COST OF GOVERNMENT COMMISSION
COUNTY OF MAUI

Report of Findings and Recommendations for Commission Term 2009 – 2010

It is declared to be the policy of the County to promote economy, efficiency and improved service in the transaction of the public business in the legislative and executive branches of the County.

Craig Anderson, Chair
Leo Caires, Vice Chair
Malcolm Findley, Member
Yarrow Flower, Member
Robert Hill, Member
Rebecca Kikumoto, Member
Bradford Ing, Member
Ivan Lay, Member
Ann Moe, Member

COST OF GOVERNMENT COMMISSION
FINAL REPORT
OVERVIEW

I. INTRODUCTION

The Cost of Government Commission ("Commission") is charged with studying and investigating ways to "promote economy, efficiency, and improved service in the transaction of the public business in the legislative and executive branches of the County." Charter, County of Maui, Sections 8-16.1–.2 (2006). Acutely aware of the implications of the unfolding recession, and the difficult financial challenges facing the County of Maui in Fiscal Year 2011, the Commission accepted its charge to look for cost-saving measures with an added measure of responsibility and commitment.

Following meetings with Mayor Charmaine Tavares and the Maui County Council to review the Commission's 2008 – 2009 Annual Report, specific areas of focus were identified and prioritized and three subcommittees were established: (1) Department of Management Subcommittee; (2) Energy Subcommittee; and (3) Personnel Cost Management Subcommittee. Each of the three subcommittees worked tirelessly to gather information and provide detailed recommendations, including estimated cost savings to the County. The Commission encourages County leaders to consider the Commission's recommendations during their deliberations of the Fiscal Year 2011 budget. Executive summaries of the subcommittees' recommendations are set forth in Part III below.

II. GENERAL COMMENTS

In addition to the executive summaries and full subcommittee reports that follow, the Commission submits the following general comments and recommendations for consideration by the County Council and the Mayor. These comments are anecdotal and the result of the Commission's various meetings, conversations, and research during the year.

1. Fiscal Implementation Team

   It appears that there is widespread familiarity across County departments relative to the current budget shortfall and the ongoing need to control costs. The Commission believes that the Fiscal Implementation Team ("FIT"), comprised of the Managing Director, Budget Director and Finance Director, is an effective tool in driving awareness and reducing costs. The Commission supports the continuation of this team.

2. Grants to Non-profit Organizations

   In reviewing County budgets spanning multiple years, it is evident that there has been significant growth in the number and dollar amount of grants to non-profit organizations that do not create revenue streams for the County. The Commission believes that this area may currently be under review and that some efforts have been made to consolidate like organizations to reduce duplication of efforts and overhead costs. The Commission supports the continued review of non-profit organizations with prudent reductions in expenses in this area.

3. Process Auditor

As highlighted in the Commission's 2008 – 2009 Annual Report, the Commission believes that deploying dedicated resources to review County processes and identify opportunities for improved efficiencies would not only be self funding, but could yield significant savings to the County. The Commission again recommends establishing and funding an operational auditor position within the County staffing guides.

4. Revenues

Many efforts are underway to address the cost side of the budget. In addition to these efforts, the Commission also believes there are opportunities to impact the revenue side of the ledger and submits the following for consideration.

a. If residential property valuations decline in FY 2011, the Commission supports an increase in residential rates to maintain current property tax collections from the residential sector.

b. The Commission also believes there are opportunities to increase the gas tax to address the highway fund shortfall and ongoing infrastructure needs.

c. The Maui Bus has been a huge success and ridership is at an all time high. The Commission believes that the current fare of $1 could be raised, if not doubled, to provide additional funding.

III. SUBCOMMITTEE EXECUTIVE SUMMARIES

A. Department of Management Subcommittee

The Department of Management, as well as the County of Maui, must be able to evolve to address the ever-changing socioeconomic situation and needs of its citizens and visitors. The Subcommittee offers the following recommendations to promote economy and efficiency within the Department of Management.

1. Reorganize the Department of Management by dividing the Department into two separate departments: the Department of Management and the Department of Information Technology.

   The Subcommittee estimates that if a reorganization of the Department of Management had taken place in Fiscal Year 2010, it could have resulted in a 1% savings, thereby reducing its operating budget by $44,354.

2. Amend the County Charter to allow the executive branch, with approval by the legislative branch, to create additional departments.

   Assuming language was already in place in the County Charter, the Subcommittee submits that the increased efficiency could potentially save the County .25% of total operating costs, which in Fiscal Year 2010 would have amounted to approximately $1.15 million.

3. Conduct monthly or quarterly meetings between the Department of Management and all department heads to improve inter-departmental communication.

   There are no significant immediate savings expected as a result of implementing this suggestion; however, the Subcommittee asserts that increased communication and cooperation between departments would result in more efficient operations County wide.

B. Energy Subcommittee

A potential savings of up to $32,818,400 over a period of two years is estimated by implementing the following recommendations in four separate program areas:

1. MANAGEMENT OF THE COUNTY'S VEHICLE FLEET (ESTIMATED COST SAVINGS: UP TO $24.3 MILLION)

   a. Implement a two-year "Comprehensive Vehicle Control and Cost Reduction Plan.

   b. Establish clear guidelines for fleet retention and reduction.

   c. Improve recordkeeping and data collection in the Department of Finance.

   d. Control misuse of County vehicles through enhanced oversight.

   e. Clearly indicate fleet data in the Comprehensive Annual Financial Report.

   f. Add staff and modify the Fiscal Implementation Team to Support the Comprehensive Plan

2. FLEET MAINTENANCE AND FUEL EFFICIENCY (ESTIMATED COST SAVINGS: $518,400)

   a. Strengthen the Department of Public Works data system.

   b. Encourage the Department of Public Works to review "Best Practices."

   c. Revise budgeting process to increase cost control incentives.

   d. Centralize vehicle recordkeeping in the Department of Finance.

   e. Reevaluate the Department of Finance's annual maintenance cost figures.

   f. Set standards to identify and control under-utilized vehicles.

   g. Set fuel standards for vehicle purchases.

h. Survey options for fuel-efficient vehicle purchases.

i. Identify low fuel-efficient vehicles for phase out where practicable.

3. COUNTY ELECTRICITY EXPENSES (ESTIMATED COST SAVINGS: $8 MILLION)

a. Evaluate cost impact of Maui Electric Company (MECO) rate increase on County departments.

b. Use 2009 MECO report to develop a plan to control costs.

c. Implement a department-wide savings plan to “zero out” rate increase impact.

d. Encourage County to demonstrate initiative in achieving energy cost savings.

4. RENEWABLE ENERGY FOR COUNTY DEPARTMENTS (ESTIMATED COST SAVINGS: UNKNOWN AT THIS TIME)

a. Implement program for installing renewable energy equipment through use of Power Purchase Agreements.

b. Immediately assess all County-owned land, buildings, and facilities for suitable sites.

c. Issue requests for proposals to establish private/public partnerships.

d. Assign Energy Coordinator to oversee Power Purchase Agreements.

C. Personnel Cost Management Subcommittee

Overtime costs for the County of Maui in Fiscal Year 2009 was $11 million. More than three quarters of overtime was concentrated in the Maui Police Department, Department of Fire and Public Safety, and Department of Environmental Management. The Personnel Cost Management Subcommittee explored the reasons for the overtime and reviewed approval processes, records, and internal controls in these three departments.

1. Retention rates for MPD and Fire and Public Safety are low at 50% over five years. Both departments have taken steps to address the issue, but even in this tougher economic climate, retention rates have not improved. The Subcommittee recommends that MPD and Fire and Public Safety work with their respective professional organizations to identify best practices that could result in higher retention rates. The Subcommittee estimates that a 20% increase in retention could result in $2 million in savings over five years, or an average of $400,000 per year.

2. MPD appears to have established the best practices for managing overtime and expediting the recruiting process, thereby eliminating overtime that otherwise would be required. The Subcommittee recommends that other County departments consider modeling their management practices regarding overtime and the recruitment process on those of MPD if possible.

3. There appears to be little communication across County departments regarding overtime and no commonly produced or used management reporting. The Subcommittee recommends that department administrators meet at least twice per year to share best practices.

ACKNOWLEDGMENTS

The Cost of Government Commission would like to thank members of the Administration for responding promptly and professionally to requests for information and other inquiries.

The Commission would also like to thank Shelley Pellegrino, Executive Assistant to the Mayor, and Jeff Ueoka, Deputy Corporation Counsel, for their advice and assistance during the term. We also wish to thank Stan Zitnik, First Assistant to the Managing Director, and Aulani Delatori, Commission Secretary, for their help and support during the past year.

Respectfully submitted:

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CRAIG ANDERSON, Chair

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LEO CAIRES, Vice Chair

February 2010
Cost of Government Commission
Department of Management Subcommittee
Yarrow Flower, Chair
Bradford Ing, Member
Rebecca Kikumoto, Member
Ivan Lay, Member

COST OF GOVERNMENT COMMISSION
DEPARTMENT OF MANAGEMENT SUBCOMMITTEE
FINAL REPORT

A. STUDY BACKGROUND, PURPOSE, SCOPE AND METHODOLOGY

The Cost of Government Commission's (Commission) Department of Management Subcommittee is a continued subcommittee from the Commission's 2008-2009 term, charged with examining the Department of Management to find ways to promote economy and efficiency. In the Cost of Government Commission Report of Findings and Recommendations for Commission Term April 1, 2008 to March 31, 2009, the Department of Management Subcommittee found that the Department of Management's supervisory span of control exceeded those recommended in literature and those used by other similar local governments. In response to these findings, the former Subcommittee made three recommendations:

1. Focus department on core duties and functions as provided in the County Charter by creating separate department for countywide functions and establishing a Department of Energy;

2. Add Deputy Directors with supervising authority; and

3. Consider amending County Charter to provide more management flexibility.

The dramatic decline of the economy and the hurdle of a Charter amendment made adding positions or departments unrealistic. At the Commission's July 9, 2009 meeting, Mayor Charmaine Tavares again stressed the opportunity to save County resources by examining the Department of Management.

Subcommittee members subsequently met with Sherri Morrison, Managing Director, and her first assistant, Stan Zitnik, to discuss the organization of the Department of Management, span of control (including direct reports vs. budgetary and general administrative oversight), and possible ways to improve efficiency within the Department. The Subcommittee also reviewed the charters for the City and County of Honolulu, and the counties of Hawaii, Kauai, and Maui, as they relate to reorganizing County departments and creating new departments. Finally, the subcommittee had written communication with the City and County of Honolulu and Hawaii County regarding the organization of their respective Departments of Management for comparison purposes.

B. KEY FINDINGS

1. The former Subcommittee conducted an Operational Audit of the County of Maui Department of Management and reported that the Managing Director's span of control far exceeds the recommended average of 4–6 employees per supervisor. The Department of Management currently has the following direct reports:

   a. First Assistant to the Managing Director
   b. Managing Director's Secretary
   c. Clerk Typist III
   d. Executive Assistant I
   e. Countywide Capital Improvement Program Director
   f. Capital Improvement Project Coordinator
   g. Energy Program Specialist
   h. Geographic Services Manager (plus 8 staff)
   i. Information Systems Manager (plus 27 staff)

   This totals 44 staff members currently within the Department of Management, with 37 in the Geographic Analysis and Cartographic Services (GIS) and Management Information Systems (MIS) Divisions. Duties that are also part of the Managing Director's direct responsibilities are Americans with Disabilities Act (ADA) coordination, representation on the Disability and Communication Board, and Veteran's Council representation. Organizational and functional charts for the Department of Management are attached as Exhibit A.

   In addition, and as related in the March 2009 Department of Management Subcommittee report, the Managing Director's office also has the following responsibilities:

   a. Works with the Mayor's office to oversee the following appointed department heads:

      - Finance Director and Deputy
      - Corporation Counsel
      - Environmental Management Director and Deputy
      - Housing and Human Concerns Director and Deputy
      - Parks and Recreation Director and Deputy
      - Planning Director and Deputy
      - Prosecuting Attorney
      - Public Works Director and Deputy
      - Transportation Director and Deputy
      - Water Supply Director and Deputy

b. Along with the Mayor, the Managing Director has budgetary and general administrative oversight of the following department heads who are appointed by and report to commissions:

- Fire Chief reporting to the Fire and Public Safety Commission
- Liquor Control Director reporting to the Liquor Control Division
- Personnel Services Director reporting to the Civil Service Commission
- Police Chief reporting to the Police Commission

c. Along with the Mayor, the Managing Director has supervisory oversight over the Civil Defense Administrator.

d. As part of the budget process, the Managing Director has direct supervision of the Budget Director.

By comparison, the City and County of Honolulu does not have a Department of Management; however, it does have a Managing Director. With a greater population (905,034 in Honolulu County[1] vs. 143,691 in Maui County[2]), the City and County of Honolulu has more departments with narrower scopes. The Honolulu Managing Director has 26 direct reports for City Management and 6 direct reports for Culture and the Arts, for a total of 33 direct reports, in addition to direct supervision of appointed department heads. Correspondence from the City and County of Honolulu, including organizational charts, is attached as Exhibit B.

Alternatively, the County of Hawaii Department of Management has a Managing Director with 18 direct reports who focus primarily on public relations and project development. The County of Hawaii has a population of 175,784.[3] Correspondence from the County of Hawaii, including organizational charts, is attached as Exhibit C.

Neither the City and County of Honolulu nor the County of Hawaii incorporates information services or geographic and cartography services under the Managing Director. The Subcommittee did not analyze the organization or function within the County's GIS Division (9 employees) or MIS Division (28 employees).

It is apparent to the Subcommittee that the nature of today's ever-changing socioeconomic situation requires that a government body and its respective departments have the ability to evolve to address the needs of its citizens and visitors.

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[1] Department of Business, Economic Development and Tourism, http://hawaii.gov/dbedt/info/census/population-estimate, 2008 Subcounty Population Estimates.
[2] Department of Business, Economic Development and Tourism, http://hawaii.gov/dbedt/info/census/population-estimate, 2008 Subcounty Population Estimates.
[3] Department of Business, Economic Development and Tourism, http://hawaii.gov/dbedt/info/census/population-estimate, 2008 Subcounty Population Estimates.

2. A remedy to this situation is to create a new department that includes certain agencies that currently exist within the Department of Management. The new Department would be similar to the Department of Accounting and General Services (DAGS) at the State level, which contains an Accounting Division, Archives Division, Audit Division, Automotive Management Division, Central Services Division, Information and Communication Services Division, Land Survey Division, and Public Works Division. Although important to the function of the County, the GIS and MIS Divisions do not have any inherent characteristic that necessitates being located within the Department of Management. Structural relocation outside the Department of Management should not result in a decrease in the quality of services they provide throughout the County. The benefit would be a streamlined Department of Management with more time and resources available to focus on budgetary concerns and aid the Mayor in supervising department directors and deputies.

   By comparison, the County of Hawaii has a Data Systems Department; the City and County of Oahu has a Department of Information and Technology; and the County of Kauai includes their Information Technology staff in its Finance Department.

   The overarching span of control is an example of the need for the County of Maui to be able to evolve to address the ever-changing socioeconomic situations and needs of its citizens and visitors. However, adding a new department to address a present problem, or even one on the horizon, cannot happen in a timely manner because it requires passage of a County Charter amendment. Amending the County Charter for the purpose of creating a new department is a lengthy process that results in the County wasting money and resources in three ways:

   a. The amount of wasted energy expended in running inefficiently multiplied by the amount of time spent in this inefficient structure.

   b. The value of opportunities lost by the County not being in the optimum configuration.

   c. The amount of resources that are consumed each time an amendment to the County Charter is included on a ballot.

   In researching the charters of our neighbor islands, the Subcommittee found that the Counties of Kauai and Hawaii have similar structures. However, Article IV, Chapter 2 of the City and County of Honolulu Charter contains specific language granting the Mayor the authority to assign new duties and functions to departments of the executive branch. The Charter also authorizes the Honolulu Mayor to have “Executive Reorganization Power” as follows:

   > In the interest of administrative efficiency, effectiveness and economy, the mayor, and only the mayor, may propose to the council that the duties and functions of existing departments or agencies of the executive branch, excepting departments or

> agencies reporting directly to the mayor and not including semi-autonomous agencies, be changed or departments or agencies be created, combined, rearranged, renamed or eliminated. All such proposals shall be in a form stylistically equivalent to that of a proposal for charter amendment. Such proposal or proposals shall take effect upon approval of the council or sixty days after transmittal to the council unless rejected by a two-thirds vote of the council's entire membership.

See Article IV, Chapter 2, Charter of the City and County of Honolulu, attached as Exhibit D.

3. The Subcommittee notes that the Department of Management would benefit from increased communication with its departments as well as between department heads. Although it is recognized that there are occasional staff meetings between department heads, departments that deal with similar issues should remain in closer contact. This was brought to the Commission's attention during individual presentations made by department heads to the Commission, where there seemed to be a general lack of knowledge of what other departments were focusing on. Department heads face certain common problems and would benefit from the opportunity to compare notes on the viability of specific solutions. For example, each department deals with cost concerns when it comes to electricity. Some departments have done a remarkable amount of research and evaluation of potential solutions, yet there seemed to be little information sharing between departments as to this common problem.

   The benefit to the Department of Management, and by extension to the County of Maui, is expected to be increased efficiency and synergy, specific to the responsibilities of the Managing Director as defined in the Maui County Charter Section 8-1.3

   > Section 8-1.3. Powers, duties and Functions. The managing director shall:
   >
   > 1. Act as the principal management aid to the mayor.
   > 2. Supervise the administrative functions of those agencies, departments, boards and commissions assigned by the mayor.
   > 3. Evaluate the management and performance of each agency.
   > 4. Prescribe standards of administrative practice to be followed by all agencies under his or her supervision.
   > 5. Supervise and coordinate those functions described in Subsections 7-5.6, 7-5.7 and 7-5.8.
   > 6. Perform all other duties and functions required by this charter or assigned by the mayor.

   Open lines of communication are vital to any organization, and the County, with close to three thousand employees, is no exception.

C. RECOMMENDATIONS

1. Reorganize the Department of Management by dividing the Department into two separate departments: the Department of Management and the Department of Information Technology

This will allow the Department of Management to focus on the core duties and functions as provided in the Maui County Charter. More specifically, the Subcommittee recommends that the following division of labor between the two proposed departments:

a. The service-oriented departments and functions, including GIS, MIS, County ADA Coordination, representation on the Disability and Communication Board, Veteran's Council, and other public service and County administrative services would fall under the Department of Information Technology.

b. The remaining functions of the Department of Management, including the fiscal management functions, would consist of:

- First Assistant to the Managing Director
- Managing Director's Secretary
- Clerk Typist III
- Executive Assistant I
- Countywide Capital Improvement Program Director
- Capital Improvement Project Coordinator
- Energy Program Specialist

The Subcommittee strongly suggests that when reorganizing or creating new departments such as those proposed above, that job descriptions be changed in an effort to avoid adding positions. Please note that this is an initial recommendation and any reorganization or partition of a department should be done in close cooperation with the department head, Mayor, and County Council. A sample organization chart for the Department of Management with MIS and GIS departments removed is included as Exhibit E. Note that by the time a Charter amendment is passed, which is what is required to create a new department, the circumstances within the Department of Management are likely to change.

The Subcommittee estimates that if a reorganization of the Department of Management had taken place in Fiscal Year 2010, it could have resulted in a 1% savings, thereby reducing its operating budget by $44,354.[4]

[4] The Department of Managements FY2010 budget, which includes Management Program, MIS Program and GIS Program, is $4,435,425.

2. Amend the County Charter to allow the executive branch, with approval by the legislative branch, to create additional departments.

The Subcommittee recommends that the County Charter be amended to provide language similar to that in Article IV, Chapter 2 of the Charter of the City and County of Honolulu, permitting the Mayor, with the approval of the County Council, to create an additional department. A change in the Charter will allow the Mayor and County Council to effect change in a timely manner, which will increase efficiency and reduce costs currently associated with departmental reorganization.

A Charter amendment can be achieved with the least cost to the County by introducing the change during the Maui County Charter Amendment Commission Review process which commences in 2011, with proposed changes included on the 2012 ballot. Making this change successfully will result in increased County savings in the long run. It will also allow government to adjust department structures to often unpredictable economic and social conditions.

There is also the added benefit of the avoided cost of future Charter amendments to reorganize or create new departments within County government. The Subcommittee estimates that the cost avoided in a regular election would be approximately $1,000.00 for publishing costs, plus the time and resources of the County Council members and staff required to hold public meetings and vote to put the amendment on the ballot. For a special election, the avoided cost of putting a Charter amendment on the ballot is estimated to be $391,000.[5]

Finally, assuming language was already in place in the County Charter, the Subcommittee submits that the increased efficiency could potentially save the County .25% of total operating costs, which in Fiscal Year 2010 would have amounted to approximately $1.15 million.[6]

3. Conduct monthly or quarterly meetings between the Department of Management and all department heads to improve inter-departmental communication.

There are no significant immediate savings expected as a result of implementing this suggestion; however, the Subcommittee asserts that increased communication and cooperation between departments would result in more efficient operations County wide.

[5] Cited from an e-mail received from County Clerk Jeffrey Kuwada, dated December 17, 2009, stating, "Earlier this year, the Clerk's Office, for budget purposes, analyzed the cost of conducting a county-wide special election to fill a vacancy on the Council. Our estimate: $391,000.00."
[6] The County of Maui operating budget for FY2010 is $461,969,110.

February 2010
Cost of Government Commission
Energy Subcommittee
Malcolm Findley, Chair
Leo Caires, Member
Rebecca Kikumoto, Member
Ivan Lay, Member

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
FINAL REPORT

I. INTRODUCTION

In light of the broad scope of energy-related issues impacting Maui County, the Cost of Government Commission's Energy Subcommittee ("Subcommittee") decided to focus its review on matters relating to the County's management and maintenance of its vehicle fleet, County electricity expenses, and the viability of the County using Power Purchase Agreements as a renewable energy alternative.

Part A on fleet management provides an overview the County's current vehicle fleet, including its vehicle replacement policy, vehicle usage policy, and recordkeeping practices. The Subcommittee then provides detailed recommendations to better manage the County's fleet, including guidelines for creating a "Comprehensive Vehicle Control and Cost Reduction Plan."

Part B on fleet maintenance and fuel efficiency considers the relevance of a recent audit of the City and County of Honolulu's vehicle fleet and finds a variety of concerns, with many of these focused on the Department of Public Works (DPS). A series of recommendations follows, including strengthening the DPS maintenance recordkeeping system, setting standards to identify and control under-utilized vehicles, and achieving greater fuel efficiency.

Part C on County electricity expenses evaluates the importance of Maui Electric Company's ("MECO") $26 million oil-based electricity sales to the County, with the largest users being the Department of Water Supply and the Department of Environmental Management's Wastewater Reclamation Division. The Subcommittee then recommends that a County plan be developed to address the impact of an additional $2 million in electricity expenses in the event MECO's request for a 9.7% rate increase is approved by the Public Utilities Commission.

Part D on renewable energy looks at the potential benefits of using Power Purchase Agreements to install renewable energy equipment on County-owned land and buildings.

II. METHODOLOGY

The Subcommittee gathered information by providing written questions to selected departments and key professionals. Responses to these questions were then obtained and evaluated. In many instances, meetings were held with department heads and others to further understand their challenges and perspectives. The following is a list of those who contributed to our effort:

1. Kalbert Young, Finance Director
2. Fred Pablo, Budget Director

3. Jeffrey Eng, Director, and Eric Yamashige, Deputy Director, Department of Water Supply
4. Chief Gary Yabuta, Deputy Chief Clayton Tom, and senior Maui Police Department staff
5. Michael Miyamoto, Deputy Director of Public Works
6. Dave Taylor, Chief, Wastewater Reclamation Division, Department of Environmental Management
7. Victor Reyes, Energy Commissioner
8. Kal Kobayashi, Energy Coordinator
9. Leslie Tanaka, City Auditor, City and County of Honolulu
10. Kirk Caldwell, Managing Director, City and County of Honolulu
11. Edward Reinhardt, President, Maui Energy Company

The Subcommittee wishes to thank all those who participated for their timely and professional responses to our numerous questions.

The Subcommittee also reviewed numerous documents, including two that are worth mentioning here:

1. "Audit of Select Management Practices of City-Owned Passenger Vehicles Under the Jurisdiction of the Department of Facility Maintenance," prepared by the Office of the City Auditor, City and County of Honolulu (October 2009). See Exhibit 4.

2. "Sustainable Energy: Strategies for Implementation," a September 2009 report developed by the Maui County Energy Alliance Working Groups, presented at the Maui County Energy Expo 2009. See Exhibit 14 (excerpts).

III. FINDINGS AND RECOMMENDATIONS

PART A — FLEET MANAGEMENT

SECTION 1 — FINDINGS — FLEET MANAGEMENT

1. Overview of Fleet

The County's vehicle fleet presently totals 1,268 vehicles of all types and sizes according to a 35-page printout obtained from the Department of Finance ("Finance"). See Exhibit 1 for a breakdown of the number of vehicles by department. The estimated replacement cost for the fleet is $90.9 million. See Exhibit 2, explaining how the replacement cost was calculated.

Of the 1,268 County vehicles, approximately 1,132 are "small vehicles" (i.e., cars, SUVs, pickups (all sizes) and vans). See Exhibit 1, Attachment A. The Subcommittee was only able to obtain from Finance mileage information of a few Maui County vehicles, with the exception of MPD, which provided current data on its entire fleet. Less than five percent of the MPD fleet exceeds the department's mileage or age guidelines.

The Subcommittee was somewhat more successful in obtaining vehicle age data. Finance provided model year information on 553 vehicles, or roughly 50% of the fleet. Using this information, the Subcommittee determined that 126 small vehicles were more than 15 years

old and 48 were between 10 and 15 years of age. See Exhibit 1, Attachment A. To adjust for the missing data, the Subcommittee doubled these numbers and arrived at an estimated adjusted figure of 348 total small vehicles in excess of ten years old.

According to the information provided, there is roughly one small vehicle for every two employees. While there are a number of factors involved in determining what should be a reasonable and appropriate number of vehicles, it is probable that the present number is in excess of need. It is possible that vehicle numbers expanded between Fiscal Year ("FY") 2006 and FY08, during which time the County's annual budgets increased by 49.6%, see Exhibit 3, but the exact amount of any net vehicle increase during this period is not known by the Subcommittee.

Circumstantial evidence of an increase in the vehicle fleet, however, is provided by an October 2009 audit of City and County of Honolulu passenger vehicles ("Honolulu Audit"). See Exhibit 4. Specifically, the Honolulu Audit found that despite the City's "*informal* policy of no growth," the City's passenger vehicle fleet grew by 13.4% between FY2005-06 and FY 2007-08. See Exhibit 4, p. 26.

2. Recordkeeping

Centralized data collection, recordkeeping, and reporting on the County's fleet is maintained by Finance. Unfortunately, the printout the Subcommittee received from Finance failed to provide model years for over half the vehicles and contained no mileage data. See Exhibit 1, Attachment A. In addition, Finance's information on MPD's fleet differed significantly from the fleet vehicle numbers the Subcommittee obtained from MPD.

Finance advised the Subcommittee that it could obtain more accurate fleet data by contacting individual departments.

3. Fiscal Implementation Team

The administration is to be commended for establishing the Fiscal Implementation Team ("FIT") in October 2008. FIT is comprised of the Managing Director, Finance Director, and Budget Director. At present, FIT reviews and approves all requests for new vehicle purchases. See Exhibit 5. (detailing FIT's vehicle oversight and approval process). Thus, FIT is well suited to play a role in implementing a plan to achieve cost savings and improvements in fleet operations.

4. Annual Financial Report

The Subcommittee reviewed the "Comprehensive Annual Financial Report to the Mayor and County Council for the Fiscal Year Ended June 2008," prepared by the Department of Finance, which does not provide information on the County fleet, despite the fact it is one of the County's most valuable and "high visibility" assets. The only exception is on Table 16, "Capital Asset Statistics by Function," which sets forth the number of sanitation collection trucks. See Exhibit 6.

5. Commuting with County Vehicles

Abuse of government-owned vehicles is a continuing problem at all levels of government and can be costly. Furthermore, the potential for such abuse increases under the following circumstances:

a. policy directives vague or nonexistent;
b. centralized controls vague or nonexistent;
c. department controls and oversight lax or nonexistent;
d. relative surplus of vehicles;
e. employees financially stressed and looking for ways to save money;
f. widespread tolerance that leads to the establishment of "precedents"; and
g. reluctance on the part of senior management to address abuses because of concerns about "past practice" issues that might be raised by the union.

It is probable that some or all of these circumstances exist in Maui County. It is also important to note that the Honolulu Audit contained numerous findings of commuting abuse and lack of controls, which were deemed serious matters. See Exhibit 4, pp. 34–44.

SECTION 2 — RECOMMENDATIONS — FLEET MANAGEMENT

The fleet presently totals 1,268 vehicles of all types, with an estimated replacement cost of $90.9 million. See Exhibit 2. There is roughly one small vehicle for every two employees. Cost savings of up to $24.3 million is estimated if all of the following recommendations are fully implemented over a two-year period.

1. Implement a Two-Year "Comprehensive Vehicle Control and Cost Reduction Plan"

The Subcommittee recommends that the County establish a two-year phased and calibrated Comprehensive Vehicle Control and Cost Reduction Plan ("Comprehensive Plan"), with the goal of achieving major cost and expense reductions through enhanced control and management of the fleet. This strategy would enable elected officials and senior management to flex up or down in vehicle numbers depending upon the County's fiscal circumstances. The Comprehensive Plan, which would apply to all departments, envisions a continuing, but modified role of the existing FIT to assist with the following approach to fleet management:

a. Place a "freeze" on the purchase of all new "small" vehicles (i.e., cars, SUVs, pickups (all sizes), and vans).

b. In the first year, surplus/retire all small vehicles that are more than 15 years old and/or have more than 125,000 miles.

c. In the second year, identify and surplus all small vehicles in excess of 10 years of age or 100,000 miles.

d. Remove vehicles from the fleet annually that fall within the guidelines of subsections b. and c. above.

e. Do not replace any older/high mileage small vehicles identified for surplus for a period of at least two years.

f. As part of the review process, FIT should provide departments that wish to retain their vehicle(s) an opportunity to appeal. However, any exceptions could only be granted by the Mayor.

g. Identify under-utilized, low mileage vehicles (i.e., used less than 5,000 miles annually), which could be considered for transfer.

h. For a period of two years, retain all "large" vehicles (e.g., large trucks, hauling and sanitation trucks, fire engines) regardless of age or mileage. Because these vehicles are expensive, with costs ranging from $100,000 to $1 million, the County can conserve significant funds by delaying their replacement. This action, however, should be accompanied by enhanced maintenance and monitoring to ensure the vehicles can safely perform their duties. Retention of these vehicles also is important for public health and safety reasons in many cases.

   Such "downsizing" also tends to promote more conservative and frugal management practices because resources are limited. Finally, a collateral benefit is that two years hence there is expected to be a greater availability of fuel-efficient vehicles, which would help the County achieve its goal of energy efficiency and conservation.

2. Establish Clear Guidelines for Fleet Retention and Reduction

Vehicle age and mileage are well-established factors in overseeing vehicle management and replacement. The County does not have a standard vehicle replacement policy; rather, replacement policies vary by department. Because replacement policy guidelines are important, the Subcommittee is providing the following samples of policies it reviewed when determining the criteria set forth in the Comprehensive Plan detailed in Recommendation 1 above.

a. Honolulu Audit, with information on the City's criteria as well as other jurisdictions and organizations in the country. See Exhibit 4, pp. 26–29.
b. Vehicle Replacement, S.O.P. 104.1, Maui County Police Department (rev. 10/22/03). See Exhibit 7.
c. Motor Vehicle and Equipment Replacement Policy, Department of Public Works and Environmental Management (undated). See Exhibit 8.

What is important to note is that 15 years and/or 125,000 miles, which is the Comprehensive Plan's first threshold, is well outside the three guidelines listed above. The second year threshold of 10 years and/or 100K miles is also at the outer margins of the guidelines.

Despite the longstanding use of such guidelines, it should be recognized that vehicles are often retained beyond what is considered to be their useful economic life. This can occur for any number of reasons, including a lack of funds for replacement, lack of adequate management oversight, and concerns about delays and/or the suitability of certain replacement vehicles. These circumstances are dramatically illustrated in the Honolulu Audit, which states in part: "Using the division's unofficial guideline that passenger vehicles should be replaced after 10 years, we found that as of August 2008, the City maintained 411 passenger vehicles that were 10 years or older, which represents over 43 percent of the city's

949 passenger vehicles." See Exhibit 4, at p. 28. The Honolulu Audit continues, "[W]e found that as of August 2008, the city maintained 185 passenger vehicles that had accrued 100,000 miles or more, which represented 19.5 percent of the city's 949 passenger vehicles." See Exhibit 4, at p. 28.

3. Improve Recordkeeping and Data Collection in the Department of Finance

Currently, the only means to collect information on the County's fleet is to contact departments individually. It is not functional or reasonable to suggest that accurate fleet data can only be obtained in such piecemeal fashion.

Therefore, the Subcommittee recommends that the Finance Department immediately institute a centralized recordkeeping and reporting system on the County fleet. Accurate and timely data collection on each vehicle should include the model year, make, current mileage, and purchase price. If there are inadequate staff resources and hiring employees is not an option at this time, then this function should be contracted out. (Note: It is the Subcommittee's understanding that the Managing Director has been trying to establish an Asset Management position in Finance for some time.)

Having a centralized recordkeeping system is critical to the implementation of the Comprehensive Plan detailed in Recommendation 1 above, as well as the implementation of most, if not all of the Subcommittee's recommendations concerning cost savings on the fleet. To implement any overall plan for cost savings, senior management must have reliable and current data readily available, something that does not exist at present.

4. Control Misuse of County Vehicles Through Enhanced Oversight

The Subcommittee asked the Finance Director about employees using County vehicles for commuting. In response, Mr. Young seemed to indicate that sufficient measures now exist to avoid abuses. See Exhibit 9. While his response is reassuring, the Subcommittee still believes that further review is needed because of the possibility of significant loss to the County in the event present controls are inadequate. Therefore, the Subcommittee recommends the County evaluate the need to strengthen vehicle oversight and controls by performing a study or audit of the number of "take-home" vehicles assigned to employees for their full- or part-time use. In particular, the audit should focus on whether sufficient oversight and approval measures are now in place to minimize abuse. It should be noted that the Honolulu Audit found a number of problems in setting and enforcing take-home vehicle policies and standards. See Exhibit 4, pp. 33–44.

5. Clearly Indicate Fleet Data in the Comprehensive Annual Financial Report

The Subcommittee recommends that the County's Comprehensive Annual Financial Report include more detailed information on the County's vehicle fleet. For example, the Subcommittee suggests that the report include annual changes in the number of vehicles and cost of the overall fleet, as well as breakdown of the four largest vehicle-using departments.

6. Add Staff and Modify the Fiscal Implementation Team to Support the Comprehensive Plan

Any plan or program that impacts a large number of vehicles in the existing fleet is likely to be a source of considerable concern to department leadership and staff. Therefore, if the Comprehensive Plan were to be implemented, an appeal process should be instituted and involve review by senior management, and FIT in particular.

It is important to reiterate that FIT is comprised of the Managing Director, Finance Director, and Budget Director, each of whom has many other critical responsibilities. In fact, they are even more challenged at this time because of the fiscal and budgetary constraints facing the County. Thus, there is valid concern whether FIT members can carry out direct responsibility or oversight of the Comprehensive Plan as proposed, which would require a multifaceted vehicle review, analysis, and decision making process. Such an activity is likely to seriously overburden FIT members.

Thus, the Subcommittee recommends that either a full- or part-time employee be added to implement the two-year Comprehensive Plan. This "Plan Administrator" should be housed in the Mayor's Office and serve as the only point of contact for all matters relating to the Comprehensive Plan. Moreover, the Plan Administrator could serve as a fourth member of FIT and/or process appeals from departments and make recommendations to FIT on whether appeal requests should be granted by the Mayor. The Plan Administrator would also be responsible for carrying out the many details that would be involved in plan implementation.

Finally, the Plan Administrator would serve both as a "buffer" and a "gatekeeper" for FIT members and the Mayor on various aspects of the Comprehensive Plan. While it is understandable that there will be considerable reluctance to add any positions given the County's present fiscal circumstances, the potential savings from carrying out the plan far outweigh the cost of adding one temporary (e.g., two-year) staff member.

SECTION 3 — ESTIMATED COST SAVINGS — FLEET MANAGEMENT

Based on the findings and recommendations set forth above, the Subcommittee asserts that having a reduced fleet of small vehicles will result in reduced maintenance, fuel, liability, and other costs, thereby saving the County $4.55 million over a two-year period. In addition, the County could potentially save up to $12.25 million in replacement costs by freezing purchases of small vehicles and up to $7.5 million for retaining large vehicles.

1. Savings Resulting from Surplused Small Vehicles (i.e., Maintenance, Fuel, Depreciation, Liability, and Salvage) — $4.55 million

The Comprehensive Plan discussed above proposed that the County eliminate older/high mileage small vehicles AND not replace them for at least two years. Using the first-year "threshold" (i.e., surplusing/retiring vehicles over 125,000 miles and 15 years of age) will yield some 250 vehicles in the present fleet meeting these criteria. Using the second-year "threshold" (i.e., surplusing/retiring vehicles over 100,000 miles and/or 10 years of age) will yield some 100 vehicles in the present fleet meeting these criteria.

a. Maintenance Cost Savings — $805,000

Savings are determined as follows: In FY09, Finance budgeted $2.9 million to cover maintenance on 1,268 vehicles. See Exhibit 1, p. 2. This results in an average annual maintenance cost per vehicle of $2,287 ($2.9 million / 1,268 vehicles), which the Subcommittee rounded to $2,300. Multiplying $2,300 by 250 surplused vehicles in year one amounts to $575,000 in maintenance savings. In year two, savings for the 100 surplused vehicles is $230,000 ($2,300 x 100 vehicles). Total savings for both years is $805,000.

b. Fuel Cost Savings — $525,000

Savings are determined as follows: In FY09, the Finance Department budgeted $1.9 million to cover fuel costs on 1,268 vehicles. This is an average of $1,500 annually per vehicle (i.e., $1.9 million / 1,268 vehicles). Multiplying $1,500 by 250 surplused vehicles in year one amounts to $375,000 in fuel cost savings. In year two, savings for the 100 surplused vehicles is $150,000 ($1,500 x 100 vehicles). Total savings for both years is $525,000.

c. Depreciation Savings — $2.45 million

Savings are determined as follows: The Subcommittee estimates that resale value will depreciate by 20% in the first year. Using an average purchase price of $35,000 per small vehicle yields a one-year depreciation figure of $7,000 per vehicle. Multiplying this depreciation figure by 350 results in savings of $2.45 million. (Note: the Subcommittee understands that vehicles continue to decline in value for a number of years, but for purposes of this estimate, the Subcommittee is only using year one.)

d. Liability Risk Savings — $70,000

Given that the County is self-insured, potential risk reduction savings is calculated as follows: Assuming 10% of the total fleet of 1,268 is damaged annually in varying degrees, 127 vehicles would require repair or replacement. The Subcommittee estimates that the average repair cost for each vehicle is $2,000. (Note: About 25% of MPD's fleet is damaged annually, but MPD's vehicle usage is not typical for other County vehicles. See Exhibit 10.) Applying these numbers to the 350 surplused vehicles yields a savings of $70,000 (10% of 350 vehicles x $2,000 = $70,000).

e. Salvage/Resale Value — $700,000

Although older/high mileage vehicles generally have little resale value, used County vehicles are worth something, particularly because it is likely that County-maintained vehicles are still in running order. The Subcommittee estimates that on average, $2,000 per vehicle can be recovered for a total savings of $700,000 ($2,000 x 350 vehicles surplused in two years).

f. Reduced Need for Administrative Oversight — $0

Although a value cannot be determined from the information now available to the Subcommittee, reduced vehicle numbers result in less management oversight and reporting problems.

