2,500.00	\$ 2,262.10
Clerk, Superior Court	\$194.42	\$174.45	\$119.23	\$422.75	\$124.41									\$ 1,035.26	\$ 1,805.00	\$ 769.74
Commissioner Edwards	\$0.00	\$0.00	\$0.00	\$10.00	\$0.00									\$ 10.00	\$ 50.00	\$ 40.00
Cooperative Extension	\$179.56	\$87.57	\$165.32	\$246.57	\$290.85									\$ 969.87	\$ 1,078.00	\$ 108.13
County Attorney	\$167.66	\$70.95	\$130.57	\$139.48	\$152.96									\$ 661.62	\$ 615.00	\$ (46.62)
County Manager	\$1,313.28	\$1,490.54	\$1,445.76	\$1,186.50	\$1,397.61									\$ 6,833.69	\$ 8,200.00	\$ 1,366.31
District Attorney	\$4,936.33	\$5,356.72	\$5,946.46	\$5,420.96	\$7,159.11									\$ 28,819.58	\$ 97,600.00	\$ 68,780.42
E&CD	\$3,033.96	\$3,093.73	\$3,181.26	\$3,646.04	\$3,803.58									\$ 16,758.57	\$ 78,902.00	\$ 62,143.43
Emergency Services	\$279.52	\$227.08	\$136.94	\$171.80	\$119.38									\$ 934.72	\$ 1,441.00	\$ 506.28
Family & Children Svcs.	\$1,317.55	\$1,097.69	\$1,232.26	\$1,077.81	\$1,068.62									\$ 5,793.93	\$ 7,000.00	\$ 1,206.07
Finance	\$3,231.35	\$3,732.36	\$3,747.21	\$3,716.43	\$4,116.25									\$ 18,543.60	\$ 53,889.00	\$ 35,345.40
Fire	\$1,361.08	\$1,273.84	\$1,077.02	\$1,418.71	\$1,551.30									\$ 6,681.95	\$ 249,845.00	\$ 243,163.05
Registration & Elections	\$4,137.09	\$63.83	\$120.34	\$193.99	\$170.35									\$ 4,685.60	\$ 10,029.09	\$ 5,343.49
General Services	\$17,673.45	\$17,756.55	\$18,125.77	\$20,150.87	\$21,056.89									\$ 94,763.53	\$ 347,285.00	\$ 252,521.47
Health and Wellness	\$3,744.75	\$4,002.42	\$4,447.57	\$4,676.08	\$5,357.37									\$ 22,228.19	\$ 2,300.00	\$ 1,145.98
Housing & Economic Dev.	\$140.50	\$179.01	\$224.72	\$301.65	\$308.14									\$ 1,154.02	\$ 2,300.00	\$ 1,145.98
Health and Human Services	\$1,043.99	\$880.37	\$849.35	\$847.16	\$533.99									\$ 4,154.86	\$ 17,786.00	\$ 13,631.14
Information & Technology	\$619.14	\$556.75	\$571.57	\$589.65	\$777.10									\$ 3,116.21	\$ 10,812.00	\$ 7,695.79
Juvenile Court	\$397.74	\$243.11	\$184.67	\$314.98	\$398.05									\$ 1,538.55	\$ 7,000.00	\$ 5,461.45
Library	\$2,061.50	\$1,955.55	\$2,058.41	\$2,031.33	\$2,507.09									\$ 10,613.88	\$ 30,461.00	\$ 19,847.12
Marshals	\$8,417.88	\$8,433.35	\$8,578.32	\$9,026.46	\$10,843.72									\$ 45,299.73	\$ 59,828.00	\$ 14,528.27
Medical Examiners	\$521.06	\$360.36	\$495.25	\$385.48	\$561.56									\$ 2,333.71	\$ 5,400.00	\$ 3,076.29
Mental Health	\$1,475.59	\$1,787.15	\$1,370.20	\$1,467.72	\$1,689.51									\$ 7,790.17	\$ 23,188.00	\$ 15,397.83
Parks and Recreation	\$4,929.38	\$3,773.23	\$3,191.40	\$4,270.09	\$5,536.90									\$ 21,701.00	\$ 43,300.00	\$ 21,599.00
Police	\$46,518.93	\$45,616.51	\$43,042.82	\$48,015.18	\$49,931.95									\$ 233,125.39	\$ 467,557.00	\$ 234,431.61
Public Defenders	\$1,108.21	\$1,247.91	\$1,339.46	\$1,461.31	\$1,478.89									\$ 6,635.78	\$ 17,500.00	\$ 10,864.22
Public Works	\$36,376.29	\$37,155.19	\$36,417.90	\$36,869.41	\$40,936.63									\$ 187,755.42	\$ 484,235.00	\$ 296,479.58
Sheriff	\$37,216.02	\$34,771.64	\$33,342.04	\$33,909.70	\$36,327.33									\$ 175,566.73	\$ 290,000.00	\$ 114,433.27
Superior Court, General	\$646.05	\$713.78	\$676.76	\$1,116.41	\$558.33									\$ 3,711.33	\$ 4,365.00	\$ 653.67
Tax Assessors	\$193.44	\$166.24	\$185.32	\$219.00	\$243.53									\$ 1,007.53	\$ 3,500.00	\$ 2,492.47
Tax Commissioner	\$855.38	\$808.94	\$1,270.00	\$1,027.74	\$1,399.44									\$ 5,381.50	\$ 15,000.00	\$ 9,618.50
Monthly Totals:	\$190,855.57	183,318.58	179,629.64	191,386.53	208,348.81	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$ 953,539.13	\$ 2,342,471.09	\$