2. Replacement Cost Savings of Small Vehicles — Up to $12.25 Million Over Two Years

"Freezing" the purchase of all small vehicles, including replacements for those eliminated, could yield estimated savings of up to $12.25 million[1] over two years based upon the following analysis.

The Subcommittee estimates that the average cost to replace a small vehicle is $35,000. See Exhibit 2; see also Exhibit 5, pp. 4–5. Multiplying $35,000 by 250 surplused vehicles amounts to $8.75 million in savings in year one. In year two, savings for the 100 surplused vehicles is $3.5 million ($35,000 x 100 vehicles). Total savings over two years is $12.25 million.

3. Cost Savings from Retaining Large Vehicles and Equipment and Avoiding/Delaying Replacement Cost Capital Outlays — Up to $7.5 Million Over Two Years

According to the FIT Report, the County purchased 15 large vehicles and equipment in 2009. See Exhibit 5, pp. 4–5. Therefore, the Subcommittee decided to use this figure as its benchmark for the number of large vehicles purchased per year by the County.

The Subcommittee estimates that the average replacement cost per large vehicle is $250,000. See Exhibit 2. (Note: Fire engines, which can cost $1 million each, are a separate category and are excluded from this analysis because of their unique function and high cost.)

Based on the Subcommittee's recommendation that the County retain all large vehicles for two years, regardless of age or mileage, the County could realize savings of $3.75 million for each of the two years it retains these vehicles (15 vehicles retained annually x $250,000 purchase price per vehicle), for a total savings over two years of up to $7.5 million.[2]

4. Total Cost Savings Over a Two-Year Period Based on Estimates Provided in Subsections 1–3 Above

Savings on Small Vehicles:	$4.55 million
Small Vehicle Reduction:	$12.25 million
Large Vehicles and Equipment:	$7.50 million
GRAND TOTAL:	**$24.3 million**

[1] The $12.25 million cost savings figure presumes vehicles would have been replaced during the same year they were surplused/eliminated. The Subcommittee recognizes that it is unlikely the departments would (or could, in the present economic environment) engage in a one-for-one replacement process, but asserts that there will be some type of replacement costs savings, with $12.25 million being the maximum potential amount saved.
[2] See discussion in footnote 1.

PART B — FLEET MAINTENANCE AND FUEL EFFICIENCY

SECTION 1 — FINDINGS — FLEET MAINTENANCE AND FUEL EFFICIENCY

1. Similarities with Honolulu

Maui County has a population of 145,000, with 2,500 people working for County government. By comparison, the City and County of Honolulu has a population of 922,955, with 9,101 people working for City government. Both jurisdictions follow the same "business model" on most, if not all, aspects of fleet maintenance and management. This similarity starts at the top. In response to a question by the Subcommittee, City and County of Honolulu Managing Director Kirk Caldwell advised, "Asset and lease management for the City and County of Honolulu are not centralized at this time. The assets and leases are managed by individual City Departments." See Exhibit 11, p. 2. Similarly, in response to a question from the Subcommittee on whether overall guidelines have been submitted for surplusing or retiring older or high mileage County vehicles, Maui senior management indicated as follows: "No. Each department has different operational needs, vehicle utility and expectations for vehicle usefulness. Each department does have their own guidelines as to when vehicles are able, expected, or anticipated to be retired." See Exhibit 12.

Given the size and scope of both operations, including the need to match vehicles with a diverse workload, it is understandable that a considerable amount of decision making is delegated. However, as with management in all large organizations, there is also the need to strike a balance, and a need to shift to more centralized management oversight and controls when financial resources are constrained. This is because each organizational unit (i.e., department) often competes with others for resources (i.e., assets available) and tends to view decision making on vehicles from the perspective of their own best interest (i.e., carrying out their own mission). Under these circumstances, the challenge for senior management is to reach the appropriate balance, which serves the best interest of the County as a whole.

2. Reliance on the Honolulu Audit

It is important to note that many of the findings in the Honolulu Audit were attributed directly or indirectly to excessive delegation and a lack of centralized management oversight. See Exhibit 4, pp. 18–33. In the Subcommittee's view, there is a high probability that a similar audit of Maui County fleet operations would reach many of the same conclusions.

3. Four Separate Operations

In addition to the similarities of executive oversight, there are also parallels with regard to maintenance. Both the City and Maui County divide their fleet maintenance operations into four groups. On Maui, those four groups are the Maui Police Department ("MPD"), Department of Fire and Public Safety ("MFD"), Department of Water Supply ("DWS"), and Department of Public Works ("DPW"). It is understandable and appropriate that departments directly involved in public safety, which require 24/7 staff and vehicle resources, want to tightly control their own maintenance operations. Although the Subcommittee did not meet with the MFD or DWS representatives on this issue, the Subcommittee's meeting with the Police Chief and senior MPD staff confirms a well-run operation with excellent recordkeeping and reporting.

4. Challenges for the Department of Public Works

The Subcommittee posed a number of questions to DPW, which provides maintenance services for approximately half of the County's vehicle fleet (630 vehicles). This department faces difficult challenges given the wide variety of vehicles used and the various departments served. Logistical requirements for operations in Hana and the outer islands further stretch DPW resources. DPW provided detailed responses to Subcommittee questions on certain aspects of its operations. See Exhibit 13. Many of DPW's responses, highlighted below, mirror the issues raised by the Honolulu Audit.

a. Need for updated software, such as the Assetworks "FleetFocus M5 Fleet Management System," to document completed operations and control expenses.

b. Lack of a centralized database to document and store vehicle information such as current mileage, date of last service, and total maintenance cost. At present, there is a reporting system for all vehicles, but because there is no centralized database, the information cannot be easily retrieved.

c. Lack of software to track maintenance costs per vehicle, which creates budgeting problems as highlighted in DPW's response:

> We hope to amass this [maintenance cost] data in FY2011 so that Departments will be responsible for their own automotive budgets and have an incentive to implement cost savings measures. Currently departments have no real reason to manage automotive costs as the budget is pooled into a budget that the Highway Division manages.

See Exhibit 13, p. 2.

d. Lack of clerical support to gather information to maintain an adequate database and control system:

> The primary reason for the lack of data concerning the odometer reading and maintenance costs for each vehicle is due to the lack of a centralized database. The information is kept in each district and given the lack of manpower to update the database, the data is dated.

See Exhibit 13, p. 3.

5. Standards Lacking for Under-utilized Vehicles

The Honolulu Audit states in part:

> We found that under-utilized vehicles may adversely impact fleet efficiency. Some jurisdictions have minimum use standards to justify keeping a vehicle in use. The city does not have a formal minimum-use standard for passenger vehicles. However, informally, the Automotive Equipment Services Division suggests that city passenger vehicles should be driven at least 5,000 miles annually.

See Exhibit 4, Executive Summary, p. viii. The Honolulu Audit further states that based on this informal standard, 299 of the 949 passenger vehicles, or 31.5%, had average annual mileage of less than 5,000 miles. See Exhibit 4, p. 30.

As far as the Subcommittee is aware, the County has no such minimum use standard. Furthermore, given the apparent difficulty of obtaining current mileage data on a significant portion of the Maui fleet, the Subcommittee is uncertain how many passenger vehicles would meet some type of definition of "under-utilized."

6. No County Fuel Efficiency Standard

The Maui County Energy Alliance ("Energy Alliance"), in its report entitled "Sustainable Energy: Strategies for Implementation" ("Energy Alliance Report"), frequently encourages the County to "lead by example" on the purchase of fuel-efficient vehicles. In fact, the Energy Alliance suggests the County "[m]andate that all new County vehicles should be energy efficient (for example, set a standard of at least 40 miles per gallon if they use gasoline for fuel . . . .). See Exhibit 14, p. 22.

Yet, at present, no fuel efficiency standard has been set. In response to the Subcommittee on this issue, Energy Commissioner Victor Reyes indicated that in the 2009 legislative session, the House and Senate introduced bills, which the County supported, to "shift the focus of vehicle purchases from energy efficiency to reducing dependence on petroleum-based fuel," but the legislation did not pass. See Exhibit 1, p. 3. The legislation would have required that vehicles be procured in the following order of priority: a. electric or plug-in hybrid; b. hydrogen or fuel cell; c. flex fuel; d. hybrid electric; and e. fuel economy leaders in its vehicle class as identified by the EPA. See Exhibit 1, p. 3.

Although it is likely similar legislation will be introduced in the 2010 legislative session, Mr. Reyes' statement about the necessity that the County take the lead is perhaps more important: "[T]his is an opportunity to craft our own vehicle purchase standards as part of the overall County energy efficiency and conservation policy." See Exhibit 1, p. 3.

7. Obstacles to Purchasing Flex-Fuel Vehicles

Despite efforts to greatly enhance the purchase of more energy-efficient vehicles, including flex-fuel vehicles, there have been some unforeseen obstacles in the purchasing process, including lack of availability by vendors. See Exhibit 13, p. 2. The Honolulu Audit also contained the following observations: a. Council intent to purchase fuel efficient vehicles was not fully enforced; b. integration of hybrid vehicles into the City's fleet was delayed; c. no mechanism exists to assure purchase of fuel efficient vehicles. See Exhibit 4, pp. 31–32.

8. Low Fuel-Efficiency Vehicles Remain

The County currently has approximately 1,132 small vehicles. See Exhibit 1, Attachment A. The Subcommittee estimates approximately 25% of these small vehicles average 15 mpg or less. The most "thirsty" of these are: a. Ford V-8 Crown Victoria "Police Interceptor" patrol vehicles; b. Ford V-10 350 pickups; c. large SUVs; and d. large vans. (Note: Mayor Tavares has reportedly placed a hold on the purchase of SUVs.)

In the Subcommittee's meeting with MPD officials, Police Chief Yabuta made a strong case that there are presently no suitable alternatives to the Ford Crown Victoria vehicles for patrol work here, even though a number of jurisdictions on the mainland are using other models for such work. However, Ford likely will phase out the Crown Victoria over the next two years and replace it with a more fuel-efficient model.

The F-350 is used for heavy-duty hauling, which is important for a number of County departments. Given the enhanced mileage standards now in the process of being implemented by vehicle manufacturers, as well as a change in priorities at the Federal level, it is possible that these types and models may soon be modified or phased out as well.

SECTION 2 — RECOMMENDATIONS — FLEET MAINTENANCE AND FUEL EFFICIENCY

1. Strengthen the Department of Public Works Data System

Because the DPW maintains about half the total vehicles in the Maui fleet, its inability to operate more efficiently is costing the County significant money. See Exhibit 13. Therefore, steps should be taken to greatly enhance software, improve recordkeeping, and provide necessary data entry resources by contracting out portions of the work. (Note: Recommendation 1.h. in Part A. above on large vehicle retention is impacted by these circumstances, if DPW is constrained in its efforts to provide enhanced service and thereby extend a large vehicle's useful life.)

2. Encourage the Department of Public Works to Review "Best Practices"

DPW should review maintenance operations in MPD, MFD, and DWS, particularly with regard to data collection systems and recordkeeping. Although the Subcommittee did not evaluate MFD and DWS operations records, the Subcommittee was impressed with operations at MPD.

3. Revise Budgeting Process to Increase Cost Control Incentives

The Subcommittee recommends that departments assume greater responsibility for their automotive budgets. Currently, departments pool their maintenance budgets into a budget that DPW's Highways Division manages. The Subcommittee agrees with DPW's contention that the "pooling" process provides no incentive to departments to implement cost-saving measures and otherwise manage their automotive costs. See Exhibit 13, p. 3.

4. Centralize Vehicle Recordkeeping in the Department of Finance

While many aspects of existing operations should continue to be delegated to departments, it is important that key data on the fleet, including maintenance operations, be readily available. Without such data, it is difficult to ensure executive oversight or make appropriate cost-saving determinations. Where staff resources may be limited, such as in the Department of Finance (which plays a pivotal role in recordkeeping), these tasks should be contracted out.

5. Reevaluate the Department of Finance's Annual Maintenance Cost Figures

The Subcommittee estimates that the average maintenance cost per vehicle is $2,287 ($2.9 million annually in maintenance costs / 1,268 vehicles). See Part A, Section 3, Subsection 1.a. above. In light of reporting and other problems with DPW recordkeeping, it is

possible that the $2.9 million annual maintenance budget figure may be too low. An overly optimistic number may have adverse consequences in the event of tight budget constraints. (Note: the amount saved on maintenance per vehicle through fleet reduction measures is also an important consideration in the proposed Comprehensive Plan discussed in Part A above.)

6. Set Standards to Identify and Control Under-Utilized Vehicles

The Subcommittee recommends setting uniform, County-wide standards for under-utilized vehicles to better enable FIT to assist in carrying out the Subcommittee's proposed Comprehensive Plan. These standards are necessary to "rebalance" the remaining fleet by transferring under-utilized vehicles to departments that have lost a large number of older or high mileage vehicles. Maximizing the use of such vehicles will save the County considerable money by ensuring that there is a more productive mix of assets to carry out needed County services. The Subcommittee understands that there may be some resistance to taking such a uniform approach; one way to counter such resistance is to ensure there is a plan to address exceptional circumstances, perhaps an evaluation and review process by FIT.

7. Set Fuel Standards for Vehicle Purchases

The Subcommittee recommends that the County "lead by example" by not waiting for the passage of State legislation as a precondition for local action. The County should continue its proactive stance and move toward setting its own fuel standards if it hopes to achieve energy self-sufficiency by 2020.

8. Survey Options for Fuel-Efficient Vehicle Purchases

The Subcommittee recommends that County Energy staff conduct a study of the present and anticipated availability of the various types of fuel-efficient makes and models on Maui, and then share this information with County departments. In addition, consider issuing a policy directive in conjunction with implementation of the proposed Comprehensive Plan stating that waiver requests are more likely to be considered favorably by FIT if replacement vehicles meet high fuel efficiency standards.

9. Identify Low Fuel-Efficient Vehicles for Phase Out Where Practicable

Although the Subcommittee has recommend a hold or "freeze" on the purchase of all new vehicles, there is still the possibility that FIT will receive waiver requests on SUVs, Ford Police Crown Victorias, and Ford F-350 pickups. Therefore, the Subcommittee recommends that any such requests receive particular scrutiny as to need and alternative replacement options before a recommendation is forwarded to the Mayor.

SECTION 3 — ESTIMATED COST SAVINGS — FLEET MAINTENANCE AND FUEL EFFICIENCY

Based on the findings and recommendations set forth above, the Subcommittee asserts that the County can realize $518,400 in savings over a two-year period in the following areas:

1. Management of Cost Savings — $248,400 Savings in Two Years

   The Department of Public Works presently services approximately half of the County fleet, or 630 vehicles. If DPW initiates improvements in its maintenance operations, including the use of fleet management software, the Subcommittee estimates that as much as $230 per vehicle could be saved. The Subcommittee reached this $230 estimate by undertaking the following rough calculations. As discussed previously, Finance budgeted $2.9 million for maintenance of the total fleet of 1,268 vehicles. Assuming half of the $2.9 million was expended by DPW, approximately $2,300 would be spent to maintain each of the 630 vehicles ($2.9 million / 2 / 630 vehicles). The Subcommittee then conservatively estimated that DPW could save 10% annually — or $230 — if it followed through with the Subcommittee's recommendations nine recommendations above.

   Using the $230 savings per vehicle figure, the Subcommittee estimates that savings for 630 vehicles in the first year amounts to $144,900 (630 vehicles x $230). Second year savings would amount to $103,500 (450 vehicles x $500) (Note: the 450 vehicle figure reflects anticipated reductions as the result of the Comprehensive Plan outlined in Part A, Section 2, Subsection 1 above.) Total savings over the two-year period is $248,400 ($144,900 + $103,500).

2. DPW Maintenance Budgeting Changes — $270,000 Savings in Two Years

   As discussed above, departments currently pool their maintenance budgets into a single budget that DPW's Highways Division manages. The Subcommittee recommends that this "pooling" practice end, and that departments be required to manage their own maintenance budgets. Although it is difficult to extrapolate an exact cost-savings figure, the Subcommittee is ascribing a savings value of $250 per vehicle if the County follows the Subcommittee's recommendation to require departments to manage their own maintenance budgets. In the first year, the Subcommittee estimates a savings of $157,000 (630 vehicles x $250). The Subcommittee estimates second-year savings at $112,500 (450 vehicles x $250). Total savings over the two-year period is $270,000.

3. Total Cost Savings Over a Two-Year Period Based on Estimates Provided in Subsections 1–3 Above

DPW-Related Management System Costs:	$248,400	(Two Years)
DPW Budget-Related Changes:	$270,000	(Two Years)
GRAND TOTAL:	**$518,400**	

PART C — COUNTY ELECTRICITY EXPENSES

SECTION 1 — FINDINGS — COUNTY ELECTRICITY EXPENSES

1. Role of Maui County Government

At present, 90% of Maui's electricity is produced by Maui Electric Company (MECO) using imported oil. Maui County is MECO's largest customer, with $26 million in electricity expenses in the last year alone. See Exhibit 15 and discussion in Subsection 3 below. Such a high reliance on oil is problematic, especially when users are subject to such volatile swings in price and availability, as has been the case over the past decade.

At the 2009 Maui County Energy Expo, Mayor Tavares reiterated her goal that 95% of Maui County's energy come from renewable sources by 2020. The Maui County Energy Alliance also encouraged Maui County to "lead by example" in its Sustainable Energy report. See Exhibit 13.

2. Importance of the Department of Water Supply and Department of Environmental Management's Wastewater Reclamation Division

As stated previously, Maui County is MECO's largest customer, with the Department of Water Supply ("DWS") and the Department of Environmental Management's Wastewater Reclamation Division ("WRD") being the top two electrical users.

DWS presently spends about $15 million annually on electricity to transport, pump, and treat water, which is two-and-a-half times what it was seven years ago. See Exhibit 15. In addition to the fluctuating price of oil, the department has been impacted by drought conditions, which require more pumping and thus greater electricity usage. See Exhibit 16, p. 1.

The second largest electricity user is WRD, with some $6 million in annual expenses. See Exhibit 17. Division Chief Dave Taylor is an experienced engineer who has worked consistently to enhance the efficiency of the treatment equipment and processes, but these improvements often involve major capital outlays. Most citizens are unaware that the County has roughly one billion dollars invested in this critical equipment.

The Subcommittee was impressed in its meetings with the leadership of both DWS and WRD and their approach to addressing a variety of past and present challenges associated with rising energy costs.

3. Financial Importance of MECO to County

In response to a request from the Subcommittee, MECO provided a 10-page special report entitled, "County of Maui – Sales (in kWh) for the month of September and September 2009 YTD" ("MECO Report"). See Exhibit 18. The MECO Report lists 430 separate Maui County accounts with widely-varying electricity expense figures. For example, YTD kWH figures for accounts in DWS range from 3 kWh to 4,100,800 kWh. See Exhibit 18, p. 2–3.

The total kWh expended for all County accounts through September 2009 was 50,353,438. Assuming $1.00 buys roughly 2.5 kWh, this translates to expenses by the County of $20,144,375. This figure, however, only accounts for a nine-month period. Projected estimated expenses for the fourth quarter are $6,714,000, resulting in a total annual cost of roughly $26,858,000 annually in County electricity expenses.

To clarify how these individual accounts are billed monthly to the County, the Subcommittee obtained from MECO a sample statement dated, November 18, 2009, in the amount of $1,142. See Exhibit 19.

The Subcommittee submits that the MECO Report covering all 430 Maui County accounts, if properly evaluated and used, can serve as a valuable tool for understanding the County's electricity expenditures and controlling costs.

4. Pending MECO Rate Increase Request

MECO presently has a 9.7% rate increase request pending before the Public Utilities Commission (PUC). Although extensive documentation must be provided to sustain such a request, MECO's primary justification is that the increase is needed to maintain the system and keep it in good working order. Attached to this report is MECO President Edward Reinhardt's response to a series of questions posed by the Subcommittee. See Exhibit 20.

Although the actual amount the PUC might approve is unknown, what is clear is that the full 9.7% rate increase would cost County departments in excess of $2.5 million annually ($26 million x 9.7%). (Note: DWS and WRD pass through changes in oil costs on billing charges from MECO directly to County residents in their individual billing statements). Given the present and anticipated state of the County's economy and the possibility of a major government budget deficit, such an increase at this time would impose a considerable burden.

SECTION 2 — RECOMMENDATIONS — COUNTY ELECTRICITY EXPENSES

1. Evaluate Cost Impact of MECO Rate Increase on County Departments

The Subcommittee recommends that top priority be given to mitigating the impact of any MECO rate increase. Steps should be taken to accelerate energy conservation and efficiency measures throughout County departments so that the effect on the County's fiscal circumstances and island residents is "zeroed out." In addition, because MECO's rate changes are passed through to residents by DWS and WRD, these two providers should, to the extent possible, adjust residential billing fees to account for any electricity savings. Mitigating the impact of a MECO rate increase that could cost the County $2.5 million will be a considerable challenge, so the County should take all necessary steps to reduce its electricity consumption immediately.

2. Use 2009 MECO Report to Develop a Plan to Control Costs

The Subcommittee recommends that DWS and WRD immediately work with the two County energy specialists to review the MECO Report and undertake an analysis of how this data might potentially be used to reduce the County's annual electricity expenses. Among other things, the review could focus on the following:

a. departments with the largest kWh usage;
b. accounts with the highest kWh usage;
c. reasons for the wide disparity between various accounts;
d. opportunities for consolidation of data and improved reporting to the County; and
e. anomalies and deviations that require further analysis.

The Subcommittee further recommends that within 90 days, DWS and WRD present a report to the Mayor and Council Council with its preliminary findings and recommendations.

3. Implement a Department-wide Savings Plan to "Zero Out" Rate Increase Impact

The Subcommittee recommends that a strategy be put in place to determine and itemize potential sources for electricity cost savings, starting with the two largest County users. A team should be organized consisting of top professionals in all departments, in addition to the two County energy specialists, to deliver a draft "Electricity Cost Savings/Conservation Plan" to the Mayor within 90 days. The plan should include time frames, benchmarks, and dollar costs needed in each department, plus performance goals to quickly offset the costs of any MECO increase.

4. Encourage County to Demonstrate Initiative in Achieving Energy Cost Savings

Whether such a plan can succeed will depend not only on the final amount of MECO's rate increase, but also on the initiative and resourcefulness of County staff. Regardless of the ultimate result, this challenge needs to be addressed, and it will serve as a valuable learning experience as the County moves forward on its longer term energy goals. (Note: An example of what initiative and resourcefulness can accomplish was provided by the staff of the Grand Wailea Hotel at the 2009 Maui Energy Expo.)

SECTION 3 — ESTIMATED COST SAVINGS — COUNTY ELECTRICITY EXPENSES

Based on the findings and recommendations set forth above, the Subcommittee asserts that cost savings of $8 million can be realized over a two-year period in the following areas:

1. Set Annual Goal to Reduce Expenses — $3 Million in Savings

The County spends approximately $26 million annually in electricity costs, which translates to an average cost of $60,000 for each of the County's 430 accounts. The Subcommittee submits that setting a goal to reduce expenses by 2.5% annually seems reasonable. Achieving this goal would yield $1.5 million in savings annually or $3 million over a two-year period. The savings could then be allocated to all departments based on the number and size of their accounts.

2. Plan to Offset MECO Increase — $5 Million in Savings

MECO's proposed 9.7% rate increase would cost the County $2.5 million annually, so the Subcommittee decided to use that figure as a base to determine potential savings. Under the Subcommittee's proposed plan to "zero out" the impact on County departments directly and residents who receive "pass through" billing from DWS and WRD, the Subcommittee projects savings of up to $2.5 million annually or $5 million over two years.

PART D — RENEWABLE ENERGY FOR COUNTY DEPARTMENTS

SECTION 1 — FINDINGS — RENEWABLE ENERGY FOR COUNTY DEPARTMENTS

The Subcommittee supports the wide variety of renewable energy initiatives proposed in the Energy Alliance Report and specifically the following recommendation:

f) Lead by Example

It is proposed that the County of Maui government actively encourage if not require:

- The installation of solar hot water heating, wind and solar-powered electricity in all County buildings

See Exhibit 14, p. 22.

SECTION 2 — RECOMMENDATIONS FOR RENEWABLE ENERGY IN COUNTY DEPARTMENTS

1. Implement Program for Installing Renewable Energy Equipment Through Use of Power Purchase Agreements

The Subcommittee recommends that the County implement a program for installing renewable energy equipment by entering into one or more Power Purchase Agreements ("PPA") with independent contractors. A PPA is a negotiated contract between an electricity producer (an independent contractor) and a power purchaser (the County). This arrangement would enable an independent contractor to install and own, at his or her sole cost, a renewable energy source on County property. The County would then purchase the power from the Contractor at a set price for a set term. At the end of the term, the County has the option to purchase the power generation system.

The independent contractor is able to take advantage of Federal and State tax incentives that the County cannot, which makes the installation profitable for the independent contractor when it may not be economically feasible for the County to do the same. The negotiated set price for purchasing electricity is generally competitive with current electrical prices and does not fluctuate with the cost of oil or MECO rates. A standard annual escalation rate means that budget forecasting for power costs is accurate and predictable. The contract term is generally 10–25 years, with an optional buyout date at 7–10 years. This will provide the County with competitive and consistent power rates with absolutely no capital outlay from the County to install the renewable systems.

2. Immediately Assess All County-owned Land, Buildings, and Facilities for Suitable Sites

In Energy Coordinator Kal Kobayashi's communications with the Subcommittee, he advised that the PPA concept has not been pursued to date because of uncertainty as to the availability/suitability of County-owned land. The Subcommittee recommends that an assessment of all County land and buildings be conducted internally, identifying those which may be suitable for wind or solar installation. This would be a preliminary assessment, with the intent of creating a list of possible sites to be included in a request for proposal (RFP). The onus of determining whether the site is, in fact, suitable for a renewable energy system (e.g., wind patterns, load bearing capacity of buildings, permitting) would be placed on the independent contractor.

3. Issue Requests for Proposals to Establish Private/Public Partnerships

Once a preliminary assessment of County-owned sites and buildings is complete, the Subcommittee recommends that the County issue a Request for Proposal ("RFP") for a reduction in the percentage of total County utility energy costs and use by 5–10%.

The bidding contractors will be required to identify the types of renewable energy systems and proposed locations to install, own, and maintain such systems. The objective would be to provide an operational model/prototype using a PPA with an independent contractor to evaluate whether it would be beneficial for the County to move forward with similar RFPs in the future.

4. Assign Energy Coordinator to Oversee Power Purchase Agreements

The Subcommittee recommends that Kal Kobayashi, Energy Coordinator, take the lead in implementing the program for installing renewable energy equipment that was outlined above.

SECTION 3 — ESTIMATED SAVINGS

The savings available to the County is tied directly to the cost of oil. If the price of oil, and thus MECO rates, increases then the savings to the County increases. The ability to accurately forecast power costs is another advantage. Finally, the option to purchase these renewable systems after 10–20 years at a discounted price is an investment towards the future of the County being able to produce power at little or no cost.

February 2010
Cost of Government Commission
Personnel Cost Management Subcommittee
Ann Moe, Chair
Craig Anderson, Member

COST OF GOVERNMENT COMMISSION
PERSONNEL COST MANAGEMENT SUBCOMMITTEE
FINAL REPORT

INTRODUCTION

The Personnel Cost Management Subcommittee focused on overtime costs generated by the Maui Police Department, Department of Fire and Public Safety, and Department of Environmental Management, because these departments represented 79% of the $11 million in overtime paid during Fiscal Year 2009.

METHODOLOGY

1. The Subcommittee reviewed information presented to the Cost of Government Commission by Finance Director Kalbert Young on October 8, 2009.

2. The Subcommittee met in person and had additional conversations with the following individuals:

    - Police Chief Gary Yabuta and Business Administrator, Greg Takahashi, Maui Police Department
    - Fire Chief Jeff Murray, Department of Fire and Public Safety
    - Director Cheryl Okuma, Department of Environmental Management
    - Director Lynn Krieg and Deputy Director Lance Hiromoto, Department of Personnel Services
    - Deputy Director Agnes Hayashi, Department of Finance

3. As suggested by Mayor Charmaine Tavares, the Subcommittee sought information from other jurisdictions with similar circumstances as the County of Maui. The Subcommittee had lengthy telephone conversations with the following individuals:

    - Police Chief Darryl Perry, County of Kauai Police Department
    - Deputy Fire Chief John Blalock, County of Kauai Fire Department
    - Deputy Police Chief Paul Ferreira, County of Hawaii Police Department
    - Fire Chief Darryl Oliveira, County of Hawaii Fire Department
    - Director Lono Tyson, County of Hawaii Department of Environmental Management

4. As discussed below, Maui Police Department (MPD) appeared to have the best practices. As a result, the Subcommittee reviewed the following MPD information related to overtime:

- Internally generated reports used to manage overtime
- Examples of pre-approved overtime and reconciliation with time sheets
- General Orders Chapter 202 regarding overtime
- SHOPO collective bargaining agreement, effective July 1, 2007 to June 30, 2011
- Position description for Business Administrator
- Police Officer Selection Policy and Procedures

FINDINGS

1. The County of Maui has taken a key step in controlling overtime by having strong leaders in place at MPD, Fire and Public Safety, and Environmental Management.

POSITION	DEPARTMENT	APPOINTMENT DATE
Chief Yabuta	Maui Police	May 2009
Chief Murray	Fire and Public Safety	March 2008
Director Okuma	Environmental Management	May 2007

Although the leaders of these departments have been in place two years or less, each has put in place managerial processes that have held and will continue to hold overtime costs in check, even in the face of increases in salaries required by their respective collective bargaining agreements. The members of this Subcommittee and the Cost of Government Commission extend their support and congratulations to them and their staff.

2. Retention is a problem for both MPD and Fire and Public Safety. It takes five years to recoup the investment in a recruit, but retention rates beyond five years are only at approximately 50%. Both departments are very clear in their recruiting process regarding pay, management style, and expectations, but attrition rates remain high. Possible reasons for the attrition include discontent with the “military” style of management and not liking the nature of the work.

The hiring of new officers and firefighters increases overtime costs because it takes approximately six months for a recruit to complete a training class and at least a year to become as productive as a more seasoned officer or firefighter. When a new officer or firefighter leaves a department, additional overtime costs are incurred because that person’s shift must be covered until another recruit graduates from a training class to take the shift. Overtime is also incurred by officers who train the recruits.

Both MPD and Fire and Public Safety belong to professional organizations (e.g., International Association of Firefighters and National Police and Troopers Association), which collect data and establish standards for staffing stations and shifts, etc. These organizations are likely to be good sources of information on best practices for retaining new recruits and reducing overtime.

The largest portion of overtime paid is directly tied to emergencies or criminal activity that threatens public safety. For Fire and Public Safety, emergencies represent 70% or more of overtime. In addition, required training, coverage for employees who are out sick or on vacation, and compensating police officers required to testify in court all generate overtime costs. Overtime costs are also attributed to the County's extensive geography, as providing necessary services to Hana, Molokai, and Lanai results in some complexity in managing staffing and overtime. The County of Hawaii has similar issues because of its size.

3. Managers of the three departments have little flexibility in managing overtime while carrying out their mission because of required compliance with federal laws (e.g., Fair Labor Standards Act, Environmental Protection Act) and collective bargaining agreements.

4. Based on the Subcommittee's in-depth review of the policies, procedures, and management information provided by the departments, it appears that MPD has established the best practices regarding internally generating management information on overtime and its accelerated recruiting process. Because MPD has a large number of employees, the department's Business Administrator position is critical to managing overtime costs.

5. There are no County-wide models or reports regarding overtime that are used in these departments and the Subcommittee believes this is the case County-wide. There is little sharing among the three departments, and it appears that this lack of communication extends to other County departments as well. There is communication by MPD and Fire and Public Safety with their counterparts in the County of Kauai and County of Hawaii.

6. MPD and Fire and Public Safety are viewed highly by their counterparts in Hawaii and Kauai counties. The Department of Environmental Management in the County of Hawaii includes only solid waste, while Environmental Management in Maui County oversees solid waste as well as wastewater reclamation. There has been no contact between the two environmental management directors.

RECOMMENDATIONS

1. Retention rates for MPD and Fire and Public Safety are low at 50% over five years. Both departments have taken steps to address the issue, but even in this tougher economic climate, retention rates have not improved. The Subcommittee recommends that MPD and Fire and Public Safety work with their respective professional organizations to identify best practices that could result in higher retention rates. The Subcommittee estimates that a 20% increase in retention could result in $2 million in savings over five years, or an average of $400,000 per year.

2. MPD appears to have established the best practices for managing overtime and expediting the recruiting process, thereby eliminating overtime that otherwise would be required. The Subcommittee recommends that other County departments consider modeling their management practices regarding overtime and the recruitment process on those of MPD if possible.

3. There appears to be little communication across County departments regarding overtime and no commonly produced or used management reporting. The Subcommittee recommends that department administrators meet at least twice per year to share best practices.

COST OF GOVERNMENT COMMISSION
PERSONNEL COST MANAGEMENT SUBCOMMITTEE
MEETING AND DISCUSSION NOTES
2009

CONVERSATIONS WITH MAUI DIRECTORS

A. MAUI POLICE DEPARTMENT (NOVEMBER 12, 2009) — GARY YABUTA, POLICE CHIEF, AND GREG TAKAHASHI, BUSINESS MANAGER

Overview

From July 1, 2009 – September 30, 2009 (Fiscal Year 2010, first quarter), the Maui Police Department (MPD) expended $1.3 million in overtime. At this rate, MPD projects that it will come in at or below the overtime it expended in Fiscal Year (FY) 2009. This is viewed as good news because the current collective bargaining agreement requires a 6.5% pay increase and a movement to a higher classification (pay grade) every three to four years.

Approximately 27% of the overtime is fixed. Reasons include:

1. Employees get paid for holidays designated in the collective bargaining agreement, but also get paid overtime when they work on the designated holiday.

2. Overtime is paid when an employee must cover for an employee who is ill, involved in an inquiry, or in court to testify.

3. MPD does not have officers dedicated to training new recruits. Training is done by officers with particular experience (traffic, drug details, etc.). The officers doing the training are paid overtime in addition to getting paid for their regular shifts.

Standby pay, which was $300,000 in FY2009, is not a significant issue for MPD. Standby pay is 25% of regular pay and is paid to an officer for the time he or she commits to be on call and prepared to work. Once the officer is called and leaves his or her home, the officer receives regular full-time pay. Supervisory approval for standby pay is required, with the exception of officers who may be called out on cases related to arson, homicide, or other crime scene incidents.

The MPD leadership is very aware of the need to reduce the Department's costs and that cuts will likely be required in the FY2011 budget. They are working closely with the Department of Finance and the Budget Office to be prepared for implementing a very restrictive 2011 budget.

Policy and Process

In the last couple of years, MPD was found to have violated specific requirements of the Fair Labor Standards Act (FLSA) related to overtime pay. This resulted in a revision of policy and processes for overtime ("working beyond normal work hours") which are clearly and completely spelled out in

Maui County Police Department General Orders Chapter 202, dated 8/01/08. These clear requirements and processes have assisted in MPD's active management of overtime.

MPD has a Business Manager who reports to the Chief. The Business Manager's responsibilities include:

1. ensuring that the policies and processes in the General Orders related to overtime are followed;

2. receiving regular reports on overtime, reviewing the information, and distributing the information to MPD commanders; and

3. reconciling overtime pay to MPD records on approval.

In addition, MPD leadership has implemented a number of procedures to better control overtime costs.

1. Shifts are being changed from 12 hours to 8 hours, which is helpful in reducing overtime because:

    a. trainees' shifts are 8 hours and the officers who are training them had previously been on 12-hour shifts, leaving the trainers with four fewer productive hours on their shift; and

    b. it is easier to cover the shift for an officer who is ill or cannot otherwise complete all or part of his/her shift.

2. MPD is actively working with prosecutors and judges to schedule approximate times when an officer needs to be in the courtroom to testify. The traditional practice is that the officer arrives when court convenes in the morning and is required to stay until his/her testimony is complete. In the meantime, that officer's shift needs to be covered and if the officer covering the shift has a swing or night shift, he/she will receive overtime pay.

Effectiveness of Recruiting

There has been some measurable improvement in MPD's ability to hire officers.

1. As of November 2009, staffing is at an all time high.

2. With the oversight of the Business Manager, MPD has been able to shorten the average recruiting time by three to five weeks for candidates who have completed the Civil Service Exam. (Note that there are some special exceptions to this timeline discussed below. In addition, this shortened timeline does not mean that newly-hired trainees are immediately an officer and can fill an opening.)

Current experience is that out of 100 candidates who have passed the Civil Service Exam, 50 will make it through the hiring process. Thirty five will receive offers, which will result in 18 trainees. Of the 18 trainees, 6 will leave during or after training. The most common reason the trainees leave is because they find that they do not like the work. This hiring rate is viewed as an improvement, although MPD has acknowledged that its recent success may be in part due to the current economic environment.

MPD has focused its recruiting efforts on the Hawaiian Islands and has discontinued the relocation bonus that it had previously offered to recruits from the Mainland. Despite the fact that recruits from the Mainland were encouraged to carefully evaluate the cost of living on Maui before accepting a position, the retention rate was low and a large portion of Mainland recruits returned to the Mainland.

Recruiting from neighbor islands, however, can be equally challenging. For example, the City and County of Honolulu pays officers $595 per month and dispatchers $250 per month for a "car allowance." In theory, it appears that this is justified because the officer might be "called out," but many passenger vehicles are not appropriate for detaining a suspect. This may be a strategy to retain or augment pay for current officers. Note that it takes five years to recoup the investment in a new officer. The Kauai Police Department plans to provide a car allowance and have officers use their personal vehicles to carry out their duties, which may make recruiting from Kauai difficult in the future as well.

The reasons that many authorized positions remain open include the following.

1. Chief Yabuta has chosen to focus on the types of positions that are the most important in carrying out the responsibilities of the Department. As a result, MPD is focusing on filling patrol-related positions first and is not actively recruiting for community service and school service positions. The restrictions now are based on budget constraints for FY2010, but also in anticipation of what the FY2011 constraints are likely to be.

2. Filling high priority positions can face additional unforeseen hurdles.

    a. For example, there may be a need for the applicant to provide additional information to clear the physical exam screen.

    b. In a few cases, a potential officer has received an offer but is not able to start in his/her new position immediately. If the skills and/or experience of the officer are important to MPD, the Department will agree to delay the new officer's start date. One example provided was that of a hire from California who wanted the position but could sell his house.

Successful Strategies for Controlling Overtime

Even though he has been in his current position for less than a year, Chief Yabuta is an experienced officer with a broad range of assignments and experience. He attributes the increased emphasis on fiscal management, including overtime, to the following procedures and policies:

1. Chief Yabuta reviews overtime expenses monthly with his commanders;

2. MPD's Business Manager reviews activity sheets every six months to ensure that authorized overtime can be reconciled with individual timesheets; and

3. Chief Yabuta underscores success as "doing the right thing" and anticipating future events.

B. DEPARTMENT OF FIRE AND PUBLIC SAFETY (NOVEMBER 18, 209) — JEFF MURRAY, FIRE CHIEF

Overview and Organization

Note that the Department is officially entitled the Department of Fire and Public Safety, but the common reference to the head of the department is Fire Chief. The selection of Chief Murray was effective on March 18, 2009.

Four groups report to the Chief and Deputy Chief:

1. Fire and Rescue Operations — 3 people report to the Chief and Deputy Chief

   Includes 14 stations — 10 on Maui, 2 on Molokai, and 1 on Lanai

   3 platoons

2. Fire Prevention — 2 people report to the Chief and Deputy Chief

   Duties include reviewing plans for new construction required for County approval and community education.

   One of the two positions is funded by a portion of the fees that the County collects from approval of permits for new construction.

3. Training, Health and safety — 2 people report to the Chief and Deputy Chief

4. Administration and Maintenance — 2 people report to the Chief and Deputy Chief

The large majority of authorized positions are in Fire and Rescue Operations. Three hundred of the total positions are covered by collective bargaining and 12 are civil servants.

Overtime for the Department of Fire and Public Safety was $2 million in FY2009. Expectations for the next fiscal year and beyond are driven by emergencies. However, the goal is to hold overtime at its current level.

The Fire Chief has made major changes in the last year to reduce costs. He is aware of the very restrictive budget for FY2011 and is already working on the strategies and actions required to work within it.

Nature of the Jobs

Fire and Rescue Operations includes firefighters and 30 specialty positions.

Each firefighter works two or three days of 24-hour shifts. Expressed in a different way, the firefighters are scheduled to work two 56-hour shifts plus one or two 72-hour shifts each month, or 9 to 11 days at 24 hours per day. While on duty, firefighters live at the station.

The assigned firefighters use air travel to fly from Maui to Molokai and the ferry to get to Lanai to cover their assigned shifts. They are paid for travel time which results in overtime pay. (Note: There is a fire station in Hana. Some may drive and will receive compensation for travel expenses. Firefighters are compensated for the cost of the ferry to Lanai for three trips, but pay for the fourth.)

Specialists include divers, rescue personnel, firefighters who are certified to deal with explosives, extract people from automobiles, etc. Fire and Public Safety personnel also act as the required second person when someone is working in a confined space (less than 56 square feet), such as welding inside a gas tank. All specialists are housed on Maui. If an incident occurs off Maui, the Department flies them to the incident. Specialists must receive advanced training to be certified.

History of Fire and Public Safety

Along with MPD, Fire and Public Safety was found to be in violation of the FLSA, which resulted in the implementation of clear and strict procedures and pay. (Note: there is currently a complaint against the Department regarding overtime filed with the Hawaii Labor Board.)

The current collective bargaining agreement will remain in place until June 30, 2011.

It appears that the Department was not well managed by the previous leadership, with many opportunities to better manage resources being ignored.

Pay and Overtime Pay in Particular

The salary paid is for being at the ready at the station for an emergency call and performing non-emergency work. When firefighters are called to an emergency, they go on overtime pay.

If a firefighter works beyond his or her assigned shift, the firefighter will earn 1.5 times his or her hourly salary rate. If a firefighter works more than 10 hours beyond his or her scheduled shift, that firefighter is paid at twice his or her hourly salary rate.

There is no overtime for working a holiday. Firefighters can request the holiday off. If approved, the firefighter will not receive any pay for that shift.

Drivers of Overtime

Emergencies contributed to 70% to 75% of FY2009 overtime and will likely be repeated in FY2010. Fire and Public Safety is staffed at the minimum required level. Any emergency that lasts for just a couple of days will cause the Department to incur more than $100,000 in overtime. The wildfires on Maui and Molokai resulted in $1.5 million in overtime in FY2010. There is no reasonable way to budget the cost of these emergencies. Weather conditions are the single biggest contributor to wildfires. Note that Fire and Public Safety responds to the emergency, but then needs to get approval for an allocation from the Emergency Fund for significant costs above budget.

Training time is a much smaller, but important driver of overtime. Firefighters and specialists must complete required training on a regular basis. Training and testing is required for an increase in "rank." All training and testing is done outside of regular shifts, consistent with the collective bargaining agreement and the policies and procedures consistent with the FLSA.

Another small contributor to overtime costs is people not reporting to work due to sickness or vacation. Each day, the platoon leader calls to determine who will be available to cover a shift if needed. If someone is unable to cover a shift, the platoon leader calls in someone.

While waiting for the person called in to arrive, someone on the previous shift is required to stay beyond his or her shift.

Note that in Fire and Public Safety, there is no “standby pay” as used in other departments.

When people are “called in,” it is most likely that it is a call from his or her station. The preference is to call in people based on their station is because they are familiar with the equipment and it controls travel time and mileage expenses for which they are compensated.

There is a provision in the current collective bargaining agreement for staffing shifts using “rank for rank” staffing models. This allows an employee of a certain rank to receive pay for working his or her regular shift, but instead opts to cover someone else’s shift and receive overtime. For example, a firefighter with Rank A decides to take the month of December off. The firefighter then volunteers to cover someone of his or her rank on one of his or her vacation days. If the firefighter comes in, he or she does not get regular pay, but gets overtime instead. Although this practice is permitted, there is a requirement that firefighters not do this more than 12 days a year. In a single year, Honolulu paid $867,000 in additional overtime based on “rank for rank” covering of shifts.

There are important elements to this approach that provide flexibility to Chief and platoon leaders which is critical when so much of their personnel management is dictated by collective bargaining agreements. At the same time, Chief Murray agrees that it appears to be inappropriate and the department now manages its staffing in such a way that it does not have any “rank for rank” situations, even though it could give him some latitude when Fire and Public Safety is operating at minimum staffing.

Recruiting and Filling Open Positions

With respect to recruiting and filling open positions, Fire and Public Safety’s experiences are similar to that of MPD.

The open positions do not reflect an inability to find someone, make and offer, and have it accepted. Like MPD, the Department builds a recruiting class. Once a class is filled, there are 5½ months of training; the recruits are paid from funded 9000 Series positions. Once the training is completed, they move into approved, funded positions within Fire and Public Safety.

Unlike new police officers, new firefighters rotate through different stations during their first year, and then are permanently assigned. This is viewed as a continuation of the orientation process.

The recruiting process for Fire and Public Safety is the same as MPD, including background checks, drug test, psychological exams and a physical exam. The low retention rate for new firefighters is disappointing. Recruitment for the current class will result in a class of 10 to 18 trainees, and as many as half might leave within the first couple of years. The loss of initial applicants is significant.

The number of applicants for a recent class of firefighters who make it into the next level of consideration was as follows:

Take the test – 731

Pass the test – 190

Took the physical exam – 64

Passed the physical exam – 50

Dark Cloud on Horizon — Change in Benefits

There is some discussion about changing the benefits provided to firefighters under the collective bargaining agreement. A major reduction in benefits could result in a large number of senior officers taking retirement and a major drop in the experience level in Fire and Public Safety.

Under current and past agreements, firefighters receive 100% of the medical insurance premiums covered for themselves, their spouses, and their dependent children. In addition, a spouse would receive 100% of the firefighter's pension after his or her death.

If and when any changes are implemented, existing retirees would be grandfathered in on the old basis. As a result, firefighters with some tenure will likely seriously consider leaving Fire and Public Safety before the changes go into effect, which initially will leave a major shortage of experienced firefighters.

C. DEPARTMENT OF ENVIRONMENTAL MANAGEMENT (NOVEMBER 13, 2009) — CHERYL OKUMA, DIRECTOR

Organization

Reporting to the Director of Environmental Management (DEM) are:

1. Deputy Director

2. Wastewater Reclamation Division, which includes administration and engineering and wastewater reclamation facilities

3. Solid Waste Division, which includes administration, landfill disposal, residential collection, diversion, and abandoned vehicles, scrap metal and white goods.

In other counties in Hawaii and on the Mainland, wastewater and solid waste responsibilities would be combined with public works, and prior to 2007, this was the case in Maui County. However, because the County had been out of compliance with Environmental Protection Act (EPA) requirements for as many as 10 to 15 years, the County carved out the wastewater and solid waste divisions from the former Department of Public Works and Environmental Management and created a new Department of Environmental Management. Director Okuma, a lawyer with extensive experience in EPA regulations as well as human resources, was hired to lead the new department in 2007.

Director Okuma is very aware of the need to reduce costs without violating EPA regulations and is developing plans that will need to be put in place to comply with an even more restrictive budget in FY2011.

Sources of Overtime

Overtime in FY2010 increased from FY2009 (see measurement and reporting below) by $1.3 million.

Landfills

Most of the overtime is from landfill activities. When Director Okuma arrived, there was no relief supervisor to assess the need for overtime. Not complying with EPA regulations can result in financial penalties and none of County's landfills complied. (Note that landfills are no longer "dump and burn"; they even have 30-year obligations after the landfill is closed, which costs as much as $10 to $15 million a year.)

Lanai, Molokai, and Hana have separate landfill sites, each without a supervisor to assess the need for overtime. The County is actively recruiting personnel for these supervisory positions. Director Okuma indicated that once supervisors are hired, their assistance will result in less overtime.

Refuse Collection

According to Director Okuma, the refuse collection section is understaffed and therefore incurs overtime. The Department is looking at some new positions. In addition, the implementation of automated refuse collection (trucks that hook onto bins as opposed to people emptying individual cans) in Lahaina and Upcountry is expected to reduce overtime.

Wastewater

Wastewater has been incurring higher levels of overtime because the previous practice had been to send entire crews to "incidents." A new policy, which should reduce overtime, requires a supervisor to assess the situation and then decide what resources are needed.

Moreover, engineers and electricians who historically were dedicated to specific plant locations will be centralized so that priorities can be based on "importance and urgency" rather than location. Twenty positions will be affected by this change and filling open positions has been temporarily suspended until the change is made.

Obstacles to Managing Overtime

The "civil defense" aspects of the DEM's responsibilities require ready response. After a storm, the landfills usually have to open longer. Responses to wastewater problems must be quick. Geography makes managing the function on Maui more difficult than on Oahu.

The Director received approval for an administrative position, which included gathering and compiling overtime information. Because there were no "best" systems in the County on which to model reports, the reports had to be designed. The first report was received at the beginning of 2009. After reviewing the first report, Director Okuma requested that future reports cover not only the cost but also why the overtime was incurred. DEM is working to get that information now.

The Director meets with her Wastewater Reclamation and Solid Waste Division Chiefs on a regular basis to discuss overtime, including distinguishing between planned and unplanned overtime.

D. DEPARTMENT OF PERSONNEL SERVICES (OCTOBER 15, 2009) — LYNN G. KRIEG, DIRECTOR, AND LANCE HIROMOTO, DEPUTY DIRECTOR

Open Positions

The Department of Personnel Services (DPS) has primary control over open positions.

The decline in open positions from 320 in 2008 to the 247 on August 13, 2009 is likely due to the following:

1. There were fewer expansion positions.

2. Departments were delaying recruiting or "freezing" positions. This is likely due to increased emphasis on cost control.

3. There were no new and yet to be classified positions approved by the Council.

All openings are position (e.g., Clerk II), department, and location specific. As a result, the department and location may have an important impact on how quickly a position is filled, if at all. An example would be a position in Makawao or Lanai in the Solid Waste Division. Historically, applicants are not interested or less interested in isolated locations and certain departments. Openings in Wailuku are the most attractive and tend to get filled quickly.

There is no incentive or reason to delete previously-opened positions because having an open position does not trigger recruiting or hiring. The emphasis on cost controls and budget is the primary factor.

There is incentive to use existing classified positions because doing so does not require the County Council's and/or union approval.

Hiring Process

The Subcommittee presented the Director with a schematic summarizing its understanding of the hiring process which the Director confirmed as being a realistic representation of how the hiring process works.

Virtually all County employees are civil service and/or are covered by a labor contract. Only appointed positions such as those who work in the Mayor's Office are not included. State and County laws require that an objective method of determining which applicants are in the pool of "eligibles" (eligible to be considered) is used for all civil service positions. All Hawaii counties address this requirement by administering a written test to applicants.

To be efficient in administering the test, DPS frequently waits until there are several applicants eligible to take the test. This sometimes adds to the time to fill a position, usually a matter of days. This is less of an issue at this time because there are more applicants for County jobs than there were in the past.

DPS is responsible for administering tests to applicants from Lanai and Molokai. The practice has been to send a staff member to Lanai and Molokai when there are adequate applicants. If time passes and a group of applicants does not materialize, the Department will send a staff member to administer the test to one applicant. On occasion, the staff member travels to Molokai or Lanai and no applicants show up. In order to get to Lanai or Molokai, the staff member has to fly to and from

Maui. The testing on Lanai and Molokai represents a full day's work for a staff member, which also includes travel expenses and per diem.

This practice of administering tests on Lanai and Molokai has historically been seen as demonstration of a County-wide service available to all Maui County islands.

DPS has considered having applicants come to Maui at the applicant's expense to complete the required test. The result would be greater efficiency, reduced direct cost, reduction in recruitment time, and potentially a more committed/higher quality applicant.

DPS could change the current policy without Council's approval. However, the expected result would be conflict with Council members from Lanai and Molokai.

DPS has had a reciprocal arrangement with neighbor islands where Maui staff would administer tests for applicants for jobs on other islands and vice versa. Hawaii has recently notified Maui County that it will no longer continue this relationship and it is likely that other counties will follow.

Hiring for MPD positions requires more time than other County positions because more extensive tests and background checks are required.

The physical exam done by an outside provider is the last step in hiring because the applicant pays for the exam.

There is some indication that MPD does not follow up at this stage of the process as quickly as it could when additional information is required from the applicant. Typically, the provider sends a letter to MPD indicating that additional information is required and MPD notifies the applicant. When the applicant does not remedy the situation, MPD again contacts the applicant. In one case, this process was repeated several times over the course of ten months.

All Departments are to have a certified list of "eligibles" (eligible applicants) within 60 days of the opening of the position. The list used to be required within 30 days, but departments indicated it was too little time for their selection process to identify the right potential employees.

MPD's process for recruiting new officers works well and is not seen as a problem. 9000 Series or training positions are filled usually creating a class of 14 or so trainees who go through training together. When they graduate, they go into full-time vacant positions which could be in various locations including Molokai and Lanai. If the officer transfers, the vacant position stays in the original location.

Recruiting Engineers

The classification that engineers are in (Unit 13) has several pay levels that an incumbent goes through, moving to the next pay level roughly every three years. Licensed engineers are in Civil 4/5. Existing engineers of the County must move through the pay grades. It is possible for the County to hire new engineers at the top of the existing range.

The process of becoming a licensed engineer in the State of Hawaii includes the following:

- Graduation from an accredited engineering program at a college or university
- Passing the Fundamentals of Engineering Exam
- Work experience (apparently, design experience is required)
- Passing the Principles and Practice of Engineering Exam

A recent survey shows that the average pay level for licensed engineers in Hawaii is $73,000. The top range for licensed engineers for the County of Maui is $73,000. The Department of Personnel Services has discussed with the union the possibility that the pay range for engineers be raised. While the union is sympathetic, the union has felt that they must represent all union members and not one group of positions/members.

The County has in the past put in one-time travel expenses related to moving to Maui and one-time signing bonuses successfully without conflict with the respective unions.

DPS is also aware that it has not been able to hire unlicensed engineers (in the Department of Water Supply, for example) because the Department does not do design work. The positions are therefore less attractive to candidates because design experience is required to get a license.

What Causes Overtime?

Overtime does not appear to be directly related to reported open positions or total number of employees. For example, Environmental Management has among the highest use of overtime with a small number of employees.

CONVERSATIONS WITH NEIGHBOR ISLAND COUNTERPARTS

A. KAUAI POLICE DEPARTMENT (NOVEMBER 13, 2009) — DARRYL PERRY, POLICE CHIEF

The Kauai Police Department

A review of somewhat credible information gathered by “googling” the Kauai Police Department (KPD) suggests that the Department had previously been seen as corrupt and poorly managed. Chief Darryl Perry was hired in 2007. He started as a police officer in 1972 in Honolulu, worked on Kauai for a few years, returned to Honolulu, and had several senior assignments before he retired. When the Kauai opening came up (he was originally from Kauai) and the circumstances required senior leadership skills, he was recruited and accepted the position as Chief.

Overtime Costs

Overtime for Kauai Police FY2009 was $1 million. They expect overtime for FY2010 to be $500,000 to $750,000.

Drivers of Overtime

Covering beats due to officers being ill, vacations, etc. is the biggest cost. Officers are paid mostly to cover patrols and criminal investigations.

Overtime requests are now scrutinized carefully. Previously, oversight was weak.

Open Positions

The Kauai Finance Department has determined that it is less expensive to hire a new officer than to pay an existing officer overtime and the related tax and benefit costs.

It has been difficult to recruit for the KPD, especially after the scandals and what it communicated about the culture.

Chief Perry has funding to fill positions and received approval to fill vacancies. The department has 50 viable recruits and anticipates 13-15 candidates entering training to become officers in March or April of 2010. This will represent the KPD's largest recruiting class.

Management

The KPD currently has three Bureau Commanders, each with an assistant. The Bureau Commanders are responsible for controlling overtime. Officers are less willing to do overtime because they are getting burned out. Budgets for overtime have been cut back and resolving the overtime issue is a top priority.

B. KAUAI FIRE DEPARTMENT (NOVEMBER 24, 2009) — JOHN BLALOCK, DEPUTY CHIEF

Overview

Overtime in the Kauai Fire Department (KFD) in FY2009 was $575,000 or 3% of the entire KFD budget of $18 million. This does not include "Rank for Rank" pay (see discussion under Maui Department of Fire and Public Safety above). Overtime will be higher in FY2010, which is being driven by paying overtime for officers who are training new recruits.

The Department is now fully staffed, a result of having three recruiting classes instead of the usual one class. All of the bottoms slots are full. The decision to incur overtime this year was motivated by two things:

1. A study by Kauai's Finance Department which demonstrated that overtime plus the impact on pay-related benefits is more expensive than recruiting and training costs. This is particularly true for Kauai because they do use "Rank for Rank" pay based on a Memorandum of Understanding with the union.

2. A new fire station which was paid for from a grant funds was opened.

Recruiting

Deputy Chief Blalock indicated that KFD did not have any difficulty in recruiting and hiring the increased number of recruits. He considers the elapsed time to process applicants at six months acceptable and starting a starting a new class in training at one year acceptable.

KFD has been able to shorten the recruiting time by grouping applicants and processing them all at once using the following steps:

1. The Department establishes two dates and times for taking the Civil Service Exam. These are the dates for that recruiting class; if an applicant cannot take the test on those dates, the applicant cannot continue to be processed for the recruiting class.

2. The day after taking and passing (the time at which the applicant becomes "eligible") the Civil Service Exam, the applicant takes and must pass the agility test.

3. Immediately after the agility test, the "eligibles" then are required to pass a drug test and psychological assessment.

4. The last step is a physical exam. It is last because the eligible pays for the exam.

The attrition rate for KFD is similar to that of Maui. Of a group of 250 that takes the Civil Service exam, 70% will pass and become eligibles. Of the 175 eligibles, 50% will pass the remaining exams. Of the 87 who pass the exams, there will be a recruiting class of anywhere from 5 to 10.

Managing Overtime

KFD uses the International Association of Firefighters recommended standards when considering the manning of fire stations. They include:

1. Bringing in two people to the station and having two leave.

2. If a station is a five-person station, they might staff it with four people depending on the circumstances.

Kauai's processes for approving overtime are clearly and directly addressed in policies and procedures implemented as a result of Fair Labor Standards Act and are the same as those in place on Maui.

Note that Deputy Chief Blalock would prefer use compensatory ("comp") time instead of overtime. However, the collective bargaining agreement and FLSA require that KFD offer both and everyone prefers the overtime.

Ideas on How to Reduce Overtime

Kauai has been quite successful in getting grants to cover costs. Hawaii Department of Health Services provides training funds for rescuers. From the Federal Emergency Management Agency (FEMA), the following grants are available:

- Assistance to Fire Fighters
- Staffing for Adequate Fire and Emergency Response
- Fire Prevention and Safety
- Assistance to Fire – Fire Station Construction Grants

Deputy Chief Blalock acknowledges that manning stations in Hana, and on Molokai and Lanai would make managing overtime (and other management responsibilities) difficult. Steps that he might consider in a similar situation include:

- Brown-outs on Molokai and Lanai
- Have four-day shifts on Lanai, Molokai, and Hana, as opposed to the three-day shifts that MFD has for these locations and the two days that are recommended by the International Association of Firefighters. Because MFD has to pay for travel and travel time, this approach would amortize these costs over an additional 24-hour shift.

KFD currently does not receive a portion of the fees for approval of a construction permit, a fee that covers one full-time employee on Maui. Deputy Fire Chief Blalock intends to pursue this.

Deputy Chief Blalock is also exploring the possibility of charging fees for rescue. He provided an example of a recent rescue operation, in which KFD assisted a private company, which resulted in damage to KFD's equipment.

C. HAWAII POLICE DEPARTMENT (DECEMBER 2, 2009) — PAUL FERREIRA, DEPUTY CHIEF

Overview

The Hawaii Police Department's budget, excluding utilities, has increased by 10% per year, but other elements of the budget have remained at 2000 levels. Recent cuts have been made in the Fiscal Year 2010 budget.

Hawaii Police has the same bargaining agreement and must comply with the FLSA in the same way as KPD and MPD. Commanders are accountable for overtime costs that are not required by the collective bargaining agreement; all overtime costs must be justified.

Hawaii Police has been successful in getting grant money for training and equipment for the narcotics and juvenile divisions and grants for its sexual assault unit.

Drivers of Overtime

The main drivers of overtime on Hawaii Island are training, sick leave, and vacation. Because the island is the largest in the State, the department incurs overtime, including money for travel and a per diem, when an officer is temporarily assigned to another station. This is similar to MPD costs incurred to pay those serving in Hana, Molokai, and Lanai.

Judiciary furloughs have resulted in additional overtime. People arrested and awaiting a judicial hearing are held for additional days in the County jail. During holidays, this additional time might be expanded from one or two days to five or more.

Actions to Reduce Overtime

Hawaii Police has initiated changes that have reduced overtime, including the following:

1. Transferring the responsibility of manning extraditions, prisoner pick ups, and the issuance of warrants to the Prosecutor's Office.

2. Transferring duties at the Volcano viewing area to the National Park Service. Previously, two officers were assigned to the viewing area. (Note: the viewing area will soon or has already been shut down.)

Hawaii Police has filled most of its open positions as of July 2009. Because of this, most of the patrol staff has less than five years experience. The proportion of applicants that are selected is similar to MPD's, as is the disappointing retention rate.

Hawaii has purchased a building to house officers assigned to stations away from their homes. The officers pay $80 per day for accommodations including access to kitchen and recreational facilities. This was deemed to be less expensive than paying per diem.

The County of Hawaii determined that it was less expensive to reimburse officers for the use of their personal cars than to have a fleet car for each officer. Hawaii has 42 police cars assigned to eight districts. Police officers are paid $600 per month plus the cost of gas and use their own cars. The officers are responsible for all maintenance and tire replacement.

Hawaii Police has eliminated some activities, such as running basketball tournaments, which is now handled solely by the Department of Parks and Recreation.

B. HAWAII FIRE DEPARTMENT (DECEMBER 16, 2009) — DARRYL OLIVEIRA, FIRE CHIEF

Overview

The Hawaii Fire Department (Hawaii Fire) also has responsibility for Emergency Medical Services (EMS).

Hawaii Fire's FY2009 overtime was budgeted at $3.9 million or approximately 12% of its budget. This number is based on the total including $1.3 million in overtime for EMS personnel. Chief Oliveira expects a budget reduction in overtime of $1 million for FY 2011, based on a $37 million budget for the entire department.

Hawaii Fire uses the standard staffing model based on the Internal Association of Firefighters national standards.

Hawaii Fire has the same challenges as Maui in dealing with difficult geography.

Steps to Reduce Overtime

For some years, Hawaii Fire has had 220 volunteers to cover rural areas of the Big Island. Twenty-three groups augment the paid staff. Establishing a volunteer firefighter program required County Council action. To be effective, citizens in the local area need to understand that their reaction to an emergency, albeit sooner, might not be as effective as paid firefighters. Further, the community interest in participating in a volunteer program has been decreasing as it is becoming increasingly difficult to find residents who are willing or able to help their community.

Every Emergency Medical Technician (EMT) was originally hired as a firefighter recruit. However, once someone became an EMT, there was no opportunity for advancement. Hawaii Fire has now established a career ladder for EMTs, which it hopes will increase retention.

Hawaii Fire has implemented a system to complete required training sessions by using a grant of approximately $400,000 to establish an interactive system that links the 13 fire stations on the island. This method of enabling two-way interactive training is now used for firefighters, administration personnel, and EMS personnel, as well as staff meetings and Hazmat update meetings. The one year grant was used to buy equipment for 16 stations.

Hawaii Fire has worked with the union to be able to pay per diem instead of the overtime plus fuel costs for travel to cover shifts outside a firefighter's assigned station. This change in policy is considered by the department and the union as fair compensation.

Hawaii Fire has one vehicle assigned to each fire station to be used instead for official business, including covering shifts of another station. This is expected to cost less than paying fuel expenses for firefighters using their own vehicles. There are currently 20 vehicles assigned to stations.

Hawaii Fire is actively filling open positions as a way to reduce overtime. Filling remaining vacancies is expected to reduce overtime by 10% after one year. The savings will not be realized for several months because it takes 16 weeks to train firefighter recruits and drivers and 20 weeks for EMTs. The hires in the March class will not be ready to assume full responsibilities until the end of 2010.

Other

Hawaii Fire does not participate in preventive activities such as approving requests for construction permits and on-site inspections. Therefore, it does not share in the fees collected by the County for those functions. This is an objective for the department for next year.

The Hawaii Fire Chief is focused on working with its union to determine what they are willing to do given the fiscal pressure the County is facing. The Chief is working on a proposal to reallocate responsibilities from the traditional fire department structure to one that is more cost effective and efficient. In working through his proposal he has worked with the International Association of Fire Chiefs and the International City/County Management Association (ICMA).

C. HAWAII COUNTY DEPARTMENT OF ENVIRONMENTAL MANAGEMENT (DECEMBER 8, 2009) — LONO TYSON, DIRECTOR

Overview

The scope of responsibility of the County of Hawaii Department of Environmental Management (Hawaii DEM) is solid waste, while the scope for the County of Maui's DEM includes solid waste and wastewater reclamation.

The only control that Director Tyson has is the number of hours that transfer stations are open. He is responsible for 21 transfer stations on the Big Island.

Director Tyson believes that when something is dictated to you, generally you have less time to implement a change. As a result of the budget constraints, he has reduced the hours of the transfer stations from 12 to 8 hours per day and has closed some stations two days per week. This is consistent with his belief that the residents expect a minimum level of service but not more.

The County Council questioned his decision regarding changing the hours.

Director Tyson has never met or talked to Director Okuma, the County of Maui's DEM Director.

Because of the narrower scope of responsibility, there is little to learn from the County of Hawaii's DEM that might be applicable to the County of Maui.

COST OF GOVERNMENT COMMISSION
DEPARTMENT OF MANAGEMENT SUBCOMMITTEE
LIST OF EXHIBITS

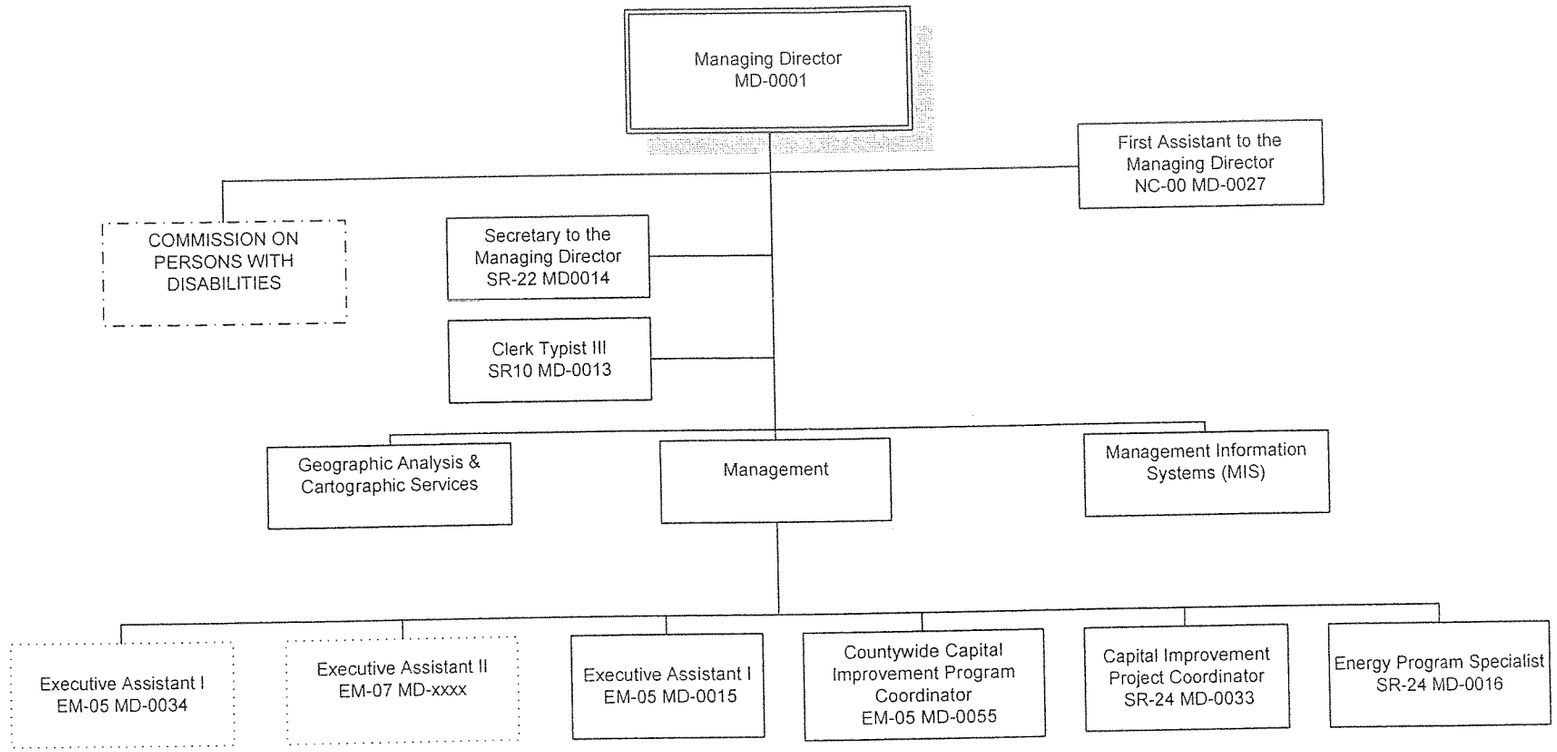
Exhibit A	Organizational and Functional Charts for the Department of Management
Exhibit B	Letter from Kirk Caldwell, Managing Director, City and County of Honolulu, to Yarrow Flower, Chair, Department of Management Subcommittee (November 27, 2009)
Exhibit C	Letter from William Takaba, Managing Director, County of Hawaii, to Yarrow Flower, Chair, Department of Management Subcommittee (October 22, 2009)
Exhibit D	Article IV, Chapter 2, Charter of the City and County of Honolulu (2001)
Exhibit E	Department of Management Sample Organizational Chart, prepared by Department of Management Subcommittee (2010)

COST OF GOVERNMENT COMMISSION
DEPARTMENT OF MANAGEMENT
SUBCOMMITTEE
EXHIBIT A

Department of Management

Organizational Chart

(effective 7/1/09)



Prepared by:

8-25-09

Stan Zitnik, First Assistant — Date

Approved by:

Sheri Morrison 8/25/09

Sheri Morrison, Managing Director — Date

Thursday, August 20, 2009

Department of Management

Functional Chart

(effective 7/1/09)

The Managing Director
The Managing Director serves as the principal management aid to the Mayor in the accomplishment of the countywide mission and goals. This includes supervising and evaluating the management and performance of all line executive departments and agencies, and assisting the Mayor with supervision and coordination of the County's annual operating budget and capital improvement program budget preparation. Conducts ongoing systemic reviews of each department and agency in achieving the most effective expenditure of public funds.

- Geographic Analysis & Cartographic Services
  (information provided on separate sheet)
- Management Program
  The Management Administration Program provides management support to county departments and programs in the following areas: County ADA coordination; representation on the Disability and Communication Board; Capital Improvement Project (CIP) project assistance; countywide CIP program coordination; Maui County Veteran's Council representation and energy management.
- Management Information Systems (MIS)
  (information provided on separate sheet)

Prepared by:

Stan Zitnik, First Assistant — Date

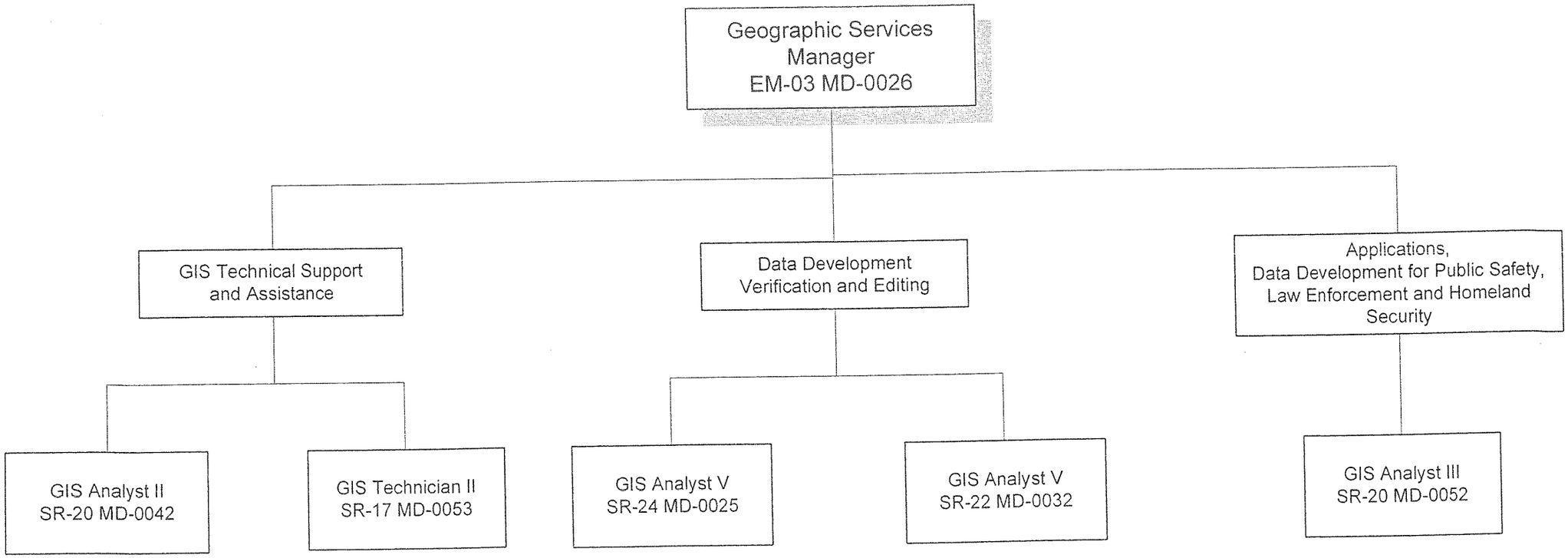
Approved by:

Sheri Morrison, Managing Director — Date

Monday, September 21, 2009

Geographic Analysis and Cartographic Services Division

Organizational Chart
(effective 7/1/09)



Prepared by:

9/4/09

Bill Medeiros, Geographic Services Manager — Date

Approved by:

Sheri Morrison 9/9/09

Sheri Morrison, Managing Director — Date

Friday, September 4, 2009

Geographic Analysis and Cartographic Services Division

Functional Chart
(effective 7/1/09)

Geographic Analysis and Cartographic Services Division

The Geographic Analysis and Cartographic Services Division is the lead technical agency within the County for the development and analysis of geographic information. The division provides countywide services and standards for geographic information systems (GIS) and other related geospatial technologies, and provides technical support, geographic analyses and cartographic products to County agencies, other government agencies and the public.

Countywide GIS Management

Establish countywide geospatial standards for software, geographic data formats, and map coordinate systems. Coordinate with GIS managers and programs statewide and nationally to ensure that the County of Maui conforms to national standards and to promote the exchange of geographic data and technical expertise.

Geographic Services and Map Production

Provide geographic services and cartographic products. Develop specific data sets in cooperation with client agencies. Perform analyses and queries as required. Generate digital and hard copy products which meet the needs of client agencies within the County, other government agencies and the public.

Data Development and Verification

Develop and maintain geographic data sets. Verify and interpret data from various sources in order to ensure the accuracy of digital geographic data. Scan, digitize and georeference hard copy information for use within GIS and other geospatial technologies.

Technical Support and Applications R&D

Provide GIS (hardware, software and data) technical support for County agencies which utilize GIS software and data. Develop, test and evaluate software, applications, scripts, and extensions in order to maximize the effective use of GIS and other geospatial technologies.

Prepared by: 9/4/09
Bill Medeiros, Geographic Services Manager Date

Approved by: 9/9/09
Cheri Morrison, Managing Director Date

Department of Management
MIS Division

Organizational Chart

(effective 7/1/2007)

Information Systems Manager
EM-05 MD-0017

ADMINISTRATIVE SUPPORT
Secretary I
SR-14 MD-0044

Buyer I
SR-13 MD-0047

TECH SUPPORT
Section Head
Information Systems Analyst VI
SR-26 MD-0021

Helpdesk Support
Computer System Support Tech III
SR-17 MD-0023

Computer System Support Tech I
SR-13 MD-0030

Computer System Support Tech I
SR-13 MD-0054

Field Tech Support
Computer System Support Tech III
SR-17 MD-0037

Computer System Support Tech II
SR-15 MD-0038

Computer System Support Tech I
SR-13 MD-0048

Computer System Support Tech II
SR-15 MD-0049

Infrastructure Support
Information Systems Analyst III
(WAN Engineer)
SR-20 MD-0043

Information Systems Analyst V
(UNIX/Linux SysAdmin)
SR-24 MD-0040

Information Systems Analyst IV
(WIN/VMware SysAdmin)
SR-22 MD-0046

Information Systems Analyst II
(LAN Support)
SR-18 MD-0035

SYSTEM SUPPORT
Information Systems Analyst V
(Oracle DBA)
SR-24 MD-0029

Information Systems Analyst V
(Oracle DBA)
SR-24 MD-0045

Information Systems Analyst IV
(SQLSrvr DBA)
SR-22 MD-0018

Information Systems Analyst V
(Security)
SR-24 MD-0039

Information Systems Analyst V
(BCP)
SR-24 MD-00X1

INFORMATION MANAGEMENT
Section Head
Information Systems Analyst VI
SR-26 MD-0020

Information Systems Analyst V
SR-24 MD-0051

Information Systems Analyst IV
SR-22 MD-0031

InformationSystems Analyst IV
(Web Admin)
SR-22 MD-0022

APPLICATION SUPPORT
Information Systems Analyst V
(P2K, IFAS)
SR-24 MD-0019

Information Systems Analyst V
(IFAS, UTIL)
SR-24 MD-0024

Information Systems Analyst V
(DMVL, RPT)
SR-24 MD-0028

Information Systems Analyst V
(KIVA)
SR-24 MD-0041

Prepared by: 11/27/07
Jacob W. Verkerke, IS Manager — Date

Approved by: 2/2/08

Department of Management
MIS Division

Functional Chart

Effective July 1, 2009

Management Information Systems Division

As the central Information Technology agency for the County, MIS assists the County's departments and agencies in the acquisition and use of computer technology to achieve their goals and objectives.

Administrative Support Section

Provide for support for efficient operation of Division and IT purchasing support County-wide.

Technical Support Section

System Support

Responsible for the management of Database Management Systems, Security Systems, and IT Business Continuity Programs throughout the County of Maui. Such management includes requirements and systems analysis, installation and configuration, performance monitoring, version management, and data storage and recovery.

Information Management Section

Responsible for the delivery of complete, accurate, timely, and consistent information to the organization in the right format at the right time. Such responsibility includes the management of data standards and quality, of the methodology and tools required to extract information from the organization's data, of the requirements and process analysis required to define the nature of the information, of data security, and of the delivery tools and methods.

APPLICATION SUPPORT

Responsible for the management of the County of Maui's Information Systems and Corporate Applications. Such management includes requirements analysis, business process analysis, system specification development, installation and configuration, software and hardware upgrade management, testing, and system maintenance.

Helpdesk Support

Provide technical support over the phone and via email for the County of Maui's desktop PCs, laptops, printers, scanners, and similar equipment, and the desktop software running on this equipment. Calls will be logged and assigned for the Field Tech Support Unit and other MIS staff as required.

Field Tech Support

Provide technical support for the County of Maui's desktop PCs, laptops, printers, scanners, and similar equipment, and the desktop software running on this equipment. Such support will focus on on-site installation, configuration, troubleshooting diagnostics, repair, and enduser instruction.

Infrastructure Support

Provide technical support for the County of Maui's server and network infrastructure and the operating systems running on that infrastructure. Such support includes design, installation, monitoring, troubleshooting diagnostics, repair, and access control services.

Prepared by:

Jacob W. Verkerke, IS Manager — Date 9/3/09

Approved by:

Sheri Morrison, Managing Director — Date 9/3/09

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COST OF GOVERNMENT COMMISSION
DEPARTMENT OF MANAGEMENT
SUBCOMMITTEE
EXHIBIT B

OFFICE OF THE MAYOR
CITY AND COUNTY OF HONOLULU
530 SOUTH KING STREET • HONOLULU, HAWAII 96813
Phone: (808) 768-4275 • Fax: (808) 768-4242 • INTERNET: www.honolulu.gov

RECEIVED
2009 DEC -2 PM 2:36
OFFICE OF THE MAYOR

MUFI HANNEMANN
MAYOR

KIRK W. CALDWELL
MANAGING DIRECTOR

TRUDI S. SAITO
DEPUTY MANAGING DIRECTOR

November 27, 2009

Ms. Yarrow Flower
Chair
Department of Management Subcommittee
County of Maui Cost of Government Commission
200 South High Street
Wailuku, Hawaii 96793-2155

Dear Ms. Flower:

Thank you for your letter of October 19, 2009, inquiring about a Department of Management.

The City and County of Honolulu does not have such an agency, but it does have a managing director created by Article VI of the Revised Charter of the City and County of Honolulu (RCH).

Section 6-101, RCH, states:

1. There shall be a managing director who shall be appointed and may be removed by the mayor. The managing director shall be the principal management aide of the mayor. The managing director shall have had at least five years of such training and experience, either in public service or private business, as shall qualify the managing director to perform the executive duties of the managing director's office.
2. The position of the managing director shall be in the office of the mayor.
3. The salary of the managing director shall be established by ordinance. The salary of any incumbent shall be reduced only in the event that a general reduction in salaries of all city officers and employees is simultaneously effected.
4. Should the mayor fail to appoint a managing director within ninety days of the occurrence of any vacancy in the position, unless such period is extended by the council, the council shall make the appointment, but the power to remove the managing director shall nevertheless be vested in the mayor.

Section 6-102, RCH, states:

The managing director shall:

(a) Supervise the heads of all executive departments and agencies assigned to the managing director by Section 4-102 of this charter.

(b) Evaluate the management and performance of each executive agency, including the extent to which and the efficiency with which its operating and capital program and budget have been implemented, appoint the necessary staff to assist in such evaluation and analyses and to assist the executive agencies in improving their performance and make reports to the mayor on findings and recommendations of such evaluation and analyses. A report also shall be made to the police commission when an evaluation and analysis is performed on the police department. A report also shall be made to the fire commission when an evaluation and analysis is performed on the fire department.

(c) Prescribe standards of administrative practice to be followed by all agencies under the managing director's supervision.

(d) Attend meetings of the council and of any board, commission or committee, when requested by the mayor.

(e) Attend meetings of the council and its committees upon request and make available such information as they may require.

(f) Perform all other duties required by this charter or assigned in writing by the mayor.

There are 33 positions assigned to the managing director. All of the positions are appointed but are included in the position classification plan. A listing of the positions, titles, and pay grades is attached (Attachment 1).

As requested, organization charts for the City's Department of Facility Maintenance and Department of Information Technology are also attached (Attachments 2 and 3).

The City's fleet is managed by the Department of Facility Maintenance's Division of Automotive Equipment Service (AES). AES is responsible for planning, directing, coordinating, and administering all programs and activities associated with the maintenance and repair of the automotive, heavy vehicle, and construction equipment fleets of all City departments and agencies (with the exception of the Honolulu Fire Department, Honolulu Police Department, and Board of Water Supply). AES also prepares plans and specifications for the purchase of new vehicles and equipment. The division has the following vehicles/equipment under its jurisdiction: 1,545 on-road/highway vehicles, 125 off-road/non-highway equipment, and 524 miscellaneous

equipment (e.g., trailers, forklifts, compressors, generators, etc.), for a total of 2,194 pieces. City agencies are responsible for determining their vehicle and equipment needs then obtaining funding approvals from their department and from Budget and Fiscal Services. AES is responsible for reviewing the specifications for the vehicles and equipment and providing recommendations.

Asset and lease management for the City and County of Honolulu is not centralized at this time. The assets and leases are managed by the individual City departments.

We hope this information proves helpful to your Management Subcommittee in developing recommendations to improve the efficiency of Maui County.

Sincerely,

Kirk W. Caldwell
Managing Director

Attachments

cc: Mayor Mufi Hannemann
Mr. Kenneth Nakamatsu, Director of Human Resources

Attachment 1

OFFICE OF THE MANAGING DIRECTOR

POSITIONS BY CLASSIFICATION

City Management

Title	Pay Grade	No. of Positions
Clerk Typist	SR 08	2
Sr. Clerk Typist	SR 10	1
Secretary II	SR 14	3
Secretary III	SR 16	2
Pvt. Secretary II	SR 22	1
Pvt. Secretary III	SR 24	1
Management Analyst VI	SR 26	3
Planner III	SR 20	1
Planner V	SR 24	1
Film Industry Dev Spclt	SR 22	1
Admin Svcs Offcr I	EM 01	1
Exec Asst I	EM 07	3
Exec Asst II	EM 08	5
Managing Director	NC 00	1
Dep Managing Director	NC 00	1

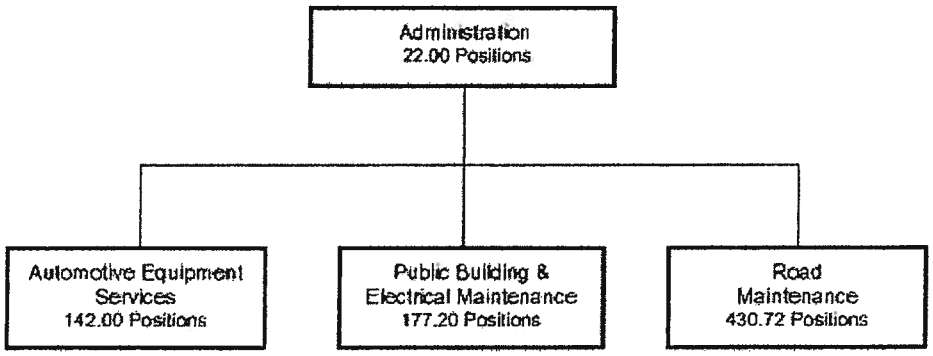
Culture and the Arts

Title	Pay Grade	No. of Positions
Sr. Clerk Typist	SR 10	1
Public Relations Asst	SR 15	1
Records Management Analyst II	SR 18	1
Recreation Asst II	SR 11	1
Recreation Specialist II	SR 22	1
Recreation Specialist IV	SR 26	1

Attachment 2

DEPARTMENT OF FACILITY MAINTENANCE (DFM) ORGANIZATION CHART

Administers the city's repair and maintenance programs for roads, bridges, streams, flood control systems, traffic signs and markings, city buildings and office facilities and city vehicles and heavy equipment (excluding emergency services and Board of Water Supply), Administers the repair and maintenance programs for mechanical, electrical and electronic equipment (excluding computers) for parks, streetlights and communication centers. Provides property management, parking garage management, security and interdepartmental mail services.



As reflected in the FY 2008 Operating Program and Budget document.

Last Reviewed: Wednesday, April 30, 2008

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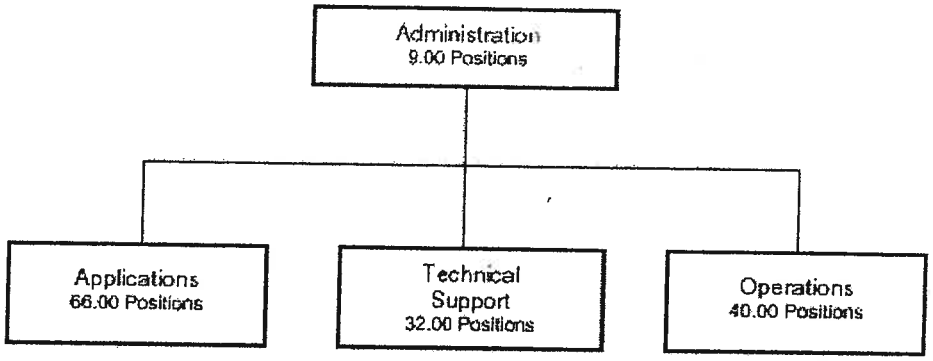
Wednesday, April 30, 2008

Attachment 3

DEPARTMENT OF INFORMATION TECHNOLOGY (DIT) ORGANIZATION CHART

Sets the technological direction, information technology (IT) standards, policies and procedures for the city. Oversees all IT systems and software; provides, repairs and maintains all city computers and provides training for their use. Operates the city's 24-hour operation center and provides specialized IT equipment and assistance to law enforcement in support of homeland security.



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Wednesday, April 30, 2008

COST OF GOVERNMENT COMMISSION
DEPARTMENT OF MANAGEMENT
SUBCOMMITTEE
EXHIBIT C

William P. Kenoi
Mayor

William T. Takaba
Managing Director

Walter K.M. Lau
Deputy Managing Director

County of Hawaii

HILO: 891 Ululani Street • Hilo, Hawai'i 96720-3982 • (808) 961-8211 • Fax (808) 961-6553
KONA: 75-5722 Hanama Place, Suite 102 • Kailua-Kona, Hawai'i 96740
(808) 327-3602 • Fax (808) 326-5663

October 22, 2009

Yarrow Flower, Chair
Department of Management Subcommittee
County of Maui Cost of Government Commission
Office of the Mayor
200 South High Street
Wailuku, Hawaii 96793-2155

Dear Chair Flower:

Thank you for your letter of October 19, 2009 in which you requested information on the structure of Hawaii County's Office of Management.

Organization Chart. Enclosed, please find the organization chart of the Office of Management. The following departments, agencies, and offices are under the direct supervision of the Managing Director: Corporation Counsel, Finance, Planning, Environmental Management, Research & Development, Public Works, Parks & Recreation, Data Systems, Human Resources, Police, Liquor Control, Fire, Water Supply, Civil Defense, Aging, Housing & Community Development, and Mass Transit.

Legal Base. The Office of Management is established in Article VI, Chapter 1 of the Hawaii County Charter. It is further described in Article 2 of the Hawaii County Code.

Status of Positions. All positions in the Office of Management are appointed, except for the following: Administrative Specialist, Immigration Information Specialist, and staff of the Clerical Services section.

Fleet Management. Fleet management is decentralized, or done by individual departments, although inventory records are maintained by the Finance Department's Property Management division.

Asset and Lease Management. Asset and lease management is centralized in the Property Management division. Building maintenance, however, is handled by the Department of Public Works Department's Building division and Park maintenance by the Department of Parks and Recreation.

I hope the above responds adequately to your letter. Should you need anything further, please contact me. Thank you.

Sincerely yours,

William Takaba
MANAGING DIRECTOR

Enclosure

OFFICE OF MANAGEMENT
TABLE OF ORGANIZATION

As of: 10/23/09

MANAGING DIRECTOR
ZO-00002 A-19
William Takaba

PRIVATE SECRETARY
PS-01943 SR-22
Irma Sumera

DEPUTY MANAGING DIRECTOR, WEST HI
ZO-00003 A-18
Wally Lau

ADMINISTRATIVE SPECIALIST
OO-04501 SR-16
Barbara J. Kossow

CLERICAL SERVICES ASST.
OO-04685 SR-11
Megan M. Mitchell

PUBLIC RELATIONS SPECIALIST
MO-02165 SR-24

Public Relations
1) Public & media relations & inquiries
2) Press releases
3) Informational materials
4) Research
5) Speech writing
6) Correspondence
7) Newsletter
8) Annual report
9) Proclamations & certificates
10) Mayor's messages
11) Photographs
12) Represents Mayor when necessary
13) Other as assigned

EXECUTIVE ASSISTANT IV
MO-02444 EM-07
Hunter Bishop

Project Development
1) Project development, tracking, coordination, management
2) CIP planning committee member
3) Community development
4) Research
5) Project/Service Development
6) Public information
7) Complaint resolution
8) Public relations assistance
9) Testimony/speech writing
10) Assists other EAs
11) Represents Mayor when necessary
12) Other as assigned

EXECUTIVE ASSISTANT III
MO-00262 EM-05
Kevin Dayton

Project Development
1) Information & assistance program
2) Bill tracking
3) Testimony/speech writing
4) Research
5) Reports
6) Customer service
7) Complaint resolution
8) Special projects
9) Public relations assistance
10) Assists other EAs
11) Represents Mayor when necessary
12) Other as assigned

EXECUTIVE ASSISTANT II (1/2 T)
MO-04084 EM-03
Rosie Rosenthal

Public Relations (Videography)
1) Special events videography
2) Public information
3) Research
4) Assists other EAs
5) Represents Mayor when necessary
6) Other as assigned

EXECUTIVE ASSISTANT III, W/HI
MO-03067 EM-05
Bobby Command

Project Development West Hawaii
1) Project development, tracking, coordination, management, West HI
2) Roads & infrastructure, West HI
3) Grant writing & management
4) Testimony/speech writing
5) Research
6) Public relations assistance, West HI
7) Internal investigations
8) Assists other EAs, DMD
9) Represents Mayor when necessary
10) Other as assigned

EXECUTIVE ASSISTANT III
MO-03323 EM-05
Charmaine L.D. Shigemura

CLERICAL SERVICES
CS Supervisor II
OO-01921 SR-16
Kaycie A.I. Carter
CS Staff Asst.
OO-02508 SR-13
Jean Viernes
CS Assistant
OO-2359 SR-11
(Vacant)
CS Assistant
OO-02208
Paulette Cainglit
CS Assistant
OO-01905
Sandra K. Arriola

CLERK III
MO-02502 SR-10
Nadine Pomroy

Administrative Services
1) Clerical services
2) Accounting/office budget
3) Personnel
4) Boards & commissions
5) Sister cities
6) Represents Mayor when necessary
7) Assists other EAs
8) Drug programs
9) Other

PROGRAM MANAGER
SPF-SIG
Keenan Kahalioumi

IMMIGRATION INFO SPECIALIST
00-4259 SR-22
Rose Y. Bautista

DEPARTMENTS

COST OF GOVERNMENT COMMISSION
DEPARTMENT OF MANAGEMENT
SUBCOMMITTEE
EXHIBIT D

(As of February 20, 2001)

Section 4-201. Assignment of New Duties and Functions --

New duties and functions may be assigned by the mayor to departments of the executive branch established by this charter, excepting the departments or agencies reporting directly to the mayor. This section shall not apply to the prosecuting attorney, nor shall it apply to the board of water supply or any other semi-autonomous agency created pursuant to this charter. *(1992 General Election Charter Amendment Question No. 27; Reso. 95-205)*

(As of February 20, 2001)

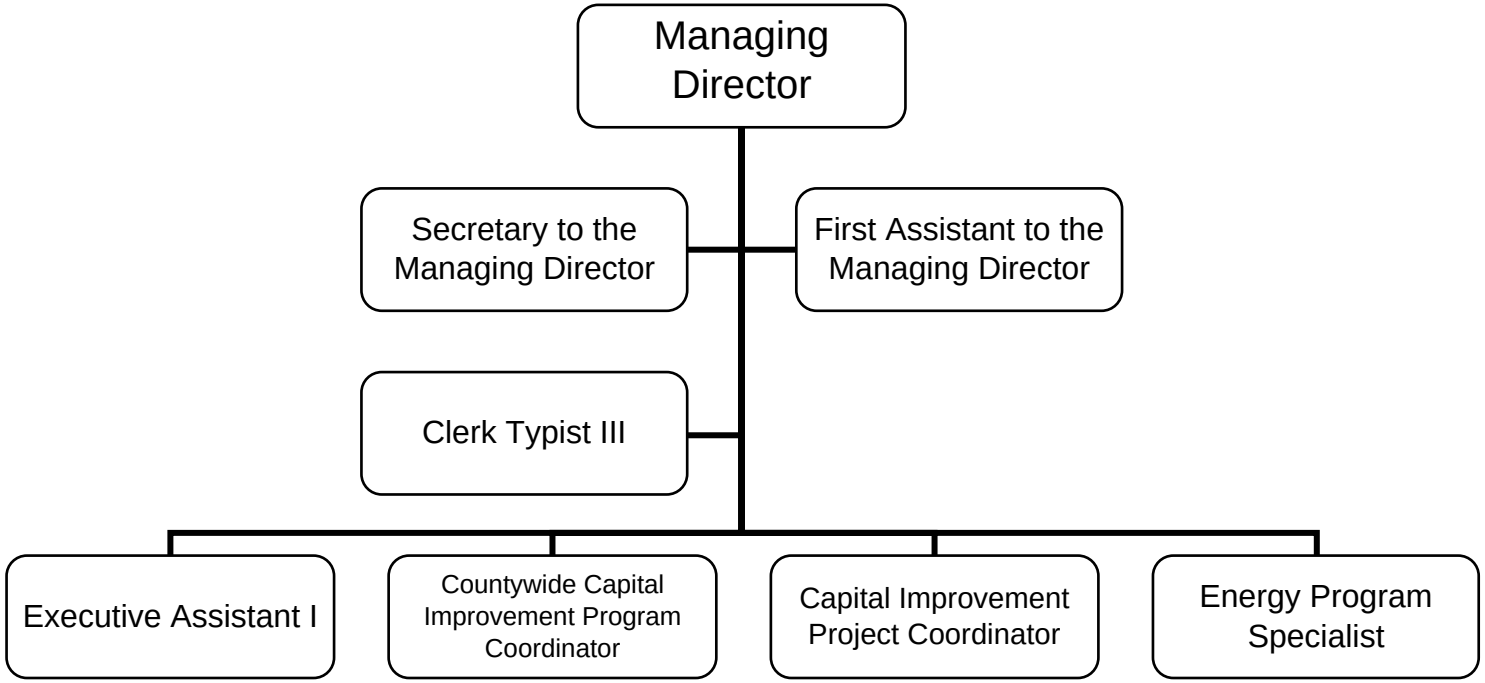
Section 4-202. Executive Reorganization Power --

In the interest of administrative efficiency, effectiveness and economy, the mayor, and only the mayor, may propose to the council that the duties and functions of existing departments or agencies of the executive branch, excepting departments or agencies reporting directly to the mayor and not including semi-autonomous agencies, be changed or departments or agencies be created, combined, rearranged, renamed or eliminated. All such proposals shall be in a form stylistically equivalent to that of a proposal for charter amendment. Such proposal or proposals shall take effect upon approval of the council or sixty days after transmittal to the council unless rejected by a two-thirds vote of the council's entire membership. Within six months thereafter, the corporation counsel, as revisor, shall prepare a supplement of an edition, or a new edition, of the charter which contains the reorganization language previously approved, and said language shall take effect as charter language and may be subsequently published as such.

Not more than twenty departments shall exist at any one time; provided, however, that neither the office of the mayor, the office of the managing director, the prosecuting attorney, nor the board of water supply or any other semi-autonomous agency shall be counted as "departments" for the purpose of this prohibition. *(1992 General Election Charter Amendment Question No. 27; Reso. 95-205; 1998 General Election Charter Amendment Question No. 5(I))*

COST OF GOVERNMENT COMMISSION
DEPARTMENT OF MANAGEMENT
SUBCOMMITTEE
EXHIBIT E

Department of Management
Sample Organizational Chart



COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
LIST OF EXHIBITS

Exhibit 1	Response to Energy Subcommittee's "County Vehicle Fleet Questions," with attached list of the number of vehicles in each County department (Attachment A), submitted by Finance Director Kalbert Young, with additional comments submitted by Energy Commissioner Victor Reyes (October 19, 2009)
Exhibit 2	Maui Vehicle Fleet Estimated Replacement Cost, prepared by the Energy Subcommittee (November 2009)
Exhibit 3	Chart of Maui County annual budgets from FY06 thru FY10, provided by Finance Director Kalbert Young in an October 8, 2009 presentation to the Cost of Government Commission entitled, "Economic Update: County Budget and Fiscal Status (2010)"
Exhibit 4	"Audit of Select Management Practices of City-Owned Passenger Vehicles Under the Jurisdiction of the Department of Facility Maintenance," prepared by the Office of the City Auditor, City and County of Honolulu (October 2009).
Exhibit 5	Response to Energy Subcommittee's "Fiscal Implementation Team Questions," with attached list of vehicle purchases approved by FIT from FY09–FY10, submitted by Budget Director Fred Pablo (December 22, 2009)
Exhibit 6	Table 16, "County of Maui Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2008
Exhibit 7	Vehicle Replacement, S.O.P. 104.1, Maui County Police Department (rev. 10/22/03)
Exhibit 8	Motor Vehicle and Equipment Replacement Policy, Department of Public Works and Environmental Management (undated)
Exhibit 9	Response to Energy Subcommittee's "Questions Regarding Use of County Vehicles for Commuting," submitted by Finance Director Kalbert Young (December 24, 2009)
Exhibit 10	Copy of e-mail from Captain Lawrence K. Hudson, Maui Police Department, to Malcolm H. Findley, Chair, Energy Subcommittee (November 30, 2009) regarding percentage of MPD vehicles damaged in accidents per year
Exhibit 11	Letter from Honolulu Managing Director Kirk Caldwell to Malcolm Findley, Chair, Energy Subcommittee (November 17, 2009)
Exhibit 12	Copy of e-mail from Finance Director Kalbert Young to Shelley Pellegrino, Executive Assistant to the Mayor, and Sheri Morrison, Managing Director, regarding Energy Subcommittee's request for information regarding surplusing and/or retiring older, high mileage vehicles (November 5, 2009)
Exhibit 13	Response to Energy Subcommittee's "Questions for Department of Public Works," with attached vehicle inventory (Attachment A), submitted by Michael Miyamoto, Deputy Director, Department of Public Works (November 19, 2009)

Exhibit 14 Excerpts from "Sustainable Energy: Strategies for Implementation," a September 2009 report developed by the Maui County Energy Alliance Working Groups, presented at the Maui County Energy Expo 2009.

Exhibit 15 Chart of Department of Water Supply electricity expenses between FY2001 and FY2010, submitted by Jeffrey Eng, Director, Department of Water Supply

Exhibit 16 Response to Energy Subcommittee's "Questions for Jeff Eng, Water Director," submitted by Jeffrey Eng, Director, Department of Water Supply (November 30, 2009)

Exhibit 17 Power cost charts for the Wastewater Reclamation Division, submitted by Dave Taylor, Chief, Wastewater Reclamation Division, Department of Environmental Management

Exhibit 18 "County of Maui – Sales (in kWh) for the month of September and September 2009 YTD," provided by Maui Electric Company, Ltd.

Exhibit 19 Sample Maui Electric Company billing statement for sewer treatment station 09 (November 2009)

Exhibit 20 Response to Energy Subcommittee's "Questions for Maui Electric Company," submitted by Edward Reinhardt, President, Maui Electric Company (January 7, 2010)

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 1

COUNTY VEHICLE FLEET QUESTIONS
(Finance Response: October 19, 2009)

October 1, 2009 Questions

The 2009 Maui County Energy Alliance report created working groups that provided 36 pages of recommendations. It is the intention of the Energy Subcommittee to build upon and enhance those recommendations specifically relating to County departments. According to the report the largest single source of carbon dioxide is transportation (p. 34) with Maui second to Oahu. Furthermore, transportation presents the largest potential for making a carbon dioxide reduction (p. 34). The report further emphasized the importance of the County "Leading by Example" through focusing on energy efficiency and conservation in the County's vehicle fleet (Pages 15, 20, 22, 34, and 35).

To enable the subcommittee to carry out a full analysis we need to obtain an understanding of various aspects of the vehicle fleet. To accomplish this promptly, we are seeking answers to the following questions:

1. ***How many vehicles total are presently in the County's fleet? What is the breakdown by cars/SUVs, pickups, heavy trucks, other (e.g. scooters)? (Note: either a number or a percentage for each category would be fine).***

   As of June 30, 2009 there are 1,268 vehicles owned and registered by the County of Maui. Each vehicle is assigned to a specific department, which is responsible for keeping an inventory of the vehicles it uses.

County of Maui
Number of Vehicles
By Department
(as of June 30, 2009)

COUNCIL	1
CLERKS	1
MD	2
CORP COUNSEL	2
PROS ATTY	6
FINANCE	23
PLANNING	12
POLICE	400
FIRE	74
CIVIL DEFENSE	3
LIQUOR	18
HSG/HUMAN CONCERNS	76
PARKS	142
PUBLIC WORKS	198
TRANSPORTATION	7
ENVIR MGMT	140
WATER SUPPLY	164
TOTAL	**1,268**

2. What is the total number of miles driven by the fleet annually?

There is no centralized recordation or accounting of miles driven throughout the vehicle fleet. Each department monitors its own vehicle use. There is likely variation in the methods and systems to record vehicle use because each department has varying vehicle types, uses, and utility requirements. In addition, depending upon the department or the location of certain vehicles, there may be some vehicles that can be better tracked than others. For example, for vehicles that are refueled at County baseyards (located in Wailuku, Upcountry, Lahaina, Molokai, Lanai, and Hana), vehicle mileage information is gathered electronically. Other departments (e.g., Police, Water) have their own facilities. With respect to vehicles that are refueled at County baseyards, mileage information may or may not be provided on a regular basis to the departments that manage those vehicles. To obtain more detailed information on vehicle usage, the subcommittee will need to contact departments directly.

3. What is the total $ figure that the County is spending annually in purchasing vehicles and maintaining the fleet including fuel?

The cost of fuel varies annually for the County of Maui based first on the cost of gasoline and second on the nature of work and projects required of departments during the course of the year that may increase the use of fuel. In Fiscal Year 2009 (FY09), the County of Maui budgeted approximately $1.9 million for gasoline, oil, and diesel across all departments. The cost to maintain the County fleet was approximately $2.9 million in the same fiscal year for garage services alone, but may also include other minor maintenance expenses of individual departments as well.

4. Which five departments have the largest fleets and what is the number of vehicles in each? By department, what types are these (e.g., car/SUV, pickups, heavy trucks)?

The departments with the largest fleets are Police, Public Works, Water, Parks and Recreation, and Environmental Management. Please refer to the table provided in question number 1 above.

5. How are new vehicles purchased? Which department or departments let the contract/ purchase order. Is there one master or bulk contract and, if so, does it provide for a discount?

Most departments provide vehicle specifications to the Department of Public Works' Highways Division, which is also responsible for placing the bid advertisements. The

Department of Finance procures the vehicles. There is no master or bulk contract. For further information, you may wish to the Purchasing Division in the Department of Finance or the County Garage in the Highways Division of the Department of Public Works.

6. Who determines what types of vehicles (including engine size/fuel efficiency) are purchased in each of the five departments with the largest fleets?

In general, the departments determine what types of vehicles should be purchased. Currently, however, all vehicle purchases are reviewed by the "Fiscal Implementation Team," comprised of the Budget Director, the Finance Director, and the Managing Director.

7. How many electric plug in and flex fuel hybrid vehicles are there now in the County's fleet total? How many are now on order? Which departments have them and how many?

The Mayor currently drives the only plug-in electric hybrid vehicle. Beginning in FY06, the County of Maui began a program to procure hybrid vehicles where utility and operations made economic sense for certain departments. Determination of economic benefit for hybrid vehicles includes cost premium for hybrid vs. gasoline counterpart, expected driving use and conditions, relative cost of gasoline at time of analysis and procurement, and anticipated lifespan of county ownership. With respect to other hybrid vehicles, each department would need to be asked individually how many they have.

8. Are there targets for fossil fuel cost reduction/usage now established by the County? How about targets for increased mileage? If so, what are they?

County Energy Coordinator Victor Reyes stated that in last year's state legislative session, the House and Senate introduced legislation to amend HRS Section 103D-412 to shift the focus of vehicle purchases from energy efficiency to reducing dependence on petroleum-based fuel. The bills (HB1466 and SB552) did not pass.

According to Mr. Reyes, the amendment proposed that beginning January 1, 2010, all state and county agencies were to procure new vehicles in the following order of priority, provided they meet the needs of the agencies: 1) electric or plug-in hybrid electric vehicle; 2) hydrogen or fuel cell vehicle; 3) flexible fuel vehicle; 4) hybrid electric vehicle; and 5) fuel economy leaders in its vehicle class as identified by the EPA. The amendment would have replaced the current formula for an increasingly higher percentage (5%) of efficient vehicles over the previous year (currently requiring 45% of purchases). The amendment also proposed to delete the definition of energy efficient vehicles to include those using alternative fuels.

According to Mr. Reyes, the County currently meets the 45% requirement (meaning 45% of purchases must be for vehicles that are on the top of mileage rating for its class). However, there is no definitive metric-based target for county vehicle purchases, except for the 5% improvement annually until 75% of all purchases is reached

Mr. Reyes also stated that he thinks "this is an opportunity to craft our own vehicle purchase standards as part of the overall County energy efficiency and conservation policy." He indicated that he understands a person has been assigned (or is being) assigned to lead the effort in this policy, but did not identify this person by name.

9. How is fossil fuel purchased for County vehicles? Credit card by department or employee? Bulk purchase with pumps at fleet maintenance yard?

Fossil fuel is purchased in bulk through the Department of Public Works' Highways Division. The County solicits an annual contract each year for gas, diesel, and biodiesel. The current contract is held by Maui Petroleum. Most County vehicles are refilled at County baseyards located in Wailuku, Upcountry, Lahaina, Molokai, Lanai, and Hana. Some departments (e.g., Water, Police) have their own fuel locations.

10. Does the County at this time provide any $ incentives to departments to use non-fossil fuel vehicles?

No.

<u>October 12, 2009 Questions</u>

11. What was the total amount expended last FY to purchase, maintain and operate the County's entire vehicle fleet? (Note: The number does not have to be exact and can be rounded off to the nearest thousand)

This information would need to be gathered individually by department.

12. What percentage of the County's total budget is the above number?

This figure would need to be derived from information gathered in question 11 above.

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 1
ATTACHMENT A

Description	Make	Model	Department
VAN WHITE SEVEN PASSENGER	FORD	FREESTAR	COUNCIL
MINIVAN WHITE	FORD	WINDSTAR	CLERKS
93 FORD AEROSTAR VAN	Ford	Aerostar	MD
87 CHEV PU	Chev		MD
96 CHEV 4D SEDAN CORSICA			CORP COUNSEL
SUV	FORD	ESCAPE	CORP COUNSEL
SEDAN COMPACT	FORD	4DSD	PROS ATTY
TRAILBLAZER 4X4	CHEVROLET	CT15506	PROS ATTY
SEDAN 4 DOOR	CHEV	MALIBU	PROS ATTY
WAGON UTILITY	FORD	ESCAPE	PROS ATTY
4 X 4	FORD	ESCAPE	PROS ATTY
95 FORD EXPLORER			PROS ATTY
CAR USED	FORD	TAURUS	FINANCE
SUV 4X2	FORD	ESCAPE	FINANCE
VEHICLE UTILITY 4 DOOR	JEEP	LIBERTY	FINANCE
VEHICLE UTILITY 4 X 4	JEEP	LIBERTY	FINANCE
SEDAN 4 DOOR	FORD	FOCUS	FINANCE
2007 VEHICLE	FORD	ESCAPE	FINANCE
VEHICLE 4 X 4	JEEP	LIBERTY SPORT	FINANCE
4 X 4	JEEP	LIBERTY SPORT	FINANCE
CAR USED	VOLKSWAGON	JETTA	FINANCE
1989 FORD ESCORT	Ford	Escort	FINANCE
89 FORD ESCORT 4DSD	Ford	Escort	FINANCE
90 FORD TEMP 4DR	Ford	Tempo	FINANCE
CHEVY CAVAL. 4DSD 93	Chev	Cavalier	FINANCE
SUBARU LEGCY 4DSD 93	Subaru	Legacy	FINANCE
95 CHEV CORSICA	Chev	Corsica	FINANCE
92 DODGE CARAVAN	Dodge	Caravan	FINANCE
1996 CHEV CORSICA	Chev	Corsica	FINANCE
96 CHEV CORSICA	Chev	Corsica	FINANCE
1999 FORD CONTOUR AND/OR	FORD	CONTOUR	FINANCE
ONE 4X4 4DR JEEP LIBERTY,	JEEP	LIBERTY	FINANCE
1999 SEDAN 4 DR	DODGE	STRATUS	FINANCE
4X4 DR UTILITY VEHICLE	JEEP	LIBERTY	FINANCE
4X4 4-DOOR UTILITY VEHICLE	JEEP	LIBERTY	FINANCE

CAR	FORD	ESCAPE	PLANNING
CAR	FORD	ESCAPE	PLANNING
CAR	FORD	ESCAPE	PLANNING
VEHICLE - UTILITY WAGON	FORD	EXPLORER	PLANNING
VEHICLE PASSENGER	FORD	ESCAPE	PLANNING
JEEP 4X4	JEEP	LIBERTY SPORT	PLANNING
JEEP 4X4	JEEP	LIBERTY SPORT	PLANNING
SUV 4X4	JEEP	LIBERTY	PLANNING
SEDAN	FORD	ESCAPE	PLANNING
SEDAN	FORD	ESCAPE	PLANNING
CHEV S10 BLAZER	Chev	Blazer 4x4	PLANNING
FORD BRONCO 2-DOOR	FORD	BRONCO	PLANNING
P/UP TRUCK 4X4 4 DOOR	TOYOTA		POLICE
TRUCK P/UP	FORD	F150	POLICE
TRUCK P/UP	FORD	F150	POLICE
89 CHEVY CAMARO IROC	Chev	Camero	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
90 FORD RANGER PKUP	Ford	Ranger XLT	POLICE
96 CHEV LUMINA 4DR	Chev	Lumina	POLICE
96 CHEV LUMINA 4DR	Chev	Lumina	POLICE
96 CHEV LUMINA 4DR	Chev	Lumina	POLICE
97 FORD CRN VICT	Ford	Crown Victor	POLICE
97 FORD TAURUS 4DR	Ford	Taurus GL	POLICE
97 FORD TAURUS 4DR	Ford	Taurus	POLICE
97 FORD TAURUS 4DR	Ford	Taurus GL	POLICE
97 FORD TAURUS 4DR	Ford	Taurus	POLICE
97 FORD TAURUS 4DR	Ford	Taurus	POLICE
97 FORD TAURUS 4DR	Ford	Taurus	POLICE
97 FORD TAURUS 4DR	Ford	Taurus	POLICE
97 FORD TAURUS 4DR	Ford	Taurus GL	POLICE
97 FORD TAURUS 4DR	Ford	Taurus GL	POLICE
97 FORD TAURUS 4DR	Ford	Taurus GL	POLICE
97 FORD TAURUS 4DR	Ford	Taurus	POLICE
98 FORD TAURUS 4DR	Ford	Taurus LX	POLICE
98 FORD TAURUS 4DR	Ford	Taurus	POLICE
98 FORD TAURUS 4DR	Ford	Taurus	POLICE
83 CHEV 3/4 TON TRK	Chev	Blazer	POLICE

99CHEV LUMINA	Chev	Lumina	POLICE
99 CHEV LUMINA	Chev	Lumina	POLICE
99 CHEV LUMINA	Chev	Lumina	POLICE
99 CHEV LUMINA	Chev	Lumina	POLICE
99 CHEV LUMINA	Chev	Lumina	POLICE
99 CHEV LUMINA	Chev	Lumina	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
00 CHEV S10 BLAZER	Chev	Blazer	POLICE
00 CHEV S10 BLAZER	Chev	Blazer	POLICE
97 JEEP WRANGLER	Jeep	CJ	POLICE
95 JEEP GRAND CHEROKEE 4DR WHT	Chev	Lumina	POLICE
2003 4-DOOR SEDAN	FORD	TAURUS	POLICE
2003 4-DOOR SEDAN	FORD	TAURUS	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
2003 4-DOOR SEDAN	FORD	TAURUS	POLICE
2003 4-DOOR SEDAN	FORD	TAURUS	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SUV	FORD	EXPEDITION	POLICE
4 DOOR GRAND MARQUIS SEDAN	MERCURY	GRAND MARQUIS GS	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
CHEV IMPALA	CHEVROLET	IMPALA	POLICE
2003 4-DOOR SEDAN	FORD	TAURUS	POLICE
2003 4-DOOR SEDAN	FORD	TAURUS	POLICE
2003 4-DOOR SEDAN	FORD	TAURUS	POLICE

2003 4-DOOR SEDAN	FORD	TAURUS	POLICE
2003 4-DOOR SEDAN	FORD	TAURUS	POLICE
2003 4-DOOR CROWN VICTORIA	FORD		POLICE
4 DOOR SEDAN	FORD	TAURUS	POLICE
4 DOOR SEDAN	FORD	TAURUS	POLICE
4 DOOR SEDAN	FORD	TAURUS	POLICE
4 DOOR SEDAN	FORD	TAURUS	POLICE
4 DOOR SEDAN	FORD	TAURUS	POLICE
4 DOOR SEDAN	FORD	TAURUS	POLICE
4 DOOR SEDAN	FORD	TAURUS	POLICE
4 DOOR SEDAN	FORD	TAURUS	POLICE
4 DOOR SEDAN	FORD	TAURUS	POLICE
4 DOOR SEDAN	FORD	TAURUS	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
TRUCK PICK/UP	FORD	1999	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
4-DOOR CROWN VICTORIA	FORD		POLICE
4-DOOR CROWN VICTORIA	FORD		POLICE
4-DOOR CROWN VICTORIA	FORD		POLICE
4-DOOR CROWN VICTORIA	FORD		POLICE
4-DOOR CROWN VICTORIA	FORD		POLICE
4-DOOR CROWN VICTORIA	FORD		POLICE
4-DOOR CROWN VICTORIA	FORD		POLICE
4-DOOR CROWN VICTORIA	FORD		POLICE
4-DOOR CROWN VICTORIA	FORD		POLICE
4-DOOR CROWN VICTORIA	FORD		POLICE
4-DOOR CROWN VICTORIA	FORD		POLICE
2003 4X4 SUV	FORD	EXPLORER	POLICE
2003 4X4 SUV	FORD	EXPLORER	POLICE
2003 4X4 SUV	FORD	EXPLORER	POLICE
2003 4X4 SUV	FORD	EXPLORER	POLICE
2003 4X4 SUV	FORD	EXPLORER	POLICE

AMBULANCE DIESEL BOX	FORD		POLICE
2004 OXFORD WHITE	FORD	EXPLORER	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SUV L 4X4	FORD	EXPLORER	POLICE
SUV L 4X4	FORD	EXPLORER	POLICE
SUV	FORD	EXPLORER	POLICE
SUV	FORD	EXPLORER	POLICE
SUV 4X4	FORD	EXPLORER	POLICE
SUV 4X4	FORD	EXPLORER	POLICE
SUV 4X4	FORD	EXPLORER	POLICE
SUV 4X4	FORD	EXPLORER	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
EXCURSION 4X4 SSV	FORD	U41	POLICE
EXCURSION 4X4 SSV	FORD	U41	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE

SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SUV	FORD	EXPLORER	POLICE
SUV	FORD	EXPLORER	POLICE
SUV	FORD	EXPLORER	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
VAN, 8 PASSENGER, AUTO,	TOYOTA	SIENNA 2005	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE

SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SUV	FORD	EXPLORER	POLICE
TRUCK P/UP CREW CAB	FORD	F350	POLICE
TRUCK P/UP CREW CAB	FORD	F350	POLICE
VAN SUPER CARGO	FORD	E350	POLICE
VAN SUPER CARGO	FORD	E350	POLICE
P/UP TRUCK 4X4 CREW CAB	FORD	F350	POLICE
P/UP TRUCK	FORD	F350	POLICE
P/UP TRUCK	FORD	F350	POLICE
P/UP TRUCK	FORD	F350	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE

SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
TRUCK	FORD	F350	POLICE
TRUCK	FORD	F350	POLICE
TRUCK	FORD	F250	POLICE
SUV	DODGE	DURANGO	POLICE
SUV	DODGE	DURANGO	POLICE
SUV	DODGE	DURANGO	POLICE
SUV	DODGE	DURANGO	POLICE
SUV	DODGE	DURANGO	POLICE
SUV	DODGE	DURANGO	POLICE
SUV	DODGE	DURANGO	POLICE
SUV	DODGE	DURANGO	POLICE
SUV	DODGE	DURANGO	POLICE
TRUCK P/UP	FORD	F150	POLICE
TRUCK P/UP	FORD	F150	POLICE
TRUCK P/UP	FORD	F150	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE

SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
95 FORD VAN E-250	Ford	Van	POLICE
94 FORD TRK W/CAGE	Ford	F150	POLICE
95 FORD CRN VICT	Ford	Crown Victor	POLICE
95 FORD ECONO VAN	Ford	Econoline250	POLICE
96 FORD CRN VICT	Ford	Crown Victor	POLICE
96 FORD CRN VICT	Ford	Crown Victor	POLICE
96 CHEV VAN CARGO	Chev		POLICE
97 FORD CRN VICT	Ford	Crown Victor	POLICE
97 FORD CRN VICT	Ford	Crown Victor	POLICE
97 FORD CRN VICT	Ford	Crown Victor	POLICE
97 FORD CRN VICT	Ford	Crown Victor	POLICE
97 FORD CRN VICT	Ford	Crown Victor	POLICE
98 FORD CRN VICT	Ford	Crown Victor	POLICE
98 FORD CRN VICT	Ford	Crown Victor	POLICE
98 FORD CRN VICT	Ford	Crown Victor	POLICE

98 FORD CRN VICT	Ford	Crown Victor	POLICE
90 FORD AMBULANCE	Ford		POLICE
90 FORD AMBULANCE	Ford		POLICE
99 FORD CRN VICT	Ford	Crown Victor	POLICE
99 FORD CROWN VICT	Ford	Police Inter	POLICE
99 FORD CRN VICT	Ford	Police Inter	POLICE
99 FORD CRN VICT	Ford	Crown Victor	POLICE
99 FORD CRN VICT	Ford	Police Inter	POLICE
99 FORD CROWN VICT	Ford	Police Inter	POLICE
99 FORD CROWN VICT	Ford	Police Inter	POLICE
00 FORD CROWN	Ford	Police Inter	POLICE
00 FORD CROWN	Ford	Police Inter	POLICE
00 FORD CROWN	Ford	Crown Victor	POLICE
00 FORD CROWN	Ford	Police Inter	POLICE
00 FORD CROWN	Ford	Police Inter	POLICE
00 FORD CROWN	Ford	Police Inter	POLICE
00 FORD EXPLORER	Ford	Explorer	POLICE
00 FORD EXPLORER	Ford	Explorer	POLICE
00 FORD CRN VIC	Ford	Police Inter	POLICE
00 FORD CRN VIC	Ford	Police Inter	POLICE
00 FORD CRN VIC	Ford	Police Inter	POLICE
00 FORD CRN VIC	Ford	Police Inter	POLICE
00 FORD CRN VIC	Ford	Police Inter	POLICE
00 FORD CRN VIC	Ford	Police Inter	POLICE
00 FORD CRN VIC	Ford	Police Inter	POLICE
00 FORD CRN VIC	Ford	Crown Victor	POLICE
00 FORD E150 XL VAN	Ford	Van	POLICE
88 DODGE VAN	Dodge	RAM 250	POLICE
01 FORD CROWN VICT			POLICE
01 FORD CROWN VICT			POLICE
01 FORD CROWN VICT			POLICE
01 FORD CROWN VICT			POLICE
01 FORD CROWN VICT			POLICE
01 FORD CROWN VICT			POLICE
01 FORD CROWN VICT			POLICE

CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
CAR	FORD	CROWN VICTORIA	POLICE
TRUCK BASE	FORD	F250 OXFORD	POLICE
2003 4x4 SUV	FORD	EXPLORER	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
VAN PRISONER TRANSPORT	FORD	E250	POLICE
VAN PRISONER TRANSPORT	FORD	E250	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	TAURUS	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SUV	HONDA	CRV	POLICE

SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN	FORD	CROWN VICTORIA	POLICE
SUV	FORD	EXPEDITION	POLICE
SUV 4X4 4 DOOR	TOYOTA		POLICE
SUV 4X4 4 DOOR	TOYOTA		POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SUV	FORD	EXPEDITION	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SUV	FORD	EXPEDITION	POLICE
SUV	FORD	EXPEDITION	POLICE
SUV	FORD	EXPEDITION	POLICE
SUV	FORD	EXPEDITION	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SUV	FORD	EXPEDITION	POLICE
SUV	FORD	EXPEDITION	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SEDAN	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
SUV	FORD	EXPEDITION	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	FORD	CROWN VICTORIA	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
2003 4-DOOR SEDAN	FORD	TAURUS	POLICE

2003 4-DOOR SEDAN	FORD	TAURUS	POLICE
SEDAN 4 DOOR	CHEVROLET	IMPALA	POLICE
88 OLDSMOBILE SW	Oldsmobile	CutlassCruis	POLICE
88 ISUZU TROOPER	Isuzu	Trooper	POLICE
VAN SPECIALTY	DODGE	CARAVAN	POLICE
TRUCK	FORD	F250	FIRE
TRUCK	FORD	F250	FIRE
105 AERIAL LADDER APPARATUS	PIERCE	BRUSHPUMPER	FIRE
BRUSH PUMPER	KENWORTH		FIRE
MINI PUMPER	FORD	F550	FIRE
MINI PUMPER	FORD	F550	FIRE
MINI PUMPER	FORD	F550	FIRE
PUMPER	PIERCE	DASH	FIRE
PUMPER	PIERCE	DASH	FIRE
TRUCK UTILITY	CHEVROLET	SILVERADO	FIRE
4X4 HAWK PUMP TANKER	PIERCE	SABER	FIRE
TRUCK	FORD	F350	FIRE
WATER TANKER	PIERCE	HAWK EXTREME	FIRE
WATER TANKER	PIERCE	HAWK EXTREME	FIRE
WATER TANKER	PIERCE	HAWK EXTREME	FIRE
VEHICLE	FORD	EXPLORER	FIRE
VEHICLE	FORD	EXPLORER	FIRE
TRUCK 4X4	FORD	F350	FIRE
TRUCK KING CAB	NISSAN	FRONTIER	FIRE
TRUCK KING CAB	NISSAN	FRONTIER	FIRE
TRUCK KING CAB	NISSAN	FRONTIER	FIRE
SUV MID SIZE 4X4 WHITE	GMC	ENVOY	FIRE
TRUCK AIR LIGHT	FREIGHTLINER	M2106	FIRE
TRUCK AIR LIGHT	FREIGHTLINER	M2106	FIRE
TRUCK AIR LIGHT	FREIGHTLINER	M2106	FIRE
2003 VEHICLE	CHEVROLET	TAHOE	FIRE
SUV	CHEVROLET	TAHOE	FIRE
PUMPER FIRE 4X4 SVI	SPARTAN	2009	FIRE
PUMPER FIRE 4X4 SVI	SPARTAN	2009	FIRE
TRUCK BRUSH INITIAL ATTACK	PIERCE	GMC	FIRE

TRUCK LONG BEB 2WD	NISSAN	TITAN KING CAB XE	FIRE
TRUCK 4X4	FORD	EXPLORER	FIRE
TRUCK 4X4	FORD	EXPLORER	FIRE
91 WHITE GMC TANKER	Auto Car		FIRE
91 JEEP 4DSW 4X4	Jeep	Cherokee	FIRE
84 PIERCE PUMPER	Pierce	Arrow	FIRE
89 PIERCE 1500 PUMPR	Pierce	Arrow	FIRE
94 CHEVY BLAZER	Chev	1500	FIRE
91 SEAGRAVE TRK S/N	Seagrave		FIRE
88 DODGE PU LIFT	Dodge	Ram 250	FIRE
90 PIERCE PUMPER	Pierce	Arrow	FIRE
91 SEAGRAVE 1500GPM	Seagrave	JB50DH	FIRE
91 INTL RESCUE TRK	International		FIRE
91 FORD PICKUP S/N	Ford	F250	FIRE
90 FORD P/U 4X4	Ford	F150	FIRE
87 PIERCE LADDER	Peirce	Arrow	FIRE
90 PIERCE PUMPER	Pierce	Arrow	FIRE
89 PIERCE PUMPER	Pierce	Arrow	FIRE
PUMPER PIERCE	Pierce	Lance	FIRE
78 DODGE MINI-PUMPER	Dodge		FIRE
88 DODGE ARIES	Dodge	Aries	FIRE
88 DODGE ARIES	Dodge	Aries	FIRE
87 CHEVY BLAZER 4X4	Chev	Blazer	FIRE
64 INTL PUMPER P4350	Inter		FIRE
93 PIERCE PUMPER	Pierce	Dash	FIRE
93 CHEVY SUBURBAN	Chev	Surburban	FIRE
94 PUMPER PIERCE	Pierce	Lance	FIRE
94 PUMPER PIERCE	Pierce		FIRE
95 CHEVY ASTRO VAN	Chev	Astro	FIRE
95 CHEVY BLAZER	Chev	Tahoe 1500	FIRE
95 FORD CONTOUR	Ford	Contour	FIRE
95 LANCE 4X2 PIERCE	Pierce	Lance	FIRE
99 FORD CROWN VICT.	Ford	Crown Victor	FIRE
2000 CHEV BLAZER	Chev	Blazer	FIRE
96 CHEV CORSICA 4DSD	Chev	Corsica	FIRE

PUMPER	PIERCE	PUMPER	FIRE
PUMPER	PIERCE	PUMPER	FIRE
2002 TOYOTA PRERUNNER	TOYOTA	PRERUNNER	FIRE
TRUCK W/ WTR TANK	PETERBILT	MDL357	FIRE
2004 CHEVROLET CAVALIER	CHEVROLET	CAVALIER	FIRE
VEHICLE	TOYOTA	4 RUNNER	CIVIL DEFENSE
VEHICLE	TOYOTA	4 RUNNER	CIVIL DEFENSE
VEHICLE	TOYOTA	FJ CRUISER	CIVIL DEFENSE
SEDAN WHITE	CHEVROLET	MALIBU	LIQUOR
SEDAN 4 DOOR WHITE	CHEV	MALIBU	LIQUOR
SEDAN 4 DOOR WHITE	FORD	FUSION	LIQUOR
SEDAN 4 DOOR WHITE	FORD	FUSION	LIQUOR
SEDAN 4 DOOR WHITE	FORD	FUSION	LIQUOR
SEDAN 4 DOOR WHITE	FORD	FUSION	LIQUOR
01 CHEV 4D MALIBU			LIQUOR
01 CHEV 4D MALIBU			LIQUOR
01 CHEV 4D MALIBU			LIQUOR
02 CHEV MALIBU 4DSD			LIQUOR
02 CHEV MALIBU 4DSD			LIQUOR
02 CHEV MALIBU 4DSD			LIQUOR
96 CHEV CAVALIER			LIQUOR
2004 SEDAN LX	FORD	TAURUS	LIQUOR
99 FORD TAURUS 4DSD	Ford	Taurus	LIQUOR
99 MERC GRD MARQ 4DR	Merc	Grnd Marquis	LIQUOR
VAN	FORD	WINDSTAR	LIQUOR
SEDAN 4 DOOR BLUE	CHEV	MALIBU	LIQUOR
2005 4 DOOR STATION WAGON	FORD	FOCUS	HSG/HUMAN CONCERNS
2005 4 DOOR STATION WAGON	FORD	FOCUS	HSG/HUMAN CONCERNS
2005 4 DOOR STATION WAGON	FORD	FOCUS	HSG/HUMAN CONCERNS
2000 DODGE STRATUS	DODGE	STRATUS	HSG/HUMAN CONCERNS
2000 DODGE STRATUS	DODGE	STRATUS	HSG/HUMAN CONCERNS
CAR XL7 MPVH	SUZUKI	VITARA	HSG/HUMAN CONCERNS
2000 DODGE STRATUS	DODGE	STRATUS	HSG/HUMAN CONCERNS
2001 DODGE STRATUS			HSG/HUMAN CONCERNS
1998 ASTRO VAN	FORD	AEROSTAR	HSG/HUMAN CONCERNS

STATION WAGON 4 DOOR	FORD	FOCUS	HSG/HUMAN CONCERNS
STATION WAGON 4 DOOR	FORD	FOCUS	HSG/HUMAN CONCERNS
SEDAN 4 DOOR	FORD	TAURUS	HSG/HUMAN CONCERNS
DODGE STRATUS 2000			HSG/HUMAN CONCERNS
TRUCK PICKUP	FORD	F150	HSG/HUMAN CONCERNS
VEHICLE SURPLUS	OLDSMOBILE	ALERO	HSG/HUMAN CONCERNS
TRUCK PICK/UP 4X2	FORD	F350	HSG/HUMAN CONCERNS
SEDAN 4 DOOR P53	FORD	TAURUS	HSG/HUMAN CONCERNS
4DSW	FORD	FOCUS	HSG/HUMAN CONCERNS
4DSW	FORD	FOCUS	HSG/HUMAN CONCERNS
4DSW	FORD	FOCUS	HSG/HUMAN CONCERNS
4DSW	FORD	FOCUS	HSG/HUMAN CONCERNS
4DSW	FORD	FOCUS	HSG/HUMAN CONCERNS
SEDAN	CHEVROLET	IMPALA	HSG/HUMAN CONCERNS
SEDAN	CHEVROLET	IMPALA	HSG/HUMAN CONCERNS
SEDAN	CHEVROLET	IMPALA	HSG/HUMAN CONCERNS
SEDAN	CHEVROLET	IMPALA	HSG/HUMAN CONCERNS
TRUCK P/UP WHITE OXFORD	FORD	F150	HSG/HUMAN CONCERNS
TRUCK P/UP WHITE OXFORD	FORD	F150	HSG/HUMAN CONCERNS
SEDAN	FORD	FUSION	HSG/HUMAN CONCERNS
MPVH 4 DOOR	FORD	ESCAPE	HSG/HUMAN CONCERNS
SEDAN 4 DOOR	FORD	FOCUS	HSG/HUMAN CONCERNS
SEDAN 4DSD WHITE	DODGE	AVENGER	HSG/HUMAN CONCERNS
JEEP	JEEP	GRAND CHEROKEE	HSG/HUMAN CONCERNS
SEDAN	FORD	FUSION	HSG/HUMAN CONCERNS
SEDAN	FORD	FUSION	HSG/HUMAN CONCERNS
91 FORD 4 DR ESCORT	Ford	Escort	HSG/HUMAN CONCERNS
91 FORD TAURUS WGN	Ford	Taurus	HSG/HUMAN CONCERNS
1990 CHEV 4DR SDN	Chev	Caprice	HSG/HUMAN CONCERNS
90 CHEV PKUP TRK	Chev	4x2	HSG/HUMAN CONCERNS
89 CHEV PU	Chev	4x2	HSG/HUMAN CONCERNS
92 HYUNDAI 4DSD	Hyundai	Sonata	HSG/HUMAN CONCERNS
95 JEEP CHEROKEE	Jeep	Cherokee	HSG/HUMAN CONCERNS
95 FORD TAURUS 4DSD	Ford	Taurus	HSG/HUMAN CONCERNS
95 FORD 4X2 P/U W/ CAGE	Ford	4x2	HSG/HUMAN CONCERNS

94 NISSN SENTRA	Nissan	Sentra	HSG/HUMAN CONCERNS
97 HONDA ACCORD	Honda	Accord LX	HSG/HUMAN CONCERNS
91 FORD RANGER S/N	Ford	Ranger	HSG/HUMAN CONCERNS
97 FORD 4DR WGN	Ford	Taurus GL	HSG/HUMAN CONCERNS
97 FORD 4DR WGN	Ford		HSG/HUMAN CONCERNS
98 FORD 4DR SDN	Ford	Escort	HSG/HUMAN CONCERNS
98 CHEV 4X4 P/U W/ CAGE	Chev	4x4	HSG/HUMAN CONCERNS
01 GMC SONOMA			HSG/HUMAN CONCERNS
01 MAZDA MINI-VAN			HSG/HUMAN CONCERNS
01 CHEV PU 4X4			HSG/HUMAN CONCERNS
01 CHEV PU 4X4			HSG/HUMAN CONCERNS
96 CHEV CORSICA 4-D SEDAN			HSG/HUMAN CONCERNS
02 FORD TAURUS 4DSW			HSG/HUMAN CONCERNS
00 CHEV MALIBU 4DSD			HSG/HUMAN CONCERNS
01 FORD TAURUS 4DSD			HSG/HUMAN CONCERNS
02 FORD TAURUS 4DSW			HSG/HUMAN CONCERNS
93 2-DR SEDAN	HONDA	ACCORD	HSG/HUMAN CONCERNS
2002 SE WAGON 4D	FORD	FOCUS	HSG/HUMAN CONCERNS
2004 MODEL FORD TAURUS LX	FORD	2004 TAURUS	HSG/HUMAN CONCERNS
2003 SE STATION WAGON	FORD	TAURUS	HSG/HUMAN CONCERNS
TRUCK	FORD	F150	HSG/HUMAN CONCERNS
TRUCK	FORD	F150	HSG/HUMAN CONCERNS
03 FORD FOCUS 4DSW	FORD	FOCUS	HSG/HUMAN CONCERNS
03 FORD FOCUS 4DSW	FORD	FOCUS	HSG/HUMAN CONCERNS
TRUCK	FORD	FORD	HSG/HUMAN CONCERNS
VAN	CHEVY	ASTRO VAN	HSG/HUMAN CONCERNS
2003 FORD TAURUS	FORD	TAURUS	HSG/HUMAN CONCERNS
97 OLDSMOBILE ACHIEVA 4DSD			HSG/HUMAN CONCERNS
TRUCK P/UP 3/4 TON	FORD	F250	PARKS
TRUCK PICKUP	FORD	F250	PARKS
TRUCK 4X4 SVC BODY 1 TON	FORD	F250 SD	PARKS
TRUCK P/UP 1 TON 4X4 FLATBED	FORD	F350	PARKS
TRUCK PKUP W/ TOW 1/2 TON 4X2	FORD	F150	PARKS
TRUCK PKUP 1/2 TON 4X2	FORD	F150	PARKS
TRUCK UTILITY 4X4 SPC	FORD	EXPEDITION	PARKS

VAN CARGO	FORD	E350 SUPER	PARKS
TRUCK 4 X 2	FORD	F150	PARKS
TRUCK P/UP 3/4TON W/ LIFTGATE	CHEVY	SILVERADO	PARKS
TRUCK P/UP W/ LIFTGATE	FORD	F150	PARKS
TRUCK PICK/UP	FORD	RANGER	PARKS
VEHICLE BIODIESEL	JEEP	LIBERTY SPORT	PARKS
TRUCK P/UP 4X2 3/4TON UTILITY	CHEVY	SILVERADO	PARKS
TRUCK 4X2 1 TON W/ HITCH	FORD	F350	PARKS
TRUCK P/UP 4X4 1/2 TON	FORD	F150	PARKS
TRUCK P/UP 4X4 1/2 TON	FORD	F150	PARKS
TRUCK P/UP 4X4 1/2 TON	FORD	F150	PARKS
SUV	FORD	ESCAPE	PARKS
CREWCAB 4X2 1 TON W/ T.BOX	FORD	F350	PARKS
CREWCAB 4X2 1 TON	FORD	F350	PARKS
TRUCK CREWCAB 4X2	FORD	F350	PARKS
CREWCAB 4X2 1 TON	FORD	F350	PARKS
TRUCK CREWCAB 4X2	FORD	F350	PARKS
CREWCAB 4X2 1 TON	FORD	F350	PARKS
TRUCK 4X2 W/ RACK/TOW	FORD	F350	PARKS
TRUCK P/UP SUPERCAB 4X2	FORD	F150	PARKS
P/U TRUCK 4X4 SUPERCAB W/RADIO	FORD	F140	PARKS
PICKUP TRUCK 4X2 CREW CAB	FORD	F150	PARKS
PICKUP TRUCK 4X2 CREW CAB	FORD	F150	PARKS
TRUCK P/UP 1/2 TON 4X2	FORD	F150	PARKS
TRUCK 4X2 CREW CAB	FORD	F350	PARKS
CREWCAB 4X2 1 TON	FORD	F350	PARKS
CREW CAB 4X2 1 TON	FORD	F350	PARKS
CREW CAB 4X2 1 TON	FORD	F350	PARKS
CREW CAB 4X2 1 TON	FORD	F350	PARKS
TRUCK P/UP 1/2 TON 4X2	FORD	F150	PARKS
TRUCK P/UP 1/2 TON 4X2	FORD	F150	PARKS
TRUCK P/UP 1/2 TON 4X2	FORD	F150	PARKS
TRUCK P/UP 1/2 TON 4X2	FORD	F150	PARKS
TRUCK 1/2 TON 4X2 P/UP	FORD	F150	PARKS
SUV	FORD	ESCAPE	PARKS

TRUCK W/LIFTGATE 4X2 3/4 TON	FORD	F250	PARKS
TRUCK CAB/CHASSIS W/ FLTBD	FORD	F350	PARKS
TRUCK PICKUP 4X2 STYLESIDE	FORD	F350	PARKS
TRUCK PICKUP 4X2 STYLESIDE	FORD	F350	PARKS
TRUCK PICKUP 4X2 STYLESIDE	FORD	F350	PARKS
TRUCK P/UP 4/2 STYLESIDE	FORD	F350	PARKS
TRUCK P/UP SUPERCAB 4X2	FORD	F250	PARKS
TRUCK P/UP 1 TON 4X4	FORD	F350	PARKS
TRUCK 1 TON 4X4 P/UP	FORD	F350	PARKS
TRUCK FLATBED 1/2 TON 4X2	FORD	F350	PARKS
SEDAN	FORD	FUSION	PARKS
TRUCK 1/2 TON 4X2 W/ LIFTGATE	FORD	F250	PARKS
TRUCK 1/2 TON 4X2 W/ LIFTGATE	FORD	F350	PARKS
TRUCK FLATBED 1/2 TON 4X2	FORD	F350	PARKS
TRUCK W/ LIFTGATE 4X2 3/4 TON	FORD	F250	PARKS
TRUCK W/ LIFTGATE 4X2 3/4 TON	FORD	F250	PARKS
TRUCK W/LIFTGATE 4X2 3/4 TON	FORD	F250	PARKS
TRUCK 4X2 3/4 TON P/U	FORD	F250	PARKS
TRUCK 4X2 3/4 TON P/U	FORD	F250	PARKS
TRUCK 4X2 3/4 TON P/U	FORD	F250	PARKS
TRUCK P/UP 3/4 TON	FORD	F250	PARKS
TRUCK 4X2 3/4 TON P/U	FORD	F250	PARKS
TRUCK 4X2 3/4 TON P/U	FORD	F250	PARKS
TRUCK EXTEND CAB 1/2 TON 4X4	FORD	F150	PARKS
91 FORD PU 4X2	Ford	F150	PARKS
91 FORD PU 4X2	Ford	F150	PARKS
89 CHEV 1/2T PU TRK	Chevy	Cheyenne	PARKS
90 FORD 4X2 PKUP	Ford	F250	PARKS
90 FORD 4X2 PKUP	Ford	F250	PARKS
88 DODGE 4DSD	Plymouth	Reliant LE	PARKS
90 FORD 4X2 PKUP	Ford	F250	PARKS
91 GMC S15 2DSW S/N	GMC	Jimmy	PARKS
90 FORD 4DR S/N	Ford	Tempo	PARKS
87 FORD BRONCO II	Ford	Bronco	PARKS

93 CHEV DUMPTRK 1TON	Chevy	3500	PARKS
FORD VAN 1 TON	Ford	Econoline350	PARKS
FORD DUMP TRK7 YD	Ford	F Series	PARKS
96 FORD 4X2 PU	Ford	Ranger XL	PARKS
96 FORD PU 4X2	Ford	F250 XL	PARKS
96 CHEV PU TRK	Chev		PARKS
96 CHEV PU 2500	Chev		PARKS
96 CHEV 1TON DMP TRK	Chev	3500	PARKS
97 CHEV PU TRUCK	Chev		PARKS
00 FORD F250 PU TRCK	Ford	F250	PARKS
99 FORD TRK F150 EXT	Ford	F150	PARKS
99 FORD TRK F150 EXT	Ford	F150	PARKS
96 JEEP GRD CHEROKEE	Jeep	Grnd Cheroke	PARKS
96 FORD PASS VAN	Ford	Club Wagon	PARKS
93 DODGE D250 PU	Dodge	RAM 250	PARKS
00 CHEVY 3/4 TON VAN	Chev	2500	PARKS
97 FORD EXPLORER XL	Ford	Explorer	PARKS
98CHEV 3/4T PU TRK	Chev	2500	PARKS
92 DODGE PU TRK	Dodge	RAM 150	PARKS
91 DODGE VAN B250	Dodge	Ram 250	PARKS
98 FORD 4X2 TRUCK	Ford	F150	PARKS
98 FORD 4X2 PU TRUCK	Ford	Ranger xCab	PARKS
98 FORD 4X2 PU TRUCK	Ford	Ranger	PARKS
98 FORD RANGER	Ford	Ranger	PARKS
98 FORD RANGER	Ford	Ranger XLT	PARKS
99 FORD DUMP TRK	Ford	F350	PARKS
93 FORD PU TRUCK CREWCAB	Ford		PARKS
2000 FORD FLATBED DUMP	Ford	F759	PARKS
93 DODGE W250 PU TRUCK	Dodge	RAM 250	PARKS
00 FORD FLATBED DUMP TRUCK			PARKS
00 FORD 3/4T PU TRUCK LIFTGATE			PARKS
01 FORD 1TON 4X2 PU TRUCK CREW	FORD		PARKS
01 FORD 1TON 4X2 PU TRUCK CREW	FORD		PARKS
01 JEEP 4X4 4DR UTILITY WGN	FORD		PARKS

94 CHEV 1500 PU TRUCK			PARKS
95 FORD F150 PU TRUCK			PARKS
02 FORD 4X4 PU TRK			PARKS
CHEV PU TRUCK	CHEVROLET		PARKS
2002 FORD TRUCK P/UP	FORD	F250 CREWCAB	PARKS
TRUCK PICKUP 4 X 2	FORD	RANGER	PARKS
SUV 4 X 4	NISSAN	XTERRA	PARKS
GMC SAVANA 15 PASS VAN	GMC	SAVANA 3500	PARKS
2003 GMC SONOMA 4X2 PICKUP	GMC	SONOMA	PARKS
2002 FORD UTILITY TRUCK	FORD	F250	PARKS
TRUCK P/UP 4X2 1/2 TON	FORD	F150	PARKS
TRUCK P/UP 4X2 1/2 TON	FORD	F150	PARKS
TRUCK P/UP CREWCAB W/HITCH	FORD	F350	PARKS
TRUCK P/UP CREWCAB W/ HITCH	FORD	F350	PARKS
PICK-UP WITH HITCH	FORD	F350	PARKS
TRUCK PICK-UP 1/2 TON	FORD	F150	PARKS
PICK/UP TRUCK	FORD	F150	PARKS
PICK-UP TRUCK	FORD	F250	PARKS
4 X 2 PICK-UP TRUCK	FORD	F250	PARKS
TRUCK 4 X 2	FORD	F150	PARKS
TRUCK P/UP	FORD	F150	PUBLIC WORKS
TRUCK P/UP1	FORD	F150	PUBLIC WORKS
VAN CARGO	FORD	E350	PUBLIC WORKS
VEHICLE	GMC	TL	PUBLIC WORKS
TRUCK DUMP	INTERNATIONAL	5500 6 X 4	PUBLIC WORKS
DUMP TRUCK	INTL		PUBLIC WORKS
89 GMC 3500 TANKER	Autocar		PUBLIC WORKS
TRUCK DUMP	INTERNAT'L	5500 6X4	PUBLIC WORKS
TRUCK DUMP 6X4	INTERNAT'L	5500	PUBLIC WORKS
FLATBED TRUCK	FORD	F350	PUBLIC WORKS
VEHICLE	FORD	EXPLORER	PUBLIC WORKS
VEHICLE	FORD	ESCAPE	PUBLIC WORKS
VEHICLE 2 DOOR	CHEVY	BLAZER	PUBLIC WORKS
VEHICLE 2 DOOR	CHEVY	BLAZER	PUBLIC WORKS

TRUCK PICKUP SUPERCAB	FORD	F150	PUBLIC WORKS
TRUCK COMMERICAL	PETERBILT	335 W/ VAC-CON V 390SH	PUBLIC WORKS
SUV SPORT 4X4	JEEP	LIBERTY	PUBLIC WORKS
SUV SPORT 4X4	JEEP	LIBERTY	PUBLIC WORKS
SUV SPORT 4X4	JEEP	LIBERTY	PUBLIC WORKS
SUV SPORT 4X4	JEEP	LIBERTY	PUBLIC WORKS
TRUCK DUMP 14 YD	STERLING	LT9500	PUBLIC WORKS
TRUCK DUMP 14 YD	STERLING	LT9500	PUBLIC WORKS
TRUCK DUMP 14 YD	STERLING	LT9500	PUBLIC WORKS
VEHICLE 4 WD	FORD	ESCAPE	PUBLIC WORKS
VEHICLE 4 WD	FORD	ESCAPE	PUBLIC WORKS
TRUCK PICK UP	FORD	F150	PUBLIC WORKS
TRUCK 4X2 PICKUP	FORD	F150	PUBLIC WORKS
TRUCK 4X2 PICKUP	FORD	F150	PUBLIC WORKS
SUV 4X4	FORD	EXPLORER	PUBLIC WORKS
TRUCK P/UP	FORD	RANGER	PUBLIC WORKS
SEDAN HYBRID	TOYOTA	PRIUS	PUBLIC WORKS
SEDAN HYBRID	TOYOTA	PRIUS	PUBLIC WORKS
TRUCK PICKUP	FORD	F150	PUBLIC WORKS
TRUCK PICKUP	FORD	F150	PUBLIC WORKS
TRUCK PICKUP	FORD	F150	PUBLIC WORKS
TRUCK PICKUP	FORD	F150	PUBLIC WORKS
TRUCK PICKUP	FORD	F350	PUBLIC WORKS
PICKUP TRUCK CREW CAB	FORD	F250	PUBLIC WORKS
P/UP TRUCK 4X4 SUPERCAB	FORD	F150	PUBLIC WORKS
SEDAN 4 DOOR	FORD	FOCUS	PUBLIC WORKS
SUV	FORD	ESCAPE	PUBLIC WORKS
SUV	FORD	ESCAPE	PUBLIC WORKS
SUV	FORD	ESCAPE	PUBLIC WORKS
SUV	FORD	ESCAPE	PUBLIC WORKS
SUV	FORD	ESCAPE	PUBLIC WORKS
SUV	FORD	ESCAPE	PUBLIC WORKS
SUV	FORD	ESCAPE	PUBLIC WORKS
TRUCK PICKUP FLATBED 1 TON	FORD	F350	PUBLIC WORKS

TRUCK PICKUP	FORD	F350	PUBLIC WORKS
P/UP TRUCK 4X4 SUPERCAB	FORD	F150	PUBLIC WORKS
P/UP TRUCK 4X4 SUPERCAB	FORD	F150	PUBLIC WORKS
SUV	FORD	ESCAPE	PUBLIC WORKS
SUV HYBRID U59	FORD	ESCAPE	PUBLIC WORKS
SUV	FORD	ESCAPE H/B	PUBLIC WORKS
TRUCK DUMP	STERLING	LT9500	PUBLIC WORKS
T/TACTOR	PETERBILT	384	PUBLIC WORKS
TRUCK P/UP	FORD	F350	PUBLIC WORKS
TRUCK FLATBED	FORD	F350	PUBLIC WORKS
TRUCK PICKUP FLATBED 1 TON	FORD	F350	PUBLIC WORKS
TRUCK PICKUP FLATBED 1 TON	FORD	F350	PUBLIC WORKS
SUV	FORD	ESCAPE SLX U92	PUBLIC WORKS
SUV	FORD	ESCAPE SLX U92	PUBLIC WORKS
TRUCK 4 DOOR P/UP	FORD	EXPLORER SPORT TRAC	PUBLIC WORKS
TRUCK P/U 4X4	FORD	F250	PUBLIC WORKS
TRUCK P/U 4X4	FORD	F250	PUBLIC WORKS
VAN CARGO	FORD	E150	PUBLIC WORKS
TRUCK FLATBED	FORD	F350	PUBLIC WORKS
91 FORD LT FLT BED	Ford	F350	PUBLIC WORKS
91 TOW TRUCK MACK	Mack	RD688P	PUBLIC WORKS
1991 DUMP TRUCK S/N	International	9300	PUBLIC WORKS
91 INT DUMP TRK S/N	International	9300	PUBLIC WORKS
91 INT DUMP TRK S/N	International	9300	PUBLIC WORKS
90 CHEV TNK TRK	Chev	CK31003	PUBLIC WORKS
87 INTL CESSPOOL TK	International	900	PUBLIC WORKS
91 FORD PU 4 X 4 S/N	Ford	F250	PUBLIC WORKS
93 FORD PU TRK	Ford	F150	PUBLIC WORKS
91 FORD PU 4 X 4 S/N	Ford	Ranger	PUBLIC WORKS
91 FORD PICKUP S/N	Ford	F350	PUBLIC WORKS
91 INT S/C/B/C TK SN	International		PUBLIC WORKS
92 INTL C/B TRK S/N	International	2674	PUBLIC WORKS
92 INTL VACTOR TRK	International	Mstr	PUBLIC WORKS
91 INT 4000 TANK S/N	International	4000	PUBLIC WORKS

90 FORD ESCORT 4DSD	Ford	Escort	PUBLIC WORKS
90 FORD TEMPO 4DSD	Ford	Temp	PUBLIC WORKS
88 FORD TEMPO 4DSD	Ford	Tempo	PUBLIC WORKS
80 GMC TRTC	GMC	General	PUBLIC WORKS
91 INT DUMP TK S/N	International	9300	PUBLIC WORKS
1990 DUMP TRUCK S/N	International	4900	PUBLIC WORKS
90 INTL TANKER	International	2674 6x4	PUBLIC WORKS
90 ELGIN SWEEPER	GMC	7000	PUBLIC WORKS
89 CHEV 4X4 FL TNKR	Chev	Cheyenne	PUBLIC WORKS
90 FORD EWCORT 4DSD	Ford	Escort LX	PUBLIC WORKS
90 FORD 4X4 PKUP	Ford	F150	PUBLIC WORKS
91 INTL DUMP TRUCK	International		PUBLIC WORKS
90 CHEV 4X4 FUEL TANKER 1 TON	Chev		PUBLIC WORKS
92 INTL TRK TRACTOR	International	Paystar 5000	PUBLIC WORKS
92 INTL TNKR 2200GAL	International	Mstr	PUBLIC WORKS
92 TANKER			PUBLIC WORKS
93 CHEV CAVAL. 4DSD	Chev	Cavalier	PUBLIC WORKS
93 CHEV CAVAL. 4DSD	Chev	Cavalier	PUBLIC WORKS
90 INT'L 12-14 DUMP TRUCK	International	9300	PUBLIC WORKS
90 INTL DP TRK	International	Heil	PUBLIC WORKS
93 CHEV FLATBED TRK AERIAL	Chev	Kodiak	PUBLIC WORKS
95 INTL TNK	International	5000	PUBLIC WORKS
92 INT'L 4000 GAL WATER TANKER	International	2674	PUBLIC WORKS
94 INTL 4000 GAL TRK	International		PUBLIC WORKS
94 CHEV TANKER	Chev	Kodiak	PUBLIC WORKS
92 MAZDA NAVAJO	Mazda	Navajo	PUBLIC WORKS
91 JEEP CHEROKEE	Jeep	Cherokee	PUBLIC WORKS
91 JEEP CHEROKEE	Jeep	Cherokee	PUBLIC WORKS
89 CHEV BLAZER	Chev	Blazer	PUBLIC WORKS
91 INTL DUMP TRUCK	International	4900	PUBLIC WORKS
96 INTL 2500GAL TNKR	International	4800	PUBLIC WORKS
96 INTL DUMP TRK	International	9300	PUBLIC WORKS
96 INTL TANKER	International	4800	PUBLIC WORKS
97 CHEV FLATBED TRK	Chev	Cheyenne3500	PUBLIC WORKS

98 CHEV BLAZER	Chev	Blazer	PUBLIC WORKS
98 FORD RANGER	Ford	Ranger	PUBLIC WORKS
98 FORD RANGER	Ford	Ranger	PUBLIC WORKS
98 CHEV S10	Chev	S10	PUBLIC WORKS
98 FORD RANGER	Ford	Ranger	PUBLIC WORKS
99 FORD CRWCAB FLTBD	Ford	F350 XL	PUBLIC WORKS
95 CHEV CORSICA 4 DR	Chev	Corsica	PUBLIC WORKS
91 JEEP CHEROKEE	Jeep	Cherokee	PUBLIC WORKS
94 JEEP CHEROKEE	Jeep	Cherokee	PUBLIC WORKS
91 JEEP CHEROKEE	Jeep	Cherokee	PUBLIC WORKS
92 JEEP CHEROKEE	Jeep	Cherokee	PUBLIC WORKS
98INTL 4900 W/PATCHR	International	4900	PUBLIC WORKS
85 CHEV PKUP 3/4T	Chev	Custom Dlx	PUBLIC WORKS
85 CHEV PKUP 3/4T	Chev	3/4 ton	PUBLIC WORKS
97 ELGIN STREET SWEEPER MSTR	Elgin	3861	PUBLIC WORKS
98 FORD F150 4X2 P/U	Ford	F150	PUBLIC WORKS
99 FORD TRK F250 4X4	Ford	f250	PUBLIC WORKS
92 JEEP CHEROKEE	Jeep	Cherokee	PUBLIC WORKS
92 JEEP CHEROKEE	Jeep	Cherokee	PUBLIC WORKS
98 CHEV PU 4X4 LGATE	Chev	Cheyenne2500	PUBLIC WORKS
99 INTL WATER TANK	International	Paystar5000	PUBLIC WORKS
KWTH TRTC	Kenworth		PUBLIC WORKS
99 FORD SWEEPER	Ford	Elgin	PUBLIC WORKS
TRUCK DUMP PETERBILT MODEL 378	Peterbilt		PUBLIC WORKS
95 FORD F350 FLATBED CHASSIS O	Ford	F350	PUBLIC WORKS
00 FORD FLATBED TRK CREWCAB	Ford	F350	PUBLIC WORKS
TRKTRACTOR INTL MODEL 9900 6X4	International	9900	PUBLIC WORKS
TRUCK 2000 FORD F250 CREW CAB	Ford	F250	PUBLIC WORKS
00 FORD F350 CREWCAB FLATBED	Ford	F350	PUBLIC WORKS
TRUCK 2000 FORD F250 PICK UP 4	Ford	F250	PUBLIC WORKS
00 FORD F150 4X2 P/U	Ford	F150	PUBLIC WORKS
82 INT'L OIL DISTRIB TANKER	International	1954	PUBLIC WORKS
96 INTL FLATBED DUMP	International	4900	PUBLIC WORKS

00 FORD EXPLORER			PUBLIC WORKS
00 FORD EXPLORER			PUBLIC WORKS
00 FORD EXPLORER			PUBLIC WORKS
00 FORD EXPLORER			PUBLIC WORKS
TRUCK TRACTOR	PETERBUILT	378	PUBLIC WORKS
SERVICE TRUCK	FORD	F350	PUBLIC WORKS
CREW CAB	GMC	FLATBED	PUBLIC WORKS
CREW CAB	FORD	F350	PUBLIC WORKS
TRUCK	FORD	F350	PUBLIC WORKS
TRUCK	GMC	F7/T6500	PUBLIC WORKS
TRUCK	FORD	F450	PUBLIC WORKS
SPORT 2D	FORD	EXPLORER	PUBLIC WORKS
SPORT 2D	FORD	EXPLORER	PUBLIC WORKS
SPORT 2D	FORD	EXPLORER	PUBLIC WORKS
SPORT 2D	FORD	EXPLORER	PUBLIC WORKS
SPORT 2D	FORD	EXPLORER	PUBLIC WORKS
SPORT 2D	FORD	EXPLORER	PUBLIC WORKS
SWEEPER	INTL	ELGIN	PUBLIC WORKS
SEDAN	FORD	FOCUS	PUBLIC WORKS
TRUCK P/UP CREW CAB	FORD	F350	PUBLIC WORKS
TRUCK P/UP	FORD	F150	PUBLIC WORKS
03 CREWCAB FLATBED DUMP	GMC	TC7E042	PUBLIC WORKS
03 CREWCAB FLATBED DUMP	GMC	TC7E042	PUBLIC WORKS
GMC CREWCAB FLATBED DUMP	GMC	TC7E042	PUBLIC WORKS
SERVICE BODY	FORD	F350	PUBLIC WORKS
CREW CAB	FORD	F350	PUBLIC WORKS
VEHICLE	CHEV	BLAZER	PUBLIC WORKS
VEHICLE	CHEV	BLAZER	PUBLIC WORKS
VEHICLE	CHEV	BLAZER	PUBLIC WORKS
VEHICLE	CHEV	BLAZER	PUBLIC WORKS
2003 P/U TRUCK	FORD	F350	PUBLIC WORKS
2003 P/U TRUCK	FORD	F350	PUBLIC WORKS
VEHICLE	CHEV	BLAZER	PUBLIC WORKS

SIGN DESTINATION			TRANSPORTATION
RAMP			TRANSPORTATION
RAMP			TRANSPORTATION
RAMP			TRANSPORTATION
RAMP			TRANSPORTATION
TRUCK 4X4	FORD	F250	ENVIR MGMT
TRUCK 4X2	FORD	F250	ENVIR MGMT
TRUCK 4X4	FORD	F250	ENVIR MGMT
REARLOADER MCNEILUS	GMC	T SERIES	ENVIR MGMT
REARLOADER MCNEILUS	GMC	T SERIES	ENVIR MGMT
REARLOADER MCNEILUS	GMC	T SERIES	ENVIR MGMT
SEDAN 4 DOOR	DODGE	NEON	ENVIR MGMT
TRUCK PICKUP	FORD		ENVIR MGMT
TRUCK REFUSE AUTOMATED	PETERBUILT	320 RH	ENVIR MGMT
TRUCK REFUSE AUTOMATED	PETERBUILT	320 RH	ENVIR MGMT
TRUCK REFUSE AUTOMATED	PETERBUILT	320 RH	ENVIR MGMT
VEHICLE UTILITY	FORD	EXPLORER	ENVIR MGMT
VEHICLE 4X4 UTILITY	FORD	EXPLORER	ENVIR MGMT
TRUCK 3/4	FORD	F250	ENVIR MGMT
TRUCK P/UP 4DR 2WD AUTO	TOYOTA	TACOMA	ENVIR MGMT
TRUCK TRACTOR	STERLING	LT9500	ENVIR MGMT
TRUCK PICK/UP 4X4	NISSAN	FRONTIER	ENVIR MGMT
TRUCK P/UP	FORD	F150	ENVIR MGMT
TRUCK	FORD	RANGER	ENVIR MGMT
TRUCK PICKUP	FORD	F350	ENVIR MGMT
TRUCK PICKUP	FORD	F350	ENVIR MGMT
P/U TRUCK 4X4 SUPERCAB	FORD	F150	ENVIR MGMT
VAN CARGO AEROSTAR	FORD	E150	ENVIR MGMT
TRUCK P/UP W/ TOW HITCH	FORD	F250	ENVIR MGMT
TRUCK PICKUP	FORD	F350	ENVIR MGMT
TRUCK PICKUP	FORD	F350	ENVIR MGMT
TRUCK PICKUP	FORD	F350 XL	ENVIR MGMT
TRUCK P/UP	FORD	RANGER	ENVIR MGMT

VAN	DODGE	GRAND CARAVAN	ENVIR MGMT
SUV	FORD	ESCAPE	ENVIR MGMT
VAN	FORD	E150	ENVIR MGMT
TRUCK FLATBED	FORD	F350	ENVIR MGMT
TRUCK FLATBED	FORD	F350	ENVIR MGMT
TRUCK PICK UP	FORD	F150	ENVIR MGMT
TRUCK P/UP	FORD	EXPLORER	ENVIR MGMT
VEHICLE 4 DOOR UTILITY AUTO	JEEP	LIBERTY SPORT	ENVIR MGMT
SUV 4X4 WHITE	FORD	ESCAPE	ENVIR MGMT
TRUCK	FORD	F350	ENVIR MGMT
TRUCK	FORD	F350	ENVIR MGMT
TRUCK	FORD	F350	ENVIR MGMT
TRUCK	FORD	F350	ENVIR MGMT
TRUCK P/UP 4 DOOR SUPER CAB	FORD	F150	ENVIR MGMT
90 INTL REFUSE TRK	International		ENVIR MGMT
91 FORD VAN A-S	Ford	Aerostar	ENVIR MGMT
91 JEEP CHEROKEE	Jeep	Cherokee	ENVIR MGMT
89 FORD VAN	Ford	Econoline	ENVIR MGMT
89 GMC SIERRA P/U	GMC	Sierra	ENVIR MGMT
90 FORD TRUCK	Ford	F250	ENVIR MGMT
90 FORD ESCORT	Ford	Escort	ENVIR MGMT
79 FORD DP	Ford		ENVIR MGMT
88 GMC MINI REF TRK	GMC	Sierra	ENVIR MGMT
88 MACK REF TRK	Mack		ENVIR MGMT
85 DP TRK AUTO CAR	Volvo	Autocar	ENVIR MGMT
83 MACK KP	Mack		ENVIR MGMT
85 INTL REFUSE TRK	International		ENVIR MGMT
85 INTL REFUSE TRK	International	CargoStar	ENVIR MGMT
79 FORD MSTR	Ford	Mstr	ENVIR MGMT
87 INTL REFUSE TRK	International		ENVIR MGMT
89 CHEV TRK	Chev	1500	ENVIR MGMT
88 PETER REF TRK	Peterbilt		ENVIR MGMT
92 FORD REF TRK	Ford	F800	ENVIR MGMT

93 CHEV CREW CAB	Chev	Cheyenne3500	ENVIR MGMT
94 INTL DMP TRK 12YD	International		ENVIR MGMT
94 CHEV TRK	Chev	1500	ENVIR MGMT
93 FORD F8000 REFUSE TRK	Ford	F8000	ENVIR MGMT
95 JEEP CHER WGN	Jeep	Cherokee	ENVIR MGMT
95 FORD ESCORT	Ford	Escort	ENVIR MGMT
MACK MSTR	Mack	C5300	ENVIR MGMT
85 INTL REFUSE TRUCK	International	Master	ENVIR MGMT
85 INTL REFUSE TRUCK	International	Master	ENVIR MGMT
94 FORD P/U TRUCK	Ford	Ranger	ENVIR MGMT
97 CHEV ASTRO VAN	Chev	Astro	ENVIR MGMT
99 FORD TAURUS	Ford	Taurus	ENVIR MGMT
89 FORD CREW CAB	Ford	F350	ENVIR MGMT
99 FORD ESCORT	Ford	Excort LX	ENVIR MGMT
99 NAVISTAR/INTL MODEL W/ HEIL	International	2654	ENVIR MGMT
99 ISUZU TRUCK	Isuzu	Hombre XS	ENVIR MGMT
99 NAVISTAR/INTL MODEL 2654 W/	International		ENVIR MGMT
97 CHEV 1/2 TON TRK	Chev	1500	ENVIR MGMT
84 CHEV 2500 CD 4X4 P/U	Chev	2500 CD	ENVIR MGMT
98 CHEV 3/4 TON TRUCK	Chev	Cheyenne2500	ENVIR MGMT
91 INTL REFUSE TRK	International		ENVIR MGMT
88 GMC MINI REF TRK	GMC	Sierra	ENVIR MGMT
90 INT'L SEAGULL REFUSE TRK	International	Seagull	ENVIR MGMT
INTL REFUSE TRK	International	Seagull	ENVIR MGMT
INTL REFUSE TRK	International		ENVIR MGMT
98 CHEV ASTRO VAN	Chev	Astro	ENVIR MGMT
TRACTOR TRK WHITE	Volvo	White	ENVIR MGMT
98 CHEV MINI VAN	Chev	Astro	ENVIR MGMT
98 INT'L TRUCK TRACT	International		ENVIR MGMT
99 VOLVO CLEANER	Volvo		ENVIR MGMT
99 FORD EXT CAB	Ford	Ranger	ENVIR MGMT
91 FORD 4X4 PU	Ford	F150	ENVIR MGMT
00 GMC WT5500 MINI REFUSE TRK	GMC	WT5500	ENVIR MGMT

2000 CHEV ASTRO VAN	Chev	Astro	ENVIR MGMT
2000 TRUCK PETERBILT VACUUM PR			ENVIR MGMT
TRUCK 1/2 TON MAZDA 4 X 4			ENVIR MGMT
01 FLATBED TRUCK FORD			ENVIR MGMT
00 GMC MODEL F7B042 T SERIES W			ENVIR MGMT
00 GMC MODEL F7B042 T SERIES W			ENVIR MGMT
00 GMC MODEL F7B042 T SERIES W			ENVIR MGMT
01 FORD F250			ENVIR MGMT
01 CHEV SONOMA			ENVIR MGMT
01 FORD RANGER P/U TRUCK 4X2			ENVIR MGMT
02 FORD TRUCK			ENVIR MGMT
02 PETERBILT 320 CAB/CASSES W/			ENVIR MGMT
01 TRUCK GMC CAB & CHASSIS			ENVIR MGMT
02 VOLVO WXR64 AUTOREACH 28 YD			ENVIR MGMT
02 VOLVO WXR64 28 YD AUTOREACH			ENVIR MGMT
CHEV 3/4 TON TRUCK	CHEVROLET	SILVERADO	ENVIR MGMT
CHEV TRUCK 3/4 TON	CHEVROLET		ENVIR MGMT
CHEV PU TRUCK	CHEVROLET		ENVIR MGMT
HIGH PRESSURE JETTER TRUCK	GMC	C7H042	ENVIR MGMT
2003 1/2 TON PICKUP TRUCK	FORD	F-150	ENVIR MGMT
PICKUP	FORD	F150	ENVIR MGMT
1/2 TON PICKUP TRUCK	FORD	F150	ENVIR MGMT
1/2 TON PICKUP TRUCK	FORD	F150	ENVIR MGMT
TRUCK P/UP 3/4 TON	FORD	F250	ENVIR MGMT
TRUCK PICK-UP 3/4 TON	FORD	F250	ENVIR MGMT
TRUCK SERVICE	GMC		ENVIR MGMT
2004 TRUCK TRACTOR	PETERBUILT	385 SBFA	ENVIR MGMT
2003 PICKUP	FORD	RANGER	ENVIR MGMT
PICKUP TRUCK	FORD	F150	ENVIR MGMT
TRUCK CHASSIS W/ ROLL ON/OFF	GMC	AUTOCAR WX64	ENVIR MGMT
TRUCK CHASSES W/AUTO LOAD	GMC		ENVIR MGMT
2004 EXPLORER	FORD	MPVH	ENVIR MGMT
TRUCK CHASSIS W/ ROLL ON/OFF	GMC	AUTOCAR WX64	ENVIR MGMT

2002 FORD TRUCK	FORD		WATER SUPPLY
2002 FORD TRUCK	FORD		WATER SUPPLY
2002 FORD TRUCK	FORD		WATER SUPPLY
1987 UTILITY TRUCK, FREIGHT			WATER SUPPLY
FREIGHT,CATERPILLAR FORKLIFT			WATER SUPPLY
1995 CHEVROLET FLATBED			WATER SUPPLY
2003 FORD EXPLORER	FORD	EXPLORER	WATER SUPPLY
2003 FORD EXPLORER	FORD	EXPLORER	WATER SUPPLY
1996 JEEP CHEROKEE	CHEROKEE		WATER SUPPLY
1992 JEEP CHEROKEE	CHEROKEE		WATER SUPPLY
1992 JEEP CHEROKEE	CHEVROLET	ASTRO	WATER SUPPLY
1999 FORD BRONCO	FORD	BRONCO	WATER SUPPLY
1998 CHEVROLET S-10 TRUCK	CHEVROLET		WATER SUPPLY
1992 JEEP CHEROKEE (FREIGHT)	CHEVROLET	ASTRO	WATER SUPPLY
1998 CHEVROLET S-10 TRUCK(FRT)	CHEVROLET		WATER SUPPLY
1996 JEEP CHEROKEE (FREIGHT)	CHEROKEE		WATER SUPPLY
1999 FORD BRONCO (FREIGHT)	FORD	BRONCO	WATER SUPPLY
1992 JEEP CHEROKEE (FREIGHT)	CHEROKEE		WATER SUPPLY
2003 FORD RANGER, PICKUP	FORD	RANGER	WATER SUPPLY
2003 FORD RANGER, PICKUP	FORD	RANGER	WATER SUPPLY
2003 FORD 350 PICKUP	FORD		WATER SUPPLY
2003 FORD 350 PICKUP	FORD		WATER SUPPLY
2003 FORD 350 PICKUP	FORD		WATER SUPPLY
2003 FORD 350 PICKUP	FORD		WATER SUPPLY
TRAILER, ZEIMAN TILT		2347	WATER SUPPLY
FUEL TRUCK, 5000 GALLON			WATER SUPPLY
2005 PETERBILT TRUCK		378	WATER SUPPLY
2005 PETERBILT TRUCK		378	WATER SUPPLY
2004 FORD EXPLORER			WATER SUPPLY
2004 CHEV BLAZER	CHEVROLET	BLAZER	WATER SUPPLY
2004 CHEV BLAZER	CHEVROLET	BLAZER	WATER SUPPLY
2004 FORD F350 P/U TRUCK			WATER SUPPLY

2004 FORD RANGER	FORD	RANGER	WATER SUPPLY
2004 FORD EXPLORER			WATER SUPPLY
INT'L DUMP TRUCK		9300	WATER SUPPLY
2006 JEEP WRANGLER			WATER SUPPLY
2006 JEEP WRANGLER			WATER SUPPLY
2006 FORD F350 PICKUP			WATER SUPPLY
2006 FORD F450 PICKUP			WATER SUPPLY
2006 FORD RANGER PICKUP			WATER SUPPLY
2006 FORD F450 DRW PICKUP			WATER SUPPLY
2006 JEEP WRANGLER			WATER SUPPLY
1998 CHEVY ASTRO VAN			WATER SUPPLY
2001 DODGE STRATUS			WATER SUPPLY
2007 FORD ESCAPE XLT 4X4 SUV			WATER SUPPLY
2006 F350 PICKUP TRUCK			WATER SUPPLY
2006 F350 PICKUP TRUCK			WATER SUPPLY
2006 F350 FORD PICKUP TRUCK			WATER SUPPLY
1999 FORD RANGER			WATER SUPPLY
1999 DODGE DURANGO			WATER SUPPLY
2007 PETERBILT DUMP TRUCK			WATER SUPPLY
2007 FORD RANGER PICKUP			WATER SUPPLY
2007 FORD RANGER PICKUP			WATER SUPPLY
2007 FORD RANGER PICKUP			WATER SUPPLY
2007 FORD RANGER PICKUP			WATER SUPPLY
2007 FORD RANGER PICKUP			WATER SUPPLY
2007 FORD RANGER PICKUP TRUCK			WATER SUPPLY
2007 CHEVROLET TRAILBLAZER			WATER SUPPLY
USED 2002 OLDSMOBILE ALERO			WATER SUPPLY
2007 FORD RANGER PICKUP			WATER SUPPLY
2007 FORD RANGER PICKUP			WATER SUPPLY
1994 JEEP CHEROKEE			WATER SUPPLY
KUBOTA TRACTOR		M7030	WATER SUPPLY
KUBOTA TRACTOR		M4030	WATER SUPPLY

FORD EXPLORER, 2008	FORD EXPLORER. 2008		WATER SUPPLY
FORD EXPLORER, 2008	FORD EXPLORER, 2008		WATER SUPPLY
FORD EXPLORER, 2008	FORD EXPLORER, 2008		WATER SUPPLY
FORD F350 PICKUP, 2008		2008 FORD P/UP	WATER SUPPLY
FORD F350 PICKUP, 2008		2008 FORD P/UP	WATER SUPPLY
FORD F350 PICKUP 2008		2008 FORD P/UP	WATER SUPPLY
2008 JEEP WRANGLER	JEEP WRANGLER	2008	WATER SUPPLY
2008 FORD PICKUP	FORD	F-450	WATER SUPPLY
2009 DODGE DAKOTA	DODGE DAKOTA CREW CAB	4 X 4, V6	WATER SUPPLY
2002 DODGE CARAVAN	DODGE CARAVAN	2002	WATER SUPPLY
2002 CHEVY TRAILBLAZER	CHEVY TRAILBLAZER	2002 4X4	WATER SUPPLY
2000 FORD F350 TRUCK	FORD CREW CAB	F350 4X4	WATER SUPPLY
1979 INT'L SCOUT			WATER SUPPLY
1979 DUMP TRUCK		INTL 1954	WATER SUPPLY
1988 CHEV P/U TRUCK		FSC	WATER SUPPLY
1988 CHEV P/U TRUCK		FSC	WATER SUPPLY
1989 CHEV P/U TRUCK			WATER SUPPLY
1991 CHEV BLAZER 4X4		CT10506	WATER SUPPLY
1990 CHEV P/U TRUCK			WATER SUPPLY
1990 FORD RANGER			WATER SUPPLY
1991 INT'L DUMP TRUCK		4800	WATER SUPPLY
1990 CHEV -TON P/U		CK31003	WATER SUPPLY
1991 FORD 1-TON P/U			WATER SUPPLY
1991 CHEV P/U TRUCK		CV30943	WATER SUPPLY
1991 CHEV P/U TRUCK			WATER SUPPLY
1991 CHEV P/U TRUCK		CT10603	WATER SUPPLY
1992 FORD TRUCK		F150	WATER SUPPLY
1993 FORD RANGER TRUCK			WATER SUPPLY
1992 FORD TRUCK		350	WATER SUPPLY
1993 FORD RANGER			WATER SUPPLY
1993 FORD RANGER			WATER SUPPLY
1993 CHEV 1/2 T FLEETSIDE		CK10703	WATER SUPPLY

1991 CHEV BLAZER		WATER SUPPLY
1989 NAVISTAR S-1900		WATER SUPPLY
1993 CHEV BLAZER		WATER SUPPLY
1991 DODGE W150		WATER SUPPLY
1992 FORD BRONCO		WATER SUPPLY
1991 CHEVROLOET BLAZER		WATER SUPPLY
1998 CHEVROLET 2-DR 4X4		WATER SUPPLY
1998 INT'L DUMP TRUCK		WATER SUPPLY
1998 CHEVY 3/4 TON TRUCK	2500 LB	WATER SUPPLY
1998 CHEVY 3/4 TON TRUCK	2500 LB	WATER SUPPLY
1998 CHEVROLET CHASSIS CAB		WATER SUPPLY
1998 CHEVROLET CHASSIS CAB		WATER SUPPLY
1991 FORD DIESEL TRUCK		WATER SUPPLY
1991 FORD DIESEL TRUCK		WATER SUPPLY
1994 CHEVY P/U TRUCK		WATER SUPPLY
1991 JEEP		WATER SUPPLY
1995 CHEVY CORSICA		WATER SUPPLY
1993 GMC SIERRA		WATER SUPPLY
1999 GMC JIMMY 4X4		WATER SUPPLY
1999 CHEVROLET TR8		WATER SUPPLY
1999 CHEVROLET TR8		WATER SUPPLY
1999 CHEVROLET TR8		WATER SUPPLY
1999 GMC JIMMY		WATER SUPPLY
1989 GMC TRUCK/TRACTOR		WATER SUPPLY
2000 GMC SIERRA		WATER SUPPLY
1999 CHEVROLET		WATER SUPPLY
2000 FORD RANGER TRUCK		WATER SUPPLY
2000 JIMMY GMC		WATER SUPPLY
2000 JIMMY GMC		WATER SUPPLY
2000 JIMMY GMC		WATER SUPPLY
2000 JIMMY GMC		WATER SUPPLY
2000 JIMMY GMC		WATER SUPPLY

2000 FORD TRUCK	WATER SUPPLY
2000 JEEP CHEROKEE	WATER SUPPLY
2001 FORD EXPLORER	WATER SUPPLY
2001 FORD EXPLORER	WATER SUPPLY
2001 FORD EXPLORER	WATER SUPPLY
2001 FORD EXPLORER	WATER SUPPLY
1983 5-TON CARGO TRUCK	WATER SUPPLY
2001 FORD RANGER P/U	WATER SUPPLY

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 2

MAUI VEHICLE FLEET ESTIMATED REPLACEMENT COST
Prepared by Energy Subcommittee, Cost of Government Commission
November 2009

1. *Cars / SUVs (all types except for Ford Crown Victoria police vehicles)

   **Estimated average unit cost: $30,000
   Number of vehicles: 408 vehicles
   Estimated Replacement Cost: $12.2 million ($30,000 x 408 vehicles)

2. Police Ford Crown Victoria patrol vehicles — fully equipped

   ***Estimated average unit cost: $47,000
   Number of vehicles 206 vehicles (Note: 11/20/09 vehicle inventory from MPD indicates 143 Crown Victoria vehicles)
   Estimated Replacement Cost: $9.7 million ($47,000 x 206 vehicles)

3. Pickups (all sizes) and vans

   Estimated average unit cost: $40,000
   Number of vehicles: 518 vehicles
   Estimated Replacement Cost: $20.7 million ($40,000 x 518 vehicles)

4. Heavy trucks, sanitation trucks, special-purpose vehicles, and motorized equipment (except fire engines)

   Estimated average unit cost: $250,000
   Number of vehicles: 117 vehicles
   Estimated Replacement Cost: $29.3 million ($250,000 x 117 vehicles)

5. Large Fire Engines — fully equipped

   Estimated average unit cost: $1 million
   Number of vehicles: 19 vehicles
   Estimated Replacement Cost $19 million ($1 million x 19 vehicles)

ESTIMATED TOTAL REPLACEMENT COST: $90.9 MILLION

*Numbers and models of vehicles obtained from Finance Department list of 1,268 vehicles. See Exhibit 1, Attachment A.
**Estimated unit costs are in part supported by list obtained from Fiscal Implementation Team. See Exhibit 5, pp. 4–5.
***Crown Victoria vehicles cost $40,000, with an additional $7,000 for a “police package,” including computer and security enhancements.

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 3

County of Maui

Kalbert K. Young
Director

Department of Finance

COST OF GOVERNMENT COMMISSION

Economic Update
County Budget & Fiscal Status

FY2010

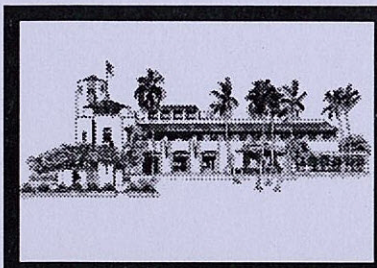
October 8, 2009

Annual Budgets FY06 thru FY10

(Amounts in Thousands)

	Operating	CIP	Total	Inc. / (Dec.)
FY06	316,865	73,352	390,217	12.1%
FY07	364,859	112,010	476,869	22.2%
FY08	436,165	113,470	549,635	15.3%
FY09	461,274	99,614	560,888	2.1%
FY10	461,969	101,722	563,691	0.1%

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 4



OFFICE OF THE CITY AUDITOR

City and County of Honolulu
State of Hawai'i

Audit of Select Management Practices of City-Owned Passenger Vehicles Under the Jurisdiction of the Department of Facility Maintenance

A Report to the
Mayor
and the
City Council of
Honolulu

Report No. 09-01
October 2009

Audit of Select Management Practices of City-Owned Passenger Vehicles Under the Jurisdiction of the Department of Facility Maintenance

A Report to the
Mayor
and the
City Council
of Honolulu

Submitted by

THE CITY AUDITOR
CITY AND COUNTY
OF HONOLULU
STATE OF HAWAI`I

Report No. 09-01
October 2009

Foreword

This audit was conducted pursuant to the authority of the Office of the City Auditor, as provided in the Revised Charter of Honolulu. In FY2006-07, the City and County of Honolulu reported that it owned 2,218 vehicles and motorized equipment valued at $348,002,191. Given the significant value of these assets, its potential for abuse, the rising cost of fuel, and because no comparable audit or study had been conducted in prior years, our office initiated this audit to examine the city's purchasing and management of motor vehicles. Specifically, the audit focuses on the city's purchasing practices and management of its 949 passenger-type vehicles such as sedans, pickup trucks, sport utility vehicles, station wagons, and vans.

We wish to express our appreciation for the cooperation and assistance provided to us by the staff of the Departments of Facility Maintenance and Budget and Fiscal Services, and others who we contacted during this audit.

Leslie I. Tanaka, CPA
City Auditor

EXECUTIVE SUMMARY

Audit of Select Management Practices of City-Owned Passenger Vehicles Under the Jurisdiction of the Department of Facility Maintenance

Report No. 09-01, October 2009

This audit was conducted pursuant to the authority of the Office of the City Auditor, as provided in the Revised Charter of Honolulu. In FY2006-07, the City and County of Honolulu reported that it owned 2,218 vehicles and motorized equipment valued at $348,002,191. Given the significant value of these assets, the rising cost of fuel, and because no comparable audit or study had been conducted in prior years, our office initiated this audit to examine the city's purchasing and management of the 949 passenger vehicle fleet under the Department of Facility Maintenance's jurisdiction. Our office opted to review passenger-type vehicles, such as sedans, pickup trucks, station wagons, sport utility vehicles (SUV), and vans, because city agencies have wide discretion in the variety of vehicle makes, models, and types to purchase, and because passenger vehicles are at greatest risk for abuse.

Background

The city's fleet of 949 passenger vehicles is comprised of many makes, models, and types. Vehicles that enter the fleet are requested by individual city agencies, with the approval of the Department of Budget and Fiscal Services and Department of Facility Maintenance. The Department of Budget and Fiscal Services verifies that departments have sufficient funds for passenger vehicle purchases and puts vehicles out to bid. The Department of Facility Maintenance's Automotive Equipment Services Division provides technical assistance to city agencies by developing vehicle specifications for purposes of putting vehicles out to bid. The Automotive Equipment Services Division is also responsible for managing the city's fleet of motor vehicles, including passenger vehicles. In FY2007-08, the division's budget to repair, service, and maintain the city's entire fleet of vehicles was $16.3 million. The division uses a state-of-the-art fleet management system to monitor and manage the fleet.

Between FY2005-06 and FY2007-08, both the council and administration established initiatives that impact the city's fleet of passenger vehicles. In June 2006, the city council adopted Resolution 06-176, which urged the administration to purchase hybrid vehicles or vehicles with mileage ratings of 40 or more miles per gallon of gasoline for the city's vehicular fleet, except for vehicles purchased and used by public safety agencies. In 2007, the city administration issued Honolulu's sustainability plan that incorporates the mayor's vision for the *21st Century Ahupua'a*. One of the plan's objectives was to acquire six hybrid vehicles for the city's fleet for use and evaluation by June 2008. In addition, the administration issued Mayor's Directive 05-06 in September 2005, which reissued guidelines for personal use of city-owned vehicles for travel between work and home.

Summary of Findings

1. The city's purchasing practices for passenger-type vehicles are fragmented and lack accountability. The city lacks a formal fleet management plan to guide vehicle purchases and purchasing decisions are decentralized with little oversight by agencies tasked with managing the city's fleet. A significant proportion of the city's fleet is older than 10 years, has accrued over 100,000 miles, or driven fewer than 5,000 miles annually. The city's passenger vehicle fleet grew 13 percent over three years despite a *one-for-one* replacement guideline. Despite a city council resolution supporting fuel efficient vehicles, purchase decisions are made without such consideration. Integration of hybrid vehicles into the city's fleet is delayed.

2. The city's fleet management operations practices and structure result in an inefficient fleet that is inconsistent with fleet management best practices. The city has inadequate and unenforceable controls over vehicles taken home by city employees. The facility maintenance department's Automotive Equipment Services Division does not fully utilize its fleet management software system, which would provide data to improve efficiency. City agencies do not pay for vehicle repairs, maintenance, or service, which leaves little incentive to properly operate or promptly replace older vehicles. The division also takes an inordinate amount of time to return passenger vehicles back into service, prompting one city agency to take its passenger vehicle repair and maintenance work to private service providers.

Finding 1: The City's Fleet Management Purchasing Practices are Fragmented and Lack Accountability

- We found that the city lacks a formal fleet management plan. A fleet management plan identifies key vehicle management areas such as administration, acquisition, maintenance, replacement, and reporting requirements. Many jurisdictions around the country, at all levels of government, have established fleet management plans.

- We found that passenger-type vehicle purchase decisions are decentralized and subject to weak oversight.

  - Requesting agencies have wide discretion in the make, model, and type of vehicles that are purchased.

  - Budget and fiscal services primarily ensures that city agencies have adequate funding and puts vehicle purchases out to bid. However, beyond adequacy of funding, the department applies little other criteria when evaluating the vehicle purchase.

  - Automotive Equipment Services Division, which is responsible for planning, directing, and administering all program and activities associated with the maintenance and repair of city vehicles, serves as a technical adviser only during the vehicle purchasing process. Neither the division nor budget and fiscal services limits or controls make, model, or type of vehicle purchased.

  - The lack of a vehicle acquisition policy results in a diverse passenger vehicle fleet comprised of 11 different manufacturers, 8 vehicle types, ranging from sedans to SUVs and pickup trucks, and 116 different models.

  - The city's passenger vehicle fleet grew over 13 percent between FY2005-06 to FY2007-08, from 837 passenger vehicles, to 949 passenger vehicles, respectively.

- We also found that the absence of a vehicle replacement policy results in an aged, inefficient fleet. Many jurisdictions have formal thresholds for when a vehicle should be replaced. The city does not have formal thresholds for vehicle replacement. However, the division's informal replacement guideline is 10 years or 100,000 miles.

- Using the city's unofficial replacement guideline of 10 years or 100,000 miles, we found that the city maintained 411 passenger vehicles that were 10 years or older, or 43 percent of the passenger fleet of 949 vehicles.

- We also found that 185 vehicles, or nearly 20 percent, had accumulated 100,000 miles or more. When considering both benchmarks, we found 161 passenger vehicles, or 17 percent, had accrued 10 years or more *and* 100,000 miles.

- We found that under-utilized vehicles may adversely impact fleet efficiency. Some jurisdictions have minimum use standards to justify keeping a vehicle in use. The city does not have a formal minimum-use standard for passenger vehicles. However, informally, the Automotive Equipment Services Division suggests that city passenger vehicles should be driven at least 5,000 miles annually. Based on this unofficial standard, we found that 299 of the 949 passenger vehicles under the facility maintenance department's jurisdiction had an average annual mileage accrual below 5,000 miles. This represents 31.5 percent of the passenger vehicle fleet.

- Additionally, we found that dedicated funding for vehicle replacement is lacking. Fleet management best practices recommend establishing a replacement reserve or other dedicated funding to ensure timely replacement for vehicles. The city does not have dedicated funding for vehicle replacement.

- We also found that the city council's intent to purchase fuel-efficient vehicles is not fully enforced. In June 2006, the council adopted Resolution 06-176, urging the administration to purchase hybrid vehicles or vehicles with mileage ratings of 40 or more miles per gallon for the city's fleet.

  - The integration of hybrid vehicles into the city's fleet has been delayed. The study of six hybrid vehicles, which was originally scheduled for completion in June 2008 as established by the mayor's sustainability plan, experienced delays and was scheduled to be completed in June 2009.

  - The city lacks a mechanism to ensure purchase of fuel-efficient vehicles. The resolution called for the purchase of vehicles with ratings of 40 miles per gallon or higher, but there is no criteria in the purchasing process to ensure that this standard, or any other more reasonable standard, is

achieved. As a result, in 2007 and 2008, we found that the city purchased 25 SUVs with fuel ratings ranging from 14 to 23 miles per gallon.

Finding 2: The City's Fleet Management Operations Practices Result in an Inefficient Fleet That is Inconsistent with Fleet Management Best Practices

- We found that the city's policy that allows city employees to take home city-owned vehicles is inadequate and unenforceable. Section 105-1 through 105-10, HRS, establishes restrictions governing the use of city-owned vehicles. Mayor's Directive 05-06 incorporates the statute's restrictions in establishing the city's policy on take-home vehicles. Budget Form 96, *Request for Personal Use of City Vehicle*, is evaluated and approved by the Department of Facility Maintenance, Department of Budget and Fiscal Services, and the mayor. Neither the Department of Budget and Fiscal Services nor Department of Facility Maintenance effectively monitors which employees have take-home vehicle authority.

  - Between 2000 and 2005, the city had no record of who requested take-home vehicle privileges or who was authorized to take home city-owned vehicles.

  - We found that as of the end of FY2007-08, only 4 city employees were authorized to take home a city-owned vehicle. However, 29 unauthorized city employees may be taking home city-owned vehicles. Facility maintenance denied their requests in June 2006, but, pending appeal, employees may be taking these vehicles home.

  - The facility maintenance department lacks authority over take-home vehicles and cannot enforce its decisions to stop employees from taking home vehicles. The department's appeals process has not resulted in a final resolution to the requests.

- The former director of the environmental services department and design and construction deputy director took home city-owned vehicles in violation of city ordinance. Section 2-28.2, Revised Ordinances of Honolulu, prohibits an executive agency head or deputy head from taking home a city-owned vehicle, except for the police chief and deputy police chief, fire

chief and deputy fire chief, medical examiner and deputy medical examiner and the civil defense agency administrator.

- City agencies are allowing city employees to take home city-owned vehicles without proper authorization. At least three city agencies we spoke with allow employees to take home city vehicles without filing authorization requests through Budget Form 96.

- Budget and fiscal services is not properly assessing taxable benefits for employees with take-home vehicle privileges. Department policy 04.15 titled, *Tax Liability for Use of City-Owned Vehicles*, based on IRS guidelines, assesses a $3.00 per day, or $678 annual taxable benefit for employees taking home city vehicles.

  - ➢ We found that as of November 2008, the city was assessing a taxable benefit to 10 employees, even though, according to facility maintenance records, at least 29 people may have been taking home city vehicles at that time.

  - ➢ Of the four employees authorized by facility maintenance to take home a city-owned vehicle, only two are being properly assessed for taxable benefits.

- We also found that Automotive Equipment Services Division does not fully utilize its fleet management software system. The division estimates that it uses only 70 percent of its *FleetFocus M5 Fleet Management System* software capabilities. There are many reports that can be generated, but the division does not always do so. Additionally, we found that inaccurate data is collected, maintained, and reported by the system. During fieldwork we discovered a discrepancy in how the system calculates labor hours per work order. Division staff contacted the system vendor on the mainland for an explanation and the vendor acknowledged that a glitch existed and that it would be corrected in the upgraded version of the software. Inaccurate data may be collected since some fueling cites rely on manual inputs, which cannot be verified.

- We found that city agencies generally do not pay Automotive Equipment Services Division for vehicle repair, service, and maintenance. Under current practice, once city agencies take possession of their vehicles, they generally do not pay for vehicle repair, service or maintenance—automotive equipment services budgets for, and pays for, vehicle upkeep.

Thus, there is no incentive for agencies to properly maintain or replace a vehicle in a timely manner.

- We found that passenger vehicle downtime at Automotive Equipment Services Division is excessive. Some agencies we spoke with expressed concern over the length of vehicle downtime spent at the division's yard. Analysis of a random sample of passenger vehicles serviced by the division between FY2005-06 and FY2007-08 revealed that the division kept passenger vehicles an average of 14 calendar days per work order, while spending an average of 3.6 hours on actual labor. An average of 97.7 percent of the time each vehicle spent at the division was for non-labor.

- The Department of Environmental Services sends some of its passenger vehicles to outside vendors for repair, maintenance and service. Since May 2006, the Collections Division has sent its 60-70 passenger vehicles to private vendors and paid for the services from its operating funds.

  - The Department of Environmental Services and Department of Facility Maintenance entered into a service level agreement to address liability issues. In 2004, a service level agreement was agreed to by the departments which sought to improve service and communication between the departments.

  - To date, the service level agreement between the departments has not been fully met. Reports requested by environmental services have not been provided by automotive equipment services. Integration of environmental services' software system with facility maintenance's software system has not yet been completed.

Recommendations and Response

We made several recommendations to improve the city's passenger vehicle purchasing and operations management practices. We recommended that the mayor consider aligning all management responsibilities for the city's fleet of vehicles, including passenger vehicles, under a single entity. We also suggested consideration to require agencies to justify passenger vehicle purchases that do not meet the intent of Resolution 06-176. Additionally, we suggested the administration work with corporation counsel to resolve union-related and other

outstanding issues that will allow the city to effectively enforce its take-home vehicle policy and to work with the Departments of Budget and Fiscal Services and Facility Maintenance to establish a proposal for dedicated funding for the purchase of replacement passenger vehicles.

We recommended that the Department of Facility Maintenance establish a formal, comprehensive fleet management plan to include possible standardized fleet specifications, replacement policies, benchmarks, vehicle evaluation requirements, and other fleet management industry-recommended best practices. We also suggested that the department prepare annual reports that contain appropriate vehicle analyses, work with the administration to definitively identify city employees taking home city-owned vehicles and update the list annually until employee appeals are resolved, and enforce requirements that all city employees with take-home vehicle privileges submit their Budget Form 96 authorization requests. We also recommended that the department prepare a feasibility study for implementing a *chargeback system* that places the repair and maintenance responsibility on individual city agencies and to utilize all appropriate *FleetFocus M5 Fleet Management System* capabilities. Furthermore, we recommended working with the mayor to consider sending certain, or all, passenger vehicle repair and maintenance to private sector vendors. If automotive equipment services continues to service passenger vehicles, the department should establish appropriate standards for vehicle turn around time and minimize downtime. Finally, we recommended that the facility maintenance department survey city agencies annually to obtain customer feedback to improve services, and comply with the terms of its service level agreement with the environmental services department.

We recommended that the Department of Budget and Fiscal Services coordinate with the Department of Facility Maintenance to identify all employees with take-home vehicle privileges via Budget Form 96 and assess appropriate taxable benefits. We also recommended that the department research the tax implications for the intermittent take-home use of a city-owned vehicle and, as necessary, establish guidelines for intermittent use of take-home vehicles by city employees.

In response to our draft report the Departments of Facility Maintenance and Budget and Fiscal Services expressed general agreement with our audit findings and recommendations. The agencies also offered clarifying information, updated programs and activities related to fleet management, and other comments.

We acknowledge the additional information provided by the agencies, but stand by our audit findings.

Additionally, the agencies expressed concerns over our audit scope and omission of steps the departments have recently taken to address many of our audit findings. First, the agencies expressed concern that the premise for conclusions and recommendations found in the report is the result of data limited only to passenger vehicles and not the entire fleet. While we acknowledge the departments' concerns, our audit scope clearly states that we selected passenger vehicles for this review because of the wide discretion city agencies have in purchasing passenger vehicles and that passenger vehicles are at greatest risk for abuse. Our audit findings and recommendations specifically cite application to passenger vehicles only, with the possible exception of a citywide fleet management plan that could benefit all city vehicles, including passenger vehicles. Furthermore, since the departments did not refute our findings that the city's passenger vehicle fleet grew over the three-year review period or that downtime for passenger vehicles is excessive, we stand by those findings.

Second, the departments expressed concern that the audit report did not acknowledge the steps the city has already taken to address many of the report's findings. We recognize and commend the city for taking initiative to improve passenger vehicle procurement. We note, however, that our audit scope identifies our review period as passenger vehicles under the jurisdiction of the Department of Facility Maintenance for the period FY2005-06 to FY2007-08. The program and procedural improvements cited in the departments' response were not applicable to our review period and, thus, were not included in the audit report.

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Chapter 1
Introduction

This audit was conducted pursuant to the authority of the Office of the City Auditor, as provided in the Revised Charter of Honolulu. The audit was included in the office's Annual Workplan for FY2008-09, which was sent to the mayor and Honolulu City Council in June 2008.

The Automotive Equipment Services Division, Department of Facility Maintenance, reported that the city owned 2,218 city vehicles and motorized equipment in FY2006-07, valued at $348,002,191. Given the significant value of these assets, its potential for abuse, and the rising cost of fuel, it is essential that the city examine its fleet maintenance operations to ensure that it is operating efficiently and effectively. To date, the city has not conducted a comprehensive assessment of its fleet of vehicles. While the city operates a variety of motor vehicles ranging from golf carts to garbage trucks and, collectively, represent a significant investment by city taxpayers, this audit focused on the 949 passenger-type vehicles under the Department of Facility Maintenance's jurisdiction as of the end of FY2007-08. Passenger vehicles include sedans, station wagons, sport utility vehicles (SUV), vans, pickup trucks, crewcab trucks, utility trucks, and mini buses. Our office opted to review passenger-type vehicles because city agencies have wide discretion in the variety of vehicle makes, models, and types to purchase, and because passenger vehicles are at greatest risk for abuse.

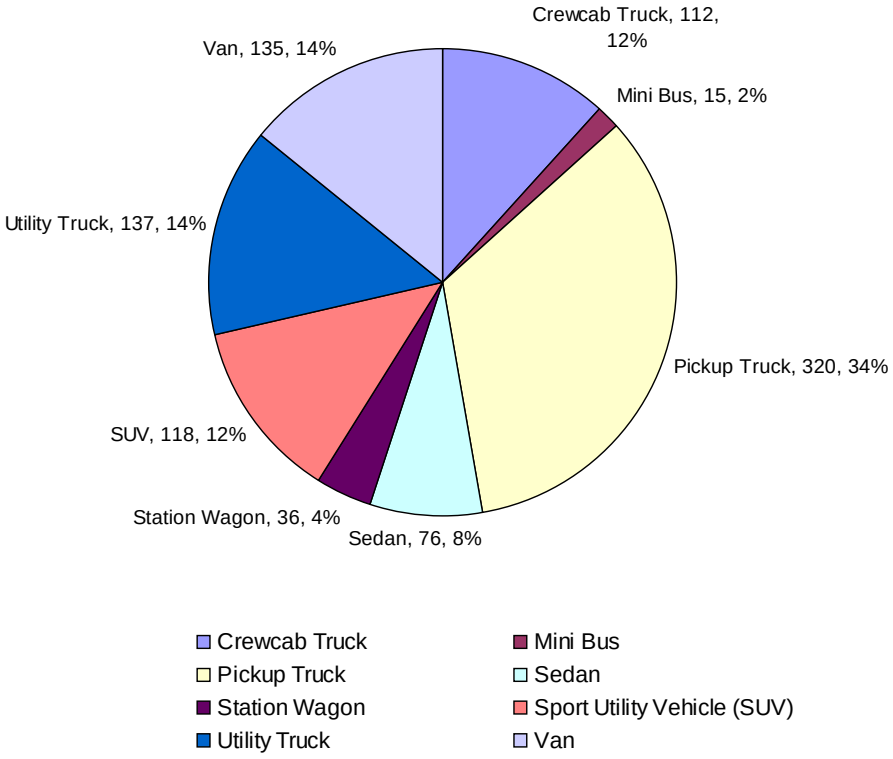
Background

The city's fleet of 949 passenger vehicles is comprised of many makes, models and types. Vehicles that enter the fleet are requested by individual city agencies, with the approval of the Department of Budget and Fiscal Services and Department of Facility Maintenance. The Department of Budget and Fiscal Services verifies that departments have sufficient funds for passenger vehicle purchases. The Department of Facility Maintenance's Automotive Equipment Services Division is responsible for managing the city's fleet of passenger vehicles. The division's budget to repair, service and maintain the fleet is derived from five different funds. The division uses a state-of-the-art fleet management system to monitor and manage the fleet.

City's fleet of passenger vehicles is comprised of many makes, models, and types

As of August 2008, the city's fleet of passenger vehicles under the facility maintenance department's jurisdiction was comprised of 949 vehicles. The passenger vehicle fleet is divided among eight different classes: crewcab trucks, mini buses, pickup trucks, sedans, station wagons, sports utility vehicles, utility trucks, and vans. Pickup trucks, which number 320, are the most common class of vehicle in the city's fleet, and represent a little over one-third of passenger vehicles managed by the facility maintenance department. Exhibit 1.1 shows the distribution of vehicle classes among the city's fleet of passenger vehicles.

Exhibit 1.1
City Passenger Vehicles by Class, FY2007-08



Source: Department of Facility Maintenance

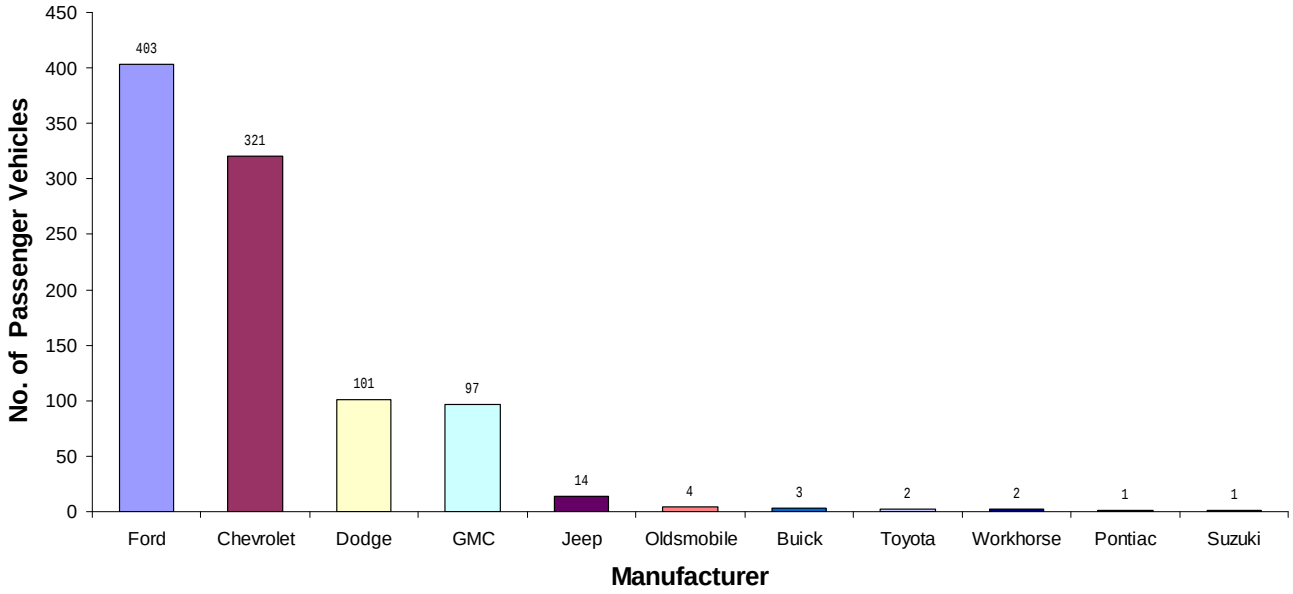
Exhibit 1.2
Photo of 2002 Ford Escape

This 2002 Ford Escape SUV, operated by the Environmental Services Department, is one of 118 SUVs in the city's passenger vehicle fleet as of August 2008. SUVs represent 12 percent of the city's 949 passenger vehicle fleet.

Source: Office of the City Auditor

The city's passenger vehicle fleet is also distributed among 11 different manufacturers. The most common manufacturer is *Ford,* which comprises 42 percent of the passenger vehicles under facility maintenance department's jurisdiction. *Pontiac* and *Suzuki* each have one vehicle in the city's fleet. Exhibit 1.3 displays the distribution of vehicle manufacturers among the city's fleet of passenger vehicles.

Exhibit 1.3
City Passenger Vehicles by Manufacturer, FY2007-08



Source: Department of Facility Maintenance

The 949 passenger vehicles in the city's fleet is dispersed among 20 city departments and agencies. The departments with the most passenger vehicles are environmental services, facility maintenance, and parks and recreation. Exhibit 1.4 shows the distribution of passenger vehicles among city departments and agencies.

Exhibit 1.4
Distribution of Passenger Vehicles by City Agency, FY2007-08

	Department/Agency	*No. of Passenger Vehicles*	*Percent of Passenger Vehicle Fleet*
1	Department of Environmental Services	267	28.1%
2	Department of Facility Maintenance	254	26.8%
3	Department of Parks and Recreation	219	23.1%
4	Honolulu Emergency Services Department	56	5.9%
5	Department of Design and Construction	28	3.0%
6	Department of Transportation Services	27	2.8%
7	Department of Enterprise Services	23	2.4%
8	Department of Budget and Fiscal Services	15	1.6%
9	Department of Planning and Permitting	13	1.4%
10	Customer Services Department	9	0.9%
11	Department of Community Services	9	0.9%
12	Prosecuting Attorney's Office	6	0.6%
13	City Clerk's Office	5	0.5%
14	Medical Examiner Department	5	0.5%
15	Department of Information Technology	4	0.4%
16	Department of Emergency Management	3	0.3%
17	Department of Human Resources	2	0.2%
18	Royal Hawaiian Band	2	0.2%
19	Office of the Mayor	1	0.1%
20	Office of the Managing Director	1	0.1%
	Total	949	100.0%

Source: Department of Facility Maintenance

In FY2005-06, the city purchased 60 passenger vehicles at cost of $2,180,183. The city purchased an additional 64 passenger vehicles in FY2006-07 and expended $1,803,765. In FY2007-08, a total of 24 passenger vehicles were purchased for $652,001. Exhibit 1.5 illustrates these figures.

Exhibit 1.5
Passenger Vehicle Purchases, FY2005-06 to FY2007-08

	FY2005-06	*FY2006-07*	*FY2007-08*
No. of Vehicles Purchased	60	64	24
Total Cost	$2,180,183	$1,803,765	$652,001

Source: Department of Budget and Fiscal Services

Passenger vehicle purchase process starts with the requesting agency

The process for purchasing a passenger vehicle begins with the individual city agency. A city agency will make a formal equipment purchase request to budget and fiscal services through the *City and County of Honolulu Enterprise Resource Planning System* (CHERPS). Budget and fiscal services ensures that the requesting agency has adequate funds for the purchase and manages bids. The request is then forwarded to the facility maintenance department's Automotive Equipment Services Division for vehicle specification approval. Upon approval, the request is returned to budget and fiscal services and the purchase is put out to bid. Whenever possible, budget and fiscal services will try to bundle vehicle requests from various city agencies in order to benefit from bulk purchase discounts. Automotive Equipment Services Division takes delivery of vehicles, inspects them to ensure compliance with bid specifications, and releases the vehicle to the requesting agency.

Department of Budget and Fiscal Services' responsibilities

The Department of Budget and Fiscal Services is the central budgeting and accounting agency for the City and County of Honolulu. Among its responsibilities are long-range financial planning, managing the city's operating and capital improvement budgets, managing the city's revenue and disbursement activities and financial records, overseeing equipment inventories, and administering the city's centralized purchasing activity.

The department's divisions related to passenger vehicles are:

1. **Purchasing Division**. The Purchasing Division is responsible for procuring all materials, supplies, equipment and services for city departments and agencies, including passenger vehicles. It also maintains an inventory of all city personal property to effect exchange, disposal, sale, or transfer of

surplus equipment. In FY2005-06, FY2006-07, and FY2007-08, the city purchased 119, 119, and 82 motor vehicles (passenger and non-passenger), respectively.

2. **Property Management and Disposal Section**. This section maintains the city's real and personal property inventories, and manages and disposes of the city's real and personal property when needed. The city's personal property inventory, which includes equipment, machinery, and supplies and materials, is maintained on the CHERPS. At the end of FY2006-07, the department recorded motor vehicle assets totaling $348,002,191. In FY2006-07, the section retired assets, valued at $26.4 million, which included trucks, handi-vans, and police vehicles. Assets transferred between city agencies, valued at $85.1 million, included personal computers, office equipment, and motor vehicles.

3. **Division of Fiscal/CIP Administration**. This program is responsible for overseeing citywide financial planning and analysis, and the formulation, review, preparation and implementation of the annual Capital Program and Budget. It also administers the U.S. Department of Housing and Urban Development's Community Development Block Grant, HOME Investment Partnerships, Emergency Shelter Grant and Housing Opportunities for Persons with AIDS programs to ensure proper program management, timely completion of projects, and continued compliance with program mandates. Since 1998, most city motor vehicles have been purchased with Capital Improvement Program (CIP) funds.

4. **Division of Budgetary Administration**. This program provides centralized budgetary services, which include the preparation and administration of the annual operating budget. It formulates and administers budgetary policies consistent with administration objectives. It also evaluates the effectiveness of individual program activities in achieving its goals and mandates and provides organizational and budgetary review of city programs and activities. This division assists agencies in formulating equipment priorities and enforces procurement guidelines in purchasing city vehicles.

Department allocates funds for vehicle purchases

The budget department's role in the city's fleet management program begins when a requesting city agency submits a request through the CHERPS. Generally, budget and fiscal services does

not have the technical expertise to evaluate motor vehicle specifications. The department relies on the Automotive Equipment Services Division to approve vehicle specifications. Whenever possible, the department tries to bundle motor vehicle purchases from various agencies and take advantage of bulk discounts from vendors. Upon confirming the availability of funds and approval from automotive equipment services, the department will put the motor vehicle request out to bid in accordance with procurement laws. Budget and fiscal services' main concern is the availability of funds and that vehicle specifications allow the city to properly obtain bids from vendors.

The city uses primarily CIP funds to purchase motor vehicles

In FY2007-08, motor vehicles were purchased using cash from the Capital Improvement Program budget. In FY2005-06 and FY2006-07, vehicles were purchased with CIP bond financing. Prior to 1998, the city paid cash for motor vehicle purchases. The change in motor vehicle financing occurred in July 2006 with the passage of Resolution 06-222. The resolution established that capital costs funded in the capital budget shall be limited to costs that do not recur annually, which include equipment having a unit cost of $5,000 or more and estimated service life of five years or more, except for equipment funded with cash from the sewer fund.

Department of Facility Maintenance manages the city's fleet of passenger vehicles

In addition to managing the city's fleet of passenger vehicles, the Department of Facility Maintenance plans and administers, among other things, city buildings, vehicles, and construction equipment except for certain units belonging to the Board of Water Supply, police, and fire departments. The department also administers programs for mechanical, electrical, and electronic equipment and facilities.

Among its goals and objectives are:

- Use environmentally friendly vehicles such as hybrid vehicles, bio-diesel fuel, and energy efficient lighting to reduce harmful emissions to the environment, and to reduce reliance on fossil fuel.

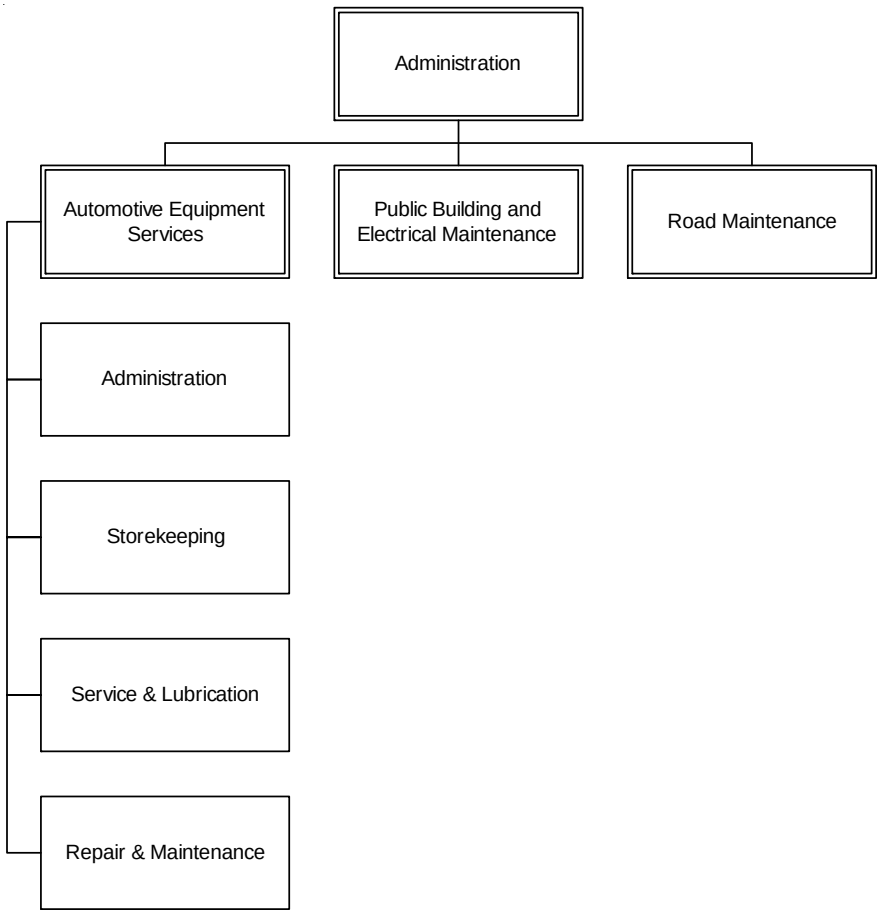
- Staff and organize core programs to support planning, development, and execution of comprehensive preventive and predictive maintenance programs for roads, equipment/vehicles, buildings, streetlights, and appurtenances.

- Minimize *downtime* of vehicles and equipment requiring repair work. Perform interim repairs until parts arrive and/or workload allows for complete repair; improve early defect detection by enhancing preventive maintenance; increase efforts to perform repairs when equipment is inactive and establish timely vehicle/equipment replacement schedule to reduce major repair costs.

- Increase efficiency with an effective automated fleet maintenance and repair tracking system.

The department is organized into three major divisions: Automotive Equipment Services, Public Building and Electrical Maintenance, and Road Maintenance. The department's organizational chart is depicted in Exhibit 1.6.

Exhibit 1.6
Department of Facility Maintenance Organization Chart



Source: Executive Program and Budget, City and County of Honolulu, Fiscal Year 2008 and Department and Agency Reports of the City and County of Honolulu, Fiscal Year July 1, 2006 to June 30, 2007

Automotive Equipment Services Division maintains and repairs motor vehicles

The Automotive Equipment Services Division, under the Department of Facility Maintenance, is responsible for planning, directing, coordinating, and administering all programs and activities associated with the maintenance and repair of the automotive, heavy vehicle, and construction equipment fleets of most city departments and agencies (with the exception of the Honolulu Fire Department, Honolulu Police Department, and Board of Water Supply). Exhibit 1.7 details the vehicles under the division's jurisdiction.

Exhibit 1.7
City-owned Vehicles Under the Jurisdiction of the Automotive Equipment Services Division, FY2005-06 to FY2007-08

	FY2007-08	*FY2006-07*	*FY2005-06*
No. On-road/highway vehicles	Not reported*	1,510	1,741
No. Off-road/non-highway equipment	Not reported*	132	129
No. Misc. equipment (trailers, fork lifts, compressors, generators, etc.)	Not reported*	576	591
Total vehicles	Not reported*	2,218	2,461
Value of city-owned motor vehicles **		$348,002,191	$322,785,489

* Not reported as of July 2008
** Includes all motor vehicles owned by the city, including Honolulu Police Department, Honolulu Fire Department, and the Honolulu Board of Water Supply

Source: City and County of Honolulu, Executive Operating Program and Budget

In FY2007-08, the department reported an inventory of 949 passenger-type motor vehicles. They include crewcab and pickup trucks, sedans, station wagons, sport utility vehicles, utility trucks, vans, and mini buses.

The division is organized into four activity areas:

1. **Administration**. This activity is responsible for all preventive maintenance and inspection scheduling, production control, work order data processing and review, quality assurance, disposal of replaced vehicles and equipment, and is the primary custodian of the city's computerized fleet management system.

2. **Storekeeping**. Responsible for the acquisition, storage, issuance, and disposal of tools, equipment, replacement parts, accessories, general supplies, and solicitation of private contract equipment and vehicle repair services for the entire division.

3. **Service and Lubrication**. Provides fueling, tire repair/ replacement and maintenance, lubrication, and cleaning of all equipment supported by the division.

4. **Repair and Maintenance**. Serves as the division's major operational activity. Repair and maintenance shops include: Halawa Automotive Repair Shop, Construction Equipment Repair Shop, Welding Shop, Body and Fender Shop, Pearl City Automotive Repair Shop, Kapa'a Automotive Repair Shop, and the newly created Light Equipment Repair Shop.

Automotive equipment services' budget is derived from five different sources

The division derives its budget from five different sources: General Fund, Highway Fund, Sewer Fund, Refuse Solid Waste Fund, and Refuse Recycling Account Fund. In FY2005-06, the division had a budget of nearly $14.2 million. In FY2007-08, the division's budget increased 15.3 percent to almost $16.4 million. Exhibit 1.8 shows the automotive equipment services division's budget for FY2005-06 to FY2007-08.

Exhibit 1.8
Automotive Equipment Services Division Annual Budgets, FY2005-06 to FY2007-08

Fund Source	*FY2005-06*	*FY2006-07*	*FY2007-08*
General Fund (110)	$3,575,249	$3,165,600	$3,560,146
Highway Fund (120)	$1,907,590	$2,336,129	$2,698,179
Sewer Fund (170)	$1,585,321	$1,888,877	$1,657,347
Refuse Solid Waste Fund (250)	$3,672,249	$7,038,331	$6,739,297
Refuse Recycling Account Fund (259)	$3,434,742	$1,215,997	$1,695,906
Total	$14,175,151	$15,644,934	$16,350,875

Source: Automotive Equipment Services Division, Department of Facility Maintenance

The division uses a state-of-the-art fleet management system

Automotive equipment services employs the *FleetFocus M5 Fleet Management System* for managing the city's automotive fleet. This software application is a web-based system that is capable of tracking and reporting vital vehicle information such as accounting, performance and repairs, maintenance histories, location assignment, operating data, fuel usage, warranties, and

downtime. The system, which is used by 35 city municipalities in California and locally by Hawaiian Electric Company and Maui Pineapple, aims to significantly reduce maintenance expenditures and inventory carrying costs, streamline operations and improve vehicle utilization, reduce asset ownership costs, improve warranty recovery, enhance productivity, efficiency, and customer satisfaction, and improve operations and maintenance practices.

Automotive equipment services provides technical assistance to city agencies that purchase passenger vehicles

In addition to maintaining and repairing passenger vehicles, automotive equipment services provides technical assistance to city agencies by developing vehicle specifications that are commensurate with current industry inventory and can be competitively bid. Under current procurement requirements, the city generally obtains competitive bids for purchases exceeding $5,000. The division does not select vehicle model, make, or class; the division's primary responsibility in purchasing a passenger vehicle is to ensure that vehicle specifications can be competitively bid.

Select Initiatives Established by the Council and Administration Between FY2005-06 and FY2007-08 that Impact the City's Fleet of Passenger Vehicles

Between FY2005-06 and FY2007-08, the city council and city administration established initiatives that impact the city's fleet of passenger vehicles. Resolution 06-176 urged the city administration to purchase hybrid and other fuel-efficient vehicles. The mayor's sustainability plan, *21st Century Ahupua'a*, outlined sustainability goals related to fuel and transportation. Mayor's Directive 05-06 issued policies and procedures for city employees taking home city-owned vehicles.

Resolution 06-176 asks the administration to consider purchasing fuel-efficient vehicles

In June 2006, the city council adopted Resolution 06-176. Through this resolution, the council urged the city administration to purchase hybrid vehicles or vehicles with mileage ratings of 40 or more miles per gallon of gasoline for the city's vehicular fleet, except for vehicles purchased and used by public safety agencies. The Department of Budget and Fiscal Services testified in support of the measure.

The mayor's* 21st Century Ahupua'a *sustainability initiative seeks to utilize alternative fuels and eco-friendly vehicles

In September 2005, the budget and fiscal services department convened various city departments to address rising fuel oil prices and its impact to the city's operating budget, which became the Energy Issues Committee. The committee's objective was to brainstorm energy reducing initiatives to offset the city's increasing energy costs. In early 2007, the committee evolved into the Mayor's Energy and Sustainability Task Force to develop a ten-year plan to make the city even more energy efficient and sustainable. The task force issued the city's sustainability plan, which incorporates the mayor's vision for the *21st Century Ahupua'a*.

The plan's objective related to fuel and transportation include:

- Acquire six hybrid vehicles for the city's fleet for use and evaluation by June 2008.
- Install a tire pressure monitoring system on all city fleet vehicles as part of standard equipment by 2009.
- Establish vehicle usage guidelines to minimize the amount of fuel consumed by city operations by June 2008. Update and re-issue guidelines on an annual basis so message is not forgotten.

Mayor's Directive 05-06 reissues guidelines for personal use of city-owned vehicles for travel between work and home

In September 2005, the administration issued Mayor's Directive 05-06 to all department and agency heads, which addressed the personal use of city and county vehicles for travel between work and home. The directive applied to all executive branch employees, except the mayor and employees of the police department, fire department, and water supply board, who are exempt by state law. Through this directive, the mayor emphasized that except for special circumstances, it was unlawful for employees to use city vehicles for personal use, which included travel between work and home. Authorization to take home a city-owned vehicle would be based on the written recommendation of the budget and fiscal services director, and the prior review and recommendation of the facility maintenance director. The directive set forth the criteria used by the evaluating departments.

When an agency head believes an employee should be authorized the use of city-owned vehicle in accordance with the provisions of directive 05-06, a *Request for Personal Use of City Vehicle*, Budget Form 96, shall be submitted to the facility maintenance

department. Authorization for the personal use of a city-owned vehicle for travel between work and home would be granted on a fiscal year-to-year basis, and shall expire at the end of each fiscal year. Budget Form 96 would be required by June 1 of each year, for the ensuing fiscal year beginning July 1.

Audit Objectives

1. Review and assess select passenger vehicle fleet management purchasing practices.
2. Review and assess select passenger vehicle fleet management operations practices.
3. Make recommendations as appropriate.

Scope and Methodology

We focused our review and analysis on select management practices related to passenger-type vehicles under the jurisdiction of the Department of Facility Maintenance for the period FY2005-06 through FY2007-08. We did not examine fuel costs or consumption related to the passenger vehicle fleet. We reviewed passenger vehicle purchase order data on file with the Department of Budget and Fiscal Services, and other data maintained by the CHERPS system for the same three-year period, and interviewed personnel from the purchasing, budget and administration, fiscal/CIP administration, and payroll divisions. We also reviewed passenger vehicle data maintained by the Department of Facility Maintenance's *FleetFocus M5 Fleet Management System* database for the period FY2005-06 to FY2007-08 and interviewed division administrators and staff. We also studied the department's records, policies, and procedures for take-home vehicles. Additionally, we examined the management practices, policies, procedures, and internal controls, and interviewed staff, from the Customer Services Department, Department of Transportation Services, Department of Environmental Services, and the city's motor pool. Furthermore, we tested a sample of vehicle purchases, service, repairs, and use for compliance with applicable city charter, ordinance, policies, and procedures. We also conducted a site visit to facility maintenance department's vehicle repair shop in Halawa. Finally, we compared the city's management of passenger vehicles against industry best practices and practices of other government jurisdictions.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Chapter 2

Effective Management of the City's Passenger Vehicle Fleet is Hampered by Fragmented Operational Practices and Ineffective Organizational Structure

At the end of FY2007-08, the City and County of Honolulu maintained 949 passenger vehicles in its overall fleet. These vehicles play an important role in the city's ability to provide services to the citizens of O'ahu. During difficult economic times, taxpayers demand efficiency and increased accountability for resources paid for by their tax dollars. We found that the city's fleet management purchasing practices are fragmented and lack accountability, and results in a diverse fleet comprised of 11 different manufacturers, 8 vehicles types, and 116 different models. We also found that the city's fleet management operations practices result in an inefficient fleet that is impacted by take-home vehicle policies that cannot be enforced, a fleet management software system that is underutilized, and excessive vehicle down time for repair and maintenance.

Summary of Findings

1. The city's purchasing practices for passenger-type vehicles are fragmented and lack accountability. The city lacks a formal fleet management plan to guide vehicle purchases and purchasing decisions are decentralized with little oversight by agencies tasked with managing the city's fleet. A significant proportion of the city's fleet is older than 10 years, has accrued over 100,000 miles, or driven fewer than 5,000 miles annually. The city's passenger vehicle fleet grew 13 percent over three years despite a *one-for-one* replacement guideline. Despite a city council resolution supporting fuel efficient vehicles, purchase decisions are made without such consideration. Integration of hybrid vehicles into the city's fleet is delayed.

2. The city's fleet management operations practices and structure result in an inefficient fleet that is inconsistent with fleet management best practices. The city has inadequate and unenforceable controls over vehicles taken home by city employees. The facility maintenance department's Automotive Equipment Services Division does not fully utilize

its fleet management software system, which could provide data to improve efficiency. City agencies do not pay for vehicle repairs, maintenance, or service, which leaves little incentive to properly operate or promptly replace older vehicles. The division also takes an inordinate amount of time to return passenger vehicles back into service, prompting one city agency to take its passenger vehicle repair and maintenance work to private service providers.

The City's Fleet Management Purchasing Practices are Fragmented and Lack Accountability

To assess the city's passenger vehicles purchasing practices we reviewed best practices recommended by professional fleet management organizations and/or best practices identified by other jurisdictions. We also reviewed city administration and city council initiatives aimed at improving fleet efficiency. A number of best practices we identified are commonly incorporated into a formal fleet management plan, which identifies key factors pertaining to fleet purchase, maintenance, and management. We found that the city lacks a formal fleet management plan. And while there are *lead* agencies dealing with aspects of fleet management, individual city agencies have wide discretion in passenger vehicle purchases and use. We also found that the city lacks both a vehicle replacement plan and dedicated funding to support timely replacement. Finally, we found that the council's support for fuel-efficient vehicles is not followed.

The city lacks a formal fleet management plan

The city does not have a formal fleet management plan to guide vehicle purchases. A formal fleet management plan identifies key vehicle management areas such as administration, acquisition, maintenance, replacement, and reporting requirements. The National Association of Fleet Administrators, Inc. recommends that fleet administrators identify key performance indicators for its fleet of vehicles. Key performance indicators are quantifiable measurements, agreed to by stakeholders, which reflect critical business success factors. Another recommended practice is benchmarking, which is the systematic collection and analysis of data used to develop performance measurements. Benchmarking also allows fleet managers to compare costs, internally or externally, against similar or like industries, and can improve performance and establish future goals. Some government jurisdictions around the country have adopted these recommendations. A comprehensive fleet management plan can address all areas of passenger vehicle utilization, including purchasing, operating, and managing a passenger vehicle fleet.

Plan elements that affect purchasing include: 1) a centralized fleet management function; 2) fleet replacement plans for vehicles nearing the end of its useful life; 3) fleet utilization analyses to identify underutilized vehicles; and 4) dedicated funding to support vehicle replacement.

Mohave County in Arizona, for example, established a Fleet Management Plan in June 2005. The plan is designed to provide detailed policies, procedures, and recommendations for improving the administration and operations of the county's vehicle fleet. The plan provides guidelines for fleet consolidation opportunities, the number and type of vehicles used by each department, vehicle acquisition and restrictions, vehicle replacement plan, best practices, fleet and department management responsibilities, low-cost alternative vehicles, and data collection and department reporting requirements.

In September 2003, the Office of Vehicle Fleet Management, State of Texas, also established a comprehensive vehicle fleet management plan that is designed to provide detailed recommendations for improving the administration and operation of the state's vehicle fleet. The plan specifies administrative policy, acquisition policy, including fleet size, vehicle replacement, purchasing restrictions and exemptions, and policies on fleet consolidation, minimum use requirements, replacement, and disposal. Texas' fleet management plan also details fleet reporting requirements and fleet management best practices related to policies and procedures, communications, fleet size, fleet selection, vehicle use, maintenance and repairs, and vehicle disposal and replacement.

The City and County of Honolulu, by comparison, does not have a formal fleet management plan and has not established formal policies, procedures, and benchmarks recommended by fleet management professionals. The following discussion focuses on some of the key elements of a fleet management plan that the city is currently lacking.

Passenger vehicle purchase decisions are decentralized and subject to weak oversight

According to a national fleet management consultant, a well-run municipal fleet operation is administratively centralized to capture economies of scale and features dedicated funding. The city's current framework for purchasing a passenger vehicle is best described as decentralized and subject to weak oversight by the city agencies tasked with evaluating and approving vehicle purchases. City agencies requesting to purchase a passenger vehicle have wide discretion in the make, model, and type of

vehicles that are purchased. Budget and fiscal services' jurisdiction is limited to ensuring that requesting city agencies have adequate funding and procurement. The Automotive Equipment Services Division serves as a technical adviser.

Requesting agencies have wide discretion in the make, model, and type of vehicles that are purchased

City agencies have wide discretion in the make, model, and type of passenger vehicle that they purchase. Under the current process for purchasing a motor vehicle, city agencies make the initial request for a passenger vehicle. We interviewed administrators from three different city departments and none of the departments had any formal policies or procedures for purchasing a passenger vehicle. Rather, the departments generally base purchase decisions based on need. When specifically asked to identify the criteria the department uses to purchase a passenger vehicle, administrators from one department cited operational needs and budget restrictions. Another department noted that it follows the city's vehicle replacement policy and procurement guidelines. Administrators from a third department commented that it, too, followed budget guidelines provided by the budget and fiscal services department and recommendations from automotive equipment services. Thus, each department has wide latitude in the types of vehicles it purchases, relying primarily on budget restrictions.

Budget and fiscal services ensures that city agencies have adequate funding

The budget and fiscal services department's primary responsibility in the passenger vehicle purchase process is to ensure the availability of funds. We asked three separate administrators from the budget and fiscal services department's purchasing, budgetary administration, and fiscal/CIP administration divisions to describe the criteria the department considers when authorizing a vehicle purchase. Their responses included budget considerations and ensuring that proposed purchases are for *replacement* vehicles rather than *new* vehicles. The department defers to the facility maintenance department's automotive equipment services for the technical expertise in developing vehicle specifications. The department also handles bidding and procurement duties in purchasing the vehicles.

Automotive equipment services serves as technical adviser only

The Automotive Equipment Services Division assists city agencies with developing vehicle specifications that can be put out to bid. Division staff review proposed vehicle specifications to ensure that they are commensurate with current model offerings and that there are vehicles available in the marketplace that can meet competitive bidding requirements. When we asked a division administrator to identify the criteria the division uses when evaluating a purchase, the administrator replied that if a purchase can be competitively bid, and the division can service the vehicle, the purchase is likely to go through. However, the division cannot presently limit vehicle manufacturer, make, or model, and if a new vehicle model is purchased then the division is obligated to expand to service the new brand of vehicle.

While budget and fiscal services and automotive equipment services are performing necessary administrative duties related to the purchase of passenger vehicles, what is lacking is a comprehensive evaluation of proposed purchases as it relates to the city's overall fleet. As a result, city departments and agencies have broad authority in the type of vehicles that make up the city's passenger vehicle fleet. The two city agencies tasked with evaluating and approving such purchases use narrow and disparate criteria to evaluate and approve vehicle purchases. Purchases are seemingly scrutinized as individual purchases, based on available funds or agency priorities, rather than how the purchase fits into the city's overall fleet and its ability to properly service, maintain, and repair the vehicle in a cost-effective manner.

Lack of vehicle acquisition policy results in a diverse passenger vehicle fleet

Automotive equipment services administrators acknowledge that the city does not have a formal policy on the manufacturer, model, or type of passenger vehicle that city agencies may purchase. The purchase decision is ultimately determined by the requesting agency. The budget and fiscal services department merely ensures that the requesting agency has adequate funds available. Automotive equipment services serves as a technical adviser to ensure that the specifications for the proposed vehicle acquisition can be competitively bid. As a result, the city's passenger vehicle fleet is comprised of 11 different manufacturers, both foreign and domestic, 8 vehicle types that include sedans, pickup trucks, and SUVs, and 116 different models. For example, the city maintains 35 different passenger vehicle models for

Chevrolet vehicles alone, as explained in Exhibit 2.1. Exhibit 2.2 displays the 22 different models of sedans and Exhibit 2.3 reveals the 14 models of SUVs maintained by the city.

Exhibit 2.1
Inventory of Chevrolet Passenger Vehicle Models, FY2007-08

	Vehicle Make	*Vehicle Class*	*No. of Vehicles in City Fleet*
1	Chevrolet 3500	Crewcab Truck	34
2	Chevrolet Colorado	Crewcab Truck	2
3	Chevrolet 3500	Mini Bus	11
4	Chevrolet 1500	Pickup Truck	32
5	Chevrolet 2500	Pickup Truck	31
6	Chevrolet 3500	Pickup Truck	6
7	Chevrolet C30	Pickup Truck	2
8	Chevrolet Custom Deluxe	Pickup Truck	2
9	Chevrolet El Camino	Pickup Truck	1
10	Chevrolet S-10	Pickup Truck	33
11	Chevrolet Caprice	Sedan	1
12	Chevrolet Cavalier	Sedan	5
13	Chevrolet Corsica	Sedan	1
14	Chevrolet Impala	Sedan	1
15	Chevrolet Lumina	Sedan	6
16	Chevrolet Malibu	Sedan	11
17	Chevrolet Cavalier	Station Wagon	3
18	Chevrolet Celebrity	Station Wagon	1
19	Chevrolet Blazer	SUV	29
20	Chevrolet Equinox LS	SUV	2
21	Chevrolet Tahoe	SUV	1
22	Chevrolet Tracker	SUV	4
23	Chevrolet 1500	Utility Truck	9
24	Chevrolet 2500	Utility Truck	28
25	Chevrolet 3500	Utility Truck	13
26	Chevrolet 30	Van	3
27	Chevrolet 1500	Van	3
28	Chevrolet 3500	Van	2
29	Chevrolet Astro	Van	29
30	Chevrolet CP31442	Van	1
31	Chevrolet G10	Van	1
32	Chevrolet Sport	Van	2
33	Chevrolet Uplander	Van	1
34	Chevrolet (Unspecified)	Van	3
35	Chevrolet Venture	Van	8
		Total	322

Source: Department of Facility Maintenance

Exhibit 2.2
Inventory of Sedans Operated by the City, FY2007-08

	Vehicle Make	*Vehicle Model*	*No. of Vehicles in City Fleet*
1	Buick	Century	2
2	Buick	Park Avenue	1
3	Chevrolet	Caprice	1
4	Chevrolet	Cavalier	5
5	Chevrolet	Corsica	1
6	Chevrolet	Impala	1
7	Chevrolet	Lumina	6
8	Chevrolet	Malibu	11
9	Dodge	Caravan	2
10	Dodge	Charger	1
11	Dodge	Neon	4
12	Dodge	Omni	3
13	Dodge	Shadow	1
14	Dodge	Spirit	1
15	Dodge	Stratus	12
16	Ford	Crown Victoria	2
17	Ford	Escort	2
18	Ford	Focus	7
19	Ford	Taurus	8
20	Oldsmobile	Achieva	1
21	Oldsmobile	Ciera	3
22	Pontiac	LeMans	1
		Total	76

Source: Department of Facility Maintenance

Exhibit 2.3
Inventory of Sport Utility Vehicles (SUVs) Operated by the City, FY2007-08

	Vehicle Make	*Vehicle Model*	*No. of Vehicles in City Fleet*
1	Chevrolet	Blazer	29
2	Chevrolet	Equinox	2
3	Chevrolet	Tahoe	1
4	Chevrolet	Tracker	4
5	Dodge	Durango	14
6	Ford	Escape	17
7	Ford	Expedition	2
8	Ford	Explorer	26
9	GMC	Jimmy	6
10	Jeep	Cherokee	6
11	Jeep	Liberty	6
12	Jeep	Wrangler	2
13	Suzuki	ATV	1
14	Toyota	Highlander	1
		Total	117

Source: Department of Facility Maintenance

An Automotive Equipment Services Division administrator we spoke with acknowledged that the city pays more to service and maintain such a varied fleet. One of the biggest problems is the lack of a *like-for-like-vehicle* replacement practice. For example, if an agency disposes of a sedan and replaces it with an SUV, automotive equipment services will have to stock new parts. Another division administrator commented that the division has considered a standardized fleet that would include only automatic transmission vehicles or vehicles from American manufacturers. The administrators explained, however, that under the current vehicle procurement system, the division cannot limit vehicle manufacturer or type—the division's role is to ensure that the vehicle specifications can be competitively bid.

A budget and fiscal services administrator we interviewed also considered a standard price list or vehicle manufacturer to potentially save the city money. However, the budget administrator cited limiting factors such as inadequate local competition, the procurement code emphasis on competitive

bidding, and the potential alienation of local distributors. The administrator commented that the department had not adequately examined a price list or alternatives such as sole source purchasing of vehicles to see if they would actually work.

While administrators from both automotive equipment services and the budget and fiscal services department acknowledge that a standardized passenger vehicle fleet has merit, neither has formally analyzed the concept. And although the additional cost of the city's varied fleet is undeterminable, intuitively, the city is incurring extra costs for parts, labor expertise, and administration. The city's current vehicle purchase practices, procurement law, and limited local competition are challenges that should be addressed to ensure the most cost efficient fleet of vehicles.

The city's passenger vehicle fleet grew over 13 percent between FY2005-06 and FY2007-08

Despite an informal policy of no growth, the city's passenger vehicle fleet has continued to grow. Since 2005, the city has had an *informal* policy of no growth in the number of vehicles. In FY2005-06, the facility maintenance department managed 837 passenger vehicles. In FY2006-07 and FY2007-08, the number of passenger vehicles grew to 889 and 949, respectively. Between FY2005-06 and FY2007-08, the city's passenger vehicle fleet grew by 13.4 percent.

The growth of the city's passenger fleet occurred despite automotive equipment services' *guideline* regarding one-for-one vehicle replacements. Under this guideline, city agencies must turn in a vehicle to automotive equipment services for disposal, sale, or reallocation before the receiving agency can receive a new vehicle. At the time of our fieldwork, an automotive equipment services administrator estimated that the size of the city's passenger vehicle fleet has remained flat since 2005, contrary to our findings. We spoke with administrators from three city agencies and all claimed to have followed automotive equipment services' one-for-one vehicle policy. We were unable to identify the reason for the increase in the number of passenger vehicles between FY2005-06 and FY2007-08.

Absence of a vehicle replacement policy results in an aged, inefficient fleet

Many jurisdictions have formal vehicle replacement policies that establish when a passenger vehicle should be replaced. According to the National Association of Fleet Administrators (NAFA) *Fleet Vehicle Policy Development Resource Guide, 2002 Edition*, the purpose of a vehicle replacement policy is to develop and establish a consistent method of replacing vehicles and equipment

in the city fleet that will provide the most efficient and cost effective system. The basic premises of a fleet replacement policy are:

- The fleet is right-sized.
- The fleet is standardized.
- As equipment ages, the maintenance downtime and operational costs increase.
- When vehicles are down for maintenance, productivity decreases.
- Equipment/vehicles that exceed their economic lifespan increase operational costs and decrease resale value.

A leading national fleet management consultant cautions that deferred vehicle replacement increases maintenance expenses and vehicle down time, over-extends maintenance department personnel, and results in higher vehicle lifecycle costs.

The city does not have a formal fleet policy for addressing passenger vehicle replacement. However, an automotive equipment services administrator explained that the division has a general *guideline* that sedans should be replaced after 10 years of service, or 100,000 miles. A division technician we spoke with advised that passenger vehicles should be replaced every 8 years. Sometimes, vehicles may have to be replaced sooner because they are parked outside in and around salt air, which can accelerate the need for replacement. Exhibit 2.4 displays examples of vehicle replacement policies from various jurisdictions.

Exhibit 2.4
Sample of Vehicle Replacement Policies

Organization	*Vehicle Type*	*Maximum No. of Years*	*Maximum No. of Miles*
National Association of Fleet Administrators (NAFA)	Staff cars	6	60,000
	Pickups/ vans	8	70,000
Mohave County, AZ	Sedans, light trucks, SUV, vans	6	120,000
State of Texas	Passenger vehicles	6	100,000
U.S. General Services Administration	<8,500 GVW (cars & trucks)	8	85,000
City and County of Honolulu*	Passenger vehicles	10	100,000

*The City and County of Honolulu does not have an official vehicle replacement policy, but has established 10 years and/or 100,000 miles as a guideline for vehicle replacement.

Note: GVW – Gross vehicle weight
SUV – Sport utility vehicle

Source: NAFA, Mohave County, Arizona, State of Texas, U.S. General Services Administration, and Department of Facility Maintenance, City and County of Honolulu

Using the division's unofficial guideline that passenger vehicles should be replaced after 10 years, we found that as of August 2008, the city maintained 411 passenger vehicles that were 10 years or older, which represents over 43 percent of the city's 949 passenger vehicles. In one instance, the city maintained a 1970 El Camino pickup truck that accrued 39 years and 152,270 miles. Of the 411 vehicles that were 10 years or older, 75 vehicles, or 18 percent, were 20 years or older.

Based on the division's unofficial *guideline* to replace passenger vehicles after 100,000 miles, we found that as of August 2008, the city maintained 185 passenger vehicles that had accrued 100,000 miles or more, which represented 19.5 percent of the city's 949 passenger vehicles. In one instance, the city maintained a 1989 GMC pickup truck that had accrued 302,189 miles. The city also maintained another 8 vehicles that had accrued over 200,000

miles. The average number of miles accrued by the city's 949 passenger vehicles is 60,109 miles.

When considering both informal benchmarks of 10 years of service and 100,000 miles, we found that as of August 2008, the city maintained 161 passenger vehicles that had accrued at least 10 years of service *and* 100,000 miles. This figure represents 17 percent of the city's fleet of 949 passenger vehicles.

An automotive equipment services technician commented that the problem with thresholds is that unless there is a reserve fund available to ensure vehicle replacement, thresholds are ineffective. Just because a vehicle reaches 10 years or 100,000 miles doesn't mean it can be replaced if no funds are set aside. As noted earlier in this report, the city does not have dedicated funding for the purchase of passenger vehicles. Rather, the city's current vehicle purchase policy is based primarily on the priorities of various city agencies and, more importantly, availability of funds.

Nevertheless, automotive equipment services should establish a vehicle replacement policy, as part of a comprehensive fleet management plan, with specific age and mileage benchmarks. It should also advise agencies when their vehicles are nearing replacement thresholds. While mileage and age should not automatically trigger vehicle replacement, the division should more closely monitor vehicle maintenance and repair costs, and salvage value, among others, to truly determine when the investment of city resources is no longer cost effective. This will allow the city to better plan their vehicle purchases and work toward optimum efficiency in its passenger vehicle fleet.

Under-utilized vehicles may adversely impact fleet efficiency

The city does not evaluate fleet vehicle utilization and is unable to assess whether its existing passenger fleet is effectively serving the city's needs. Fleet management best practices recommend establishing minimum-use mileage criteria in order to evaluate fleet efficiency. In 2005, Mohave County, Arizona adopted a 6,000-miles-per-year as the minimum cost effective utilization. Vehicles deemed underutilized would be identified as *excess* and departments would have 45 days to justify maintaining the vehicle. The State of Texas uses annual mileage to determine which vehicles are underused. In most situations, cars or light trucks that are driven less than 11,000 miles per year should be evaluated, reassigned, or sold. The U.S. General Services Administration suggests minimum utilization levels of 4,800 miles per year for passenger vehicles and light trucks.

According to an automotive equipment services administrator, the city does not have a formal minimum-use mileage policy to evaluate and monitor passenger vehicles. However, the administrator suggested that city passenger vehicles should be driven at least 5,000 miles annually in order for the vehicle to be effective and efficient. Using this guideline, we reviewed the annual average mileage accrued for the 949 passenger vehicles under the jurisdiction of the facility maintenance department and identified 299 passenger vehicles that had average annual mileage below the 5,000 mile per-year threshold. This represents 31.5 percent of the total passenger vehicles under the department's jurisdiction and ranged from 21 miles per year for a 2006 Ford Escape to a 2002 Ford Ranger that accrued an average of 4,987 miles per year. Other vehicles with questionable utilization include:

- 1991 Chevy Astro Van with a total of 14,149 miles or an annual average of 832 miles
- 2007 Dodge Durango SUV with a total of 596 miles for the one-year period
- 1990 Dodge Omni Sedan with a total of 26,021 miles or an annual average of 1,446 miles
- 1988 Oldsmobile Ciera Sedan with a total of 49,278 miles or an annual average of 2,464 miles.

Over 30 percent of the city's passenger vehicle fleet may be underutilized. Since the city does not benchmark underutilization, the city may be expending dollars for vehicles that it may not need. While there are obvious exceptions that should be made for emergency and other special circumstance vehicles, and low utilization alone is not sufficient criteria to eliminate a vehicle, monitoring minimum-use benchmarks would provide fleet managers with an opportunity to evaluate whether a vehicle is justified.

Dedicated funding for vehicle purchases is lacking

A private fleet management consulting firm that provides independent, unbiased technical assistance and advice to public and private organizations cautions that the shortage of vehicle replacement money (capital funding) over multiple years has caused fleets to steadily age, which puts pressure on maintenance resources. For public sector fleets, the pressure to defer capital expenditures by postponing the purchase of replacement vehicles

is common. This is especially the case if a fleet depends on appropriations from its agency's general fund instead of a fleet replacement fund. Establishing a replacement reserve or dedicated funding can also ensure the timely replacement of fleet assets. We found that the city does not have dedicated funding or a fleet replacement fund.

Council intent to purchase fuel-efficient vehicles is not fully enforced

In June 2006, the city council adopted Resolution 06-176 urging the city administration to purchase hybrid vehicles or vehicles with mileage ratings of 40 or more miles per gallon of gasoline for the city's fleet, except for vehicles purchased and used by certain public safety agencies. The budget and fiscal services department testified in support of the resolution and automotive equipment services noted that it was in the process of purchasing two hybrid vehicles for study. Since then, we found that the city has not formally followed the resolution's intent to purchase fuel-efficient vehicles and its study of hybrid vehicles has been delayed.

Integration of hybrid vehicles into the city's fleet is delayed

In August 2007, the facility maintenance department reported that it had acquired one hybrid vehicle and replaced 52 older model, gasoline-fueled vehicles and 78 older model, diesel-fueled equipment with newer more fuel efficient models. These replacements represented about six percent of the city's total vehicle fleet. In addition, the Automotive Equipment Services Division noted that the division had finalized specifications for five compact SUV hybrid models for use in its motor pool and planned to advertise for bids. The department cautioned that while the use of hybrid vehicles offered immediate reduction of fuel consumption, its overall impact needs to be considered in conjunction with the associated purchase price and repair and maintenance costs. The department noted that hybrid vehicles are priced higher than their non-hybrid counterparts and it estimated that it would take approximately seven to eight years of fuel savings to recover the initial high cost based on fuel prices at the time. Rather than purchase hybrid vehicles immediately, the facility maintenance department opted to study and evaluate hybrid vehicles. This evaluation is part of the Mayor's Energy & Sustainability Task Force's *21st Century Ahupua'a* sustainability plan that recommended acquiring six hybrid vehicles for the city's fleet for use and evaluation by June 2008.

At the time of our fieldwork, the hybrid vehicle acquisition and study had not been completed. In October 2008, the city acquired five hybrid vehicles, which brought the city's hybrid

vehicle inventory to six vehicles. A facility maintenance department administrator explained that there were production delays with the Ford Escape hybrid vehicles that the city purchased and that these circumstances were out of the city's control. The department estimated that the evaluation of the hybrid vehicles' performance would be completed by June 2009—a one-year delay.

No mechanism in place to ensure purchases of fuel-efficient vehicles

In addition to the purchase of hybrid vehicles, Resolution 06-176 requested that the administration purchase vehicles with fuel efficiency ratings of 40 or more miles per gallon of gasoline for city vehicles. The mayor's sustainability plan draft guidelines for usage of city vehicles also recommends purchasing fuel-efficient vehicles, which include electric, compact or sub-compact, or diesel-fueled vehicles, whenever possible. However, we found no evidence that the city is formally enforcing fuel-efficiency provisions during the budgeting or procurement process.

When we interviewed administrators from the automotive equipment services and budget and fiscal services, none indicated that fuel-efficiency was a criterion for authorizing a vehicle purchase. As noted previously in this report, individual city agencies have broad authority in selecting the type of passenger vehicles purchased. We interviewed administrators from the customer services, environmental services, and transportation services departments regarding vehicle purchase criteria and none of the administrators included fuel efficiency, or Resolution 06-176, as a criteria.

We reviewed a bid proposal abstract on file with the budget and fiscal services department for bids opened in December 2007. One of the bid items was for a compact, four-door sedan. The department received three bids and the estimated fuel consumption ratings for city driving was 22, 23, and 24 miles per gallon, respectively. The winning bid, which had the lowest bid price, also had the highest fuel rating at 24 miles per gallon.

Additionally, we found that in 2007 and 2008, the city purchased 25 sport utility vehicles. Vehicles purchased included Ford Escape, Explorer, and Expedition; Jeep Cherokee and Liberty; and Dodge Durango models. As Exhibit 2.5 reveals, the fuel consumption ratings for these vehicles range from 14 to 23 miles per gallon.

Exhibit 2.5
Fuel Consumption Ratings for Various SUV Models Purchased in 2007 and 2008

	Vehicle Make	*Vehicle Model*	*Model Year*	*No. of SUVs Purchased*	*Fuel Rating Range*
1	Dodge	Durango	2007	9	14-16 mpg
2	Ford	Escape	2007	3	19-23 mpg
3	Ford	Expedition	2007	1	15 mpg
4	Ford	Explorer	2007	3	15-16 mpg
5	Jeep	Liberty	2007	3	17 mpg
6	Ford	Escape	2008	3	19-24 mpg
7	Ford	Explorer	2008	1	15-16 mpg
8	Jeep	Cherokee	2008	2	12-17 mpg

Note: SUV – Sport utility vehicle

Source: Department of Facility Maintenance and Edmunds.com

While we recognize that vehicles featuring fuel consumption ratings of 40 miles per gallon or higher may be difficult to find, we believe that the spirit and intent of Resolution 06-176 should be considered during the purchase process. Merely deferring to today's modern vehicles as being *more fuel efficient* than the vehicle it replaced is not sufficient. If the city had a formal fleet management plan, appropriate fuel efficiency monitoring could be implemented and the city could track and quantify actual fuel efficiency.

The City's Fleet Management Operations Practices Result in an Inefficient Fleet That is Inconsistent with Fleet Management Best Practices

Fleet management best practices and trends in other jurisdictions suggest that fleet managers reconsider allowing employees to take home vehicles, implement and utilize fleet management software, consider a charge back system for repair and maintenance, and ensure fleet reliability through timely vehicle repair and maintenance. We found that the city has made attempts to curb city employees from taking home city-owned vehicles, but is unable to enforce take-home vehicle policies. Moreover the city does not fully utilize its fleet management software system and that it maintains an inefficient system for vehicle repair and maintenance costs. Finally, we found that vehicle down time for passenger vehicle repair and maintenance is excessive.

Policy on use of take-home vehicles is inadequate and unenforceable

One of the trends in cost-effective fleet management practices is to reduce or eliminate take-home vehicles. The state of Maryland has eliminated take-home vehicles for state employees, while Ohio no longer provides state vehicles for cabinet members. We found that the city has also tried to restrict take-home vehicles, but its policy is inadequate and unenforceable.

Sections 105-1 through 105-10, Hawai'i Revised Statutes, establish restrictions governing the use of city-owned vehicles. Mayor's Directive No. 05-06 incorporates the statute's restrictions in setting the city's take-home vehicle policy applicable to all executive branch city employees, except the mayor and employees of the police department, fire department, and water supply board, who are exempted by state law.

Upon written recommendation of the budget and fiscal services department director, and upon prior review and recommendation of the facility maintenance department director, a city employee may receive authorization to take home a city vehicle. The criteria for such authorization include:

1. Whether an employee, after regular working hours, frequently must immediately repair a public facility whose continuous operation is critical to the health and safety of the community;

2. Whether the use of the city vehicle is essential to the employee's work;

3. Whether other on-duty employees are unable to perform the emergency work;

4. Whether a supervisory employee or other support person is a *first responder* and meets the other conditions stated above; and

5. Whether the personal use of a city vehicle is deemed crucial and vital to operations to safeguard the health and safety of the community.

When an agency head believes an employee should be authorized the use of a city vehicle in accordance with the provisions of Mayor's Directive No. 05-06, a *Request for Personal Use of City Vehicle,* Budget Form 96, shall be submitted to the facility maintenance department. This application must be approved by the Director of the Department of Facility Maintenance; Director of the Department of Budget and Fiscal Services; and, finally, the mayor. The directive further notes that authorization for the

personal use of a city vehicle for travel between work and home shall be granted on a fiscal year-to-year basis, and shall expire at the end of each fiscal year. Budget Form 96 shall be submitted by June 1 of each year, for the ensuing fiscal year beginning July 1.

Despite these controls put into place to monitor the use of take-home vehicles, we found that the city is unable to effectively enforce them. We found that the facility maintenance department does not effectively monitor which employees have take-home authority. We found that 29 unauthorized city employees are taking home city-owned vehicles and that city employees do not consistently submit annual authorization requests to take home city-owned vehicles. The facility maintenance department is unable to rescind take-home vehicle privileges and the budget and fiscal services department is not properly assessing taxable benefits for employees with take-home vehicle privileges. In addition, city agencies are allowing employees to take home city-owned vehicles without proper authorization.

The budget and fiscal services and facility maintenance departments do not effectively monitor which employees have take-home authority

Audit staff met with facility maintenance department staff on November 18, 2008 to obtain information about the city's take-home vehicle program. We found that prior to that meeting, department staff sent out emails to various departments asking them to *update the list of employees who are using city vehicles* or requesting the status of employees who, according to facility maintenance department records, had take-home authority. We found this troubling because the facility maintenance department director is required to approve all requests for take-home vehicles. We would have expected the department to have a definitive list of city employees with take-home vehicle privileges and would send communications directly to those specific employees rather than relying on an email campaign to all department contacts. This *fishing expedition*, and voluntary agency response, did not ensure that every employee currently taking home a city-owned vehicle would be identified. If the department did not have a definitive list of employees, we question how the department can effectively monitor and oversee the use of city vehicles.

When we requested to review Budget Form 96 applications on file with the facility maintenance department, we were given copies of applications dated primarily in 2005, which were submitted in response to Mayor's Directive 05-06. When we asked to review

applications from years prior to 2005, a facility maintenance administrator commented that prior to 2005, the take-home vehicle program was administered by the budget and fiscal services department and referred audit staff to budget and fiscal services for prior years' applications.

We spoke with an administrator from the budget and fiscal services department and requested to review Budget Form 96 applications prior to 1995. Per the department administrator, all take-home vehicle applications were sent to the facility maintenance department as of June 1999. Thus, budget and fiscal services did not have any Budget Form 96 applications on file after June 1999. Budget and fiscal services' most recent list of authorized take-home vehicles was dated May 1995. An email from a budget and fiscal services administrator to the facility maintenance administrator in March 2007 asked,

> *BFS has been asked to review the current application of Mayor's Directive 05-06 and whether there is a need for citywide monitoring and oversight of vehicle assignments. According to the memo, your department was asked to do the same. Have you responded to the Mayor's request?*

This communication between the two agencies with approval authority over take-home vehicles suggests a breakdown in oversight and control.

As result, between 2000 and 2005, the city has no record of who requested take-home vehicle privileges or who was authorized to take home city-owned vehicles. This may explain why the facility maintenance department sought to *update* its list of take-home vehicle authority when our audit began. This lapse in effective management, monitoring and controls makes the take-home vehicle program susceptible to abuse and puts the city at risk for damage and loss due to unauthorized use of city property.

Twenty-nine unauthorized city employees may be taking home city-owned vehicles

Pursuant to Mayor's Directive 05-06, the facility maintenance department sent a memo to all city agencies asking employees with take-home vehicle authorization to reapply. The facility maintenance department convened a panel of city administrators to review the take-home vehicle requests. The panel was comprised of a budget analyst from the budget and fiscal services department, a labor relations chief from the human resources department, and the division chief of automotive equipment

services. In June 2006, the panel reported that it had reviewed 41 applications for take-home vehicle privileges. The panel made recommendations to deny 39 applications and approve 2 applications. The panel further recommended that the discontinuation of take home vehicles be done in phases. Phase I would include 14 excluded managers or exempt appointees. Phase II would include 25 bargaining unit employees. In addition, the facility maintenance department established an appeals committee comprised of representatives from the facility maintenance, human resources, and budget and fiscal services departments. The facility maintenance director approved the panel's recommendations.

According to a facility maintenance department project manager, as of 2006, only four city employees were authorized to take home a city-owned vehicle. The Chief of Emergency Medical Services and Assistant Chief of Operations, Emergency Services Department, were authorized by the facility maintenance department to take home city-owned vehicles. The Medical Examiner and Deputy Medical Examiner are authorized by city ordinance to take home a city-owned vehicle.

When we asked a department of facility maintenance administrator regarding the status of all employees that requested take-home vehicle authorization, or were already taking a city-owned vehicle home, the administrator noted that 10 of the 39 applicants that were denied turned in their vehicle or indicated that they were no longer taking the vehicle home. The department assumed that the other 29 employees were still taking vehicles home, pending appeal of their denied application.

Facility maintenance department lacks authority over take-home vehicles

Despite the Mayor's Directive, approval authority on Budget Form 96, and the review panel, the facility maintenance department has no authority over take-home vehicles. As noted previously in this report, in June 2006, pursuant to Mayor's Directive 05-06, the department of facility maintenance reviewed 41 applications for take-home vehicle authority and denied 39 requests. Denied applicants were allowed to appeal the department's decision. The department set a target date of June 30, 2007 for the discontinuation of take-home vehicle authority for denied applicants. According facility maintenance records, as of November 2008, 29 of 39 denied applicants appealed the decision and continued to take home city-owned vehicles. These city employees continued to take home city-owned vehicles

because the facility maintenance department has no authority to seize vehicles, nor does its appeal process have any substantive effect on city employees.

Two facility maintenance department administrators explained that the department has no enforcement authority, much less the manpower to conduct enforcement. Individual city departments have jurisdiction over their vehicles and all facility maintenance can do is advise the department heads that employees can no longer take vehicles home—but it's up to the departments to enforce it. Furthermore, the facility maintenance department has no authority to confiscate a city-owned vehicle. Both department administrators acknowledged that they don't really know which employees are, and are not, taking vehicles home.

The appeals process is stymied due to past employee union negotiations. Arbitrators in the past have ruled that the discontinuation of take home vehicles is subject to negotiations with the unions. In a case arbitrated between the United Public Worker, AFSCME, Local 646, AFL-CIO and the County of Hawai'i Department of Water Supply, the arbitrator concluded that although the practice of allowing water plant operators to drive county vehicles to and from home and work was not expressly stated in the collective bargaining agreement as required, it qualified as a longstanding employment practice that could not be unilaterally terminated by the employer. Because the practice could be dated back to as early as 1978, it had evolved into an economic benefit for water plant operators. The remedy sought by the arbitrator gave the department of water supply two choices. The first option was to reinstate the practice. The second option was to reimburse travel costs from home to the base yard and from the base yard to home until the end of the collective bargaining agreement.

In a related case that occurred in 1995, an arbitrator's ruling settled a grievance between the United Public Workers, AFSCME, Local 646, AFL-CIO and County of Hawai'i water supply department. The grievance was based on the award of reimbursement of travel costs and the negotiations surrounding the new collective bargaining agreement. The decision was based on contract negotiations for a collective bargaining agreement that expired on June 30, 1993, but was not settled until June 21, 1994. During negotiations, the employer failed to give due notice of intent not to carry over the take-home vehicle practice to the next collective bargaining agreement. Thus, the arbitrator ruled that the practice was still in effect through the new collective

bargaining agreement and grievants continued to be reimbursed for travel costs.

These decisions weighed on the Department of Facility Maintenance's review panel and the potential consequences of the panel's decisions. The department suggested that the city begin negotiations with the unions by September 2006. As of November 2008, appeals to the denied applications for take-home vehicles were still *pending* and employees are allowed to continue taking home city-owned vehicles until the appeals can be addressed. However, any action is unlikely since the facility maintenance department and the review committee lack any enforcement authority.

Mayor's Directive 05-06, the review panel, and appeals panel established by the facility maintenance department are appropriate and reasonable actions taken by the city to ensure that employees taking home city-owned vehicles are doing so for valid, necessary reasons that will benefit Honolulu's citizens. However, the city's inability to enforce decisions renders these efforts ineffective. Unless the city can find a definitive solution to the union issues and provide a city entity with enforcement powers to ensure that unauthorized employees do not take home city-owned vehicles, the city will continue to lack any control over taxpayer-funded vehicles, how they are being used, or safeguard against potential waste or abuse.

The director of environmental services and the design and construction deputy director took home city-owned vehicles in violation of city ordinance

Section 2-28.2, Revised Ordinances of Honolulu (ROH), states that an executive agency head or deputy head shall not be allowed to use a city motor vehicle on a take-home basis, except for the police chief and deputy police chief, fire chief or deputy fire chief, medical examiner or first deputy medical examiner, and the civil defense agency administrator. We found two instances where city administrators violated the ordinance.

We found that the deputy director of the design and construction department, as of October 2005, was taking home an SUV. In requesting authorization for continued use of this vehicle, pursuant to Mayor's Directive 05-06, the design and construction department director noted that the deputy needed to be at emergency operations center to arrange contacts, that a four-wheel drive vehicle was necessary, that the deputy could not respond to after-hours emergencies because the deputy's family

needed the personal vehicle for transportation, and that the deputy travels to work sites during off hours. In June 2006, the facility maintenance department advised the deputy director that the request for personal use of city vehicle had been denied. The denial advisory noted that the deputy's job duties and circumstances met only one of five criteria outlined in the mayor's directive. The denial did not reference the city ordinance prohibiting deputy directors from taking home city-owned vehicles. Facility maintenance records show that the design and construction deputy director had surrendered the take-home vehicle.

We also found that the director of environmental services took home a city-owned vehicle. The director submitted this request on his own behalf, which in our view was inappropriate and should have been made by someone else with appropriate authority. In this instance, the director had been taking home a 2005 Ford Explorer SUV. In submitting a request for continued use of this vehicle in September 2005, pursuant to the mayor's directive, the director noted that although he was not a designated first-responder for emergencies, spills are a violation and, as such, carry both monetary and criminal charges, which he should be on-site to evaluate. The director also commented that his city vehicle was equipped with special equipment to help with traffic control and that his own personal vehicle was not equipped to travel during heavy rainfall events. Upon review by facility maintenance department, the director's request was denied. In its denial advisory, the department found that the director met none of the five criteria outlined in Mayor's Directive 05-06 related to take-home vehicles. According to facility maintenance department records, as of November 2008, the director had filed an appeal and was still taking home a city-owned SUV. In response, facility maintenance administrators reiterated that the department does not have the authority to take vehicles away from individuals. Each department has jurisdiction over its own vehicles.

In our view, the spirit of Section 2-28.2, ROH, is intended to ensure that the appearance of special privileges afforded to city officials is set aside. By ignoring the ordinance, city officials violated the public's trust. If better controls were in place, perhaps one of the authorizing agencies would have noticed this violation of city ordinance and denied the approval from the start. Nevertheless, we commend the design and construction deputy director for complying with facility maintenance's instruction to cease taking home a city-owned vehicle, even though the decision was not based on the ordinance. We are troubled by the

environmental services director's refusal to comply with facility maintenance's decision to deny use of a take-home vehicle, and the continued violation of city ordinance and public trust. Furthermore, as a non-represented employee, the director should have complied with facility maintenance's decision because the union-related determination does not apply to an appointed department head. Ultimately, if the facility maintenance department had exercised better management and established tighter controls over take-home vehicles, compliance with city ordinance would have been assured.

City agencies are allowing city employees to take home city-owned vehicles without proper authorization

We found that city agencies are further circumventing Budget Form 96 controls by allowing city employees to take home city-owned vehicles intermittently. We spoke with administrators from the customer services department and asked if department employees were allowed to take home vehicles on a regular or intermittent basis. Administrators acknowledged that employees are allowed to take home vehicles. In fact, one of the administrators we interviewed divulged that he takes home a city-owned vehicle intermittently. When we inquired if he submitted Budget Form 96 to the facility maintenance department on an annual basis, the administrator stated that he did not, and was not aware that it was an annual requirement. We reviewed facility maintenance department's list of employees that have take-home vehicle authority or have requested take-home vehicle authority and we did not find any customer service department employees on file.

We also interviewed administrators from the transportation services department. When we inquired whether department employees were allowed to take home city-owned vehicles on a regular or intermittent basis, these administrators, too, acknowledged that department employees take home vehicles. The administrator explained that the department has a policy that allows staff to take passenger-type vehicles for use during other than normal business hours for legitimate business use. The department's administrative services officer approves all requests for use of passenger vehicles after normal business hours. We reviewed the facility maintenance department's list of employees that have take-home vehicle authority or have requested take-home vehicle authority and we did not find any transportation services department employees on file. We question whether other city departments may be allowing their employees to take home city-owned vehicles without the approval of the mayor,

budget and fiscal services, and the facility maintenance department.

We question the departments' authority to allow employees to take home city-owned vehicles, either on a regular basis or intermittently, in light of state law and the requirements of Budget Form 96. Clearly, both state law and city policy attempt to implement controls over city employees taking home city-owned vehicles. However, city departments are circumventing these controls and putting city property at risk for abuse.

The departments' practice to allow employees to take home city-owned vehicles either intermittently or regularly calls into question the tax liability attached to this benefit. When we asked the payroll division staff person about the tax consequences for the intermittent use of a take-home vehicle, the payroll division staff responded that the issue never came up and that the department currently does not have guidelines to address this situation.

Budget and fiscal services is not properly assessing taxable benefits for employees with take-home vehicle privileges

The authority for a city employee to take home a city-owned vehicle to conduct city business after hours is not merely a privilege, but a taxable *benefit* in the eyes of the federal government. Budget and fiscal services' policy 04.15, *Tax Liability for Use of City-Owned Vehicles*, seeks to assist in determining the tax liability of employer-provided automobile benefits and with the related processing requirements. The guidelines are established using Internal Revenue Service regulations. The policy requires that each department provide the payroll section of the accounting division, budget and fiscal services department, with the names of employees assigned city-owned vehicles on a take-home basis, and to provide any change in take-home authority status.

Vehicles qualifying as either a *non-personal use vehicle* or *qualified non-personal use vehicle* are exempt from taxation. All others are considered taxable.

To qualify as a tax-exempt *non-personal use vehicle* the city must prohibit the employee from using the vehicle for personal use (commuting use must also be prohibited) and the vehicle must be kept on the city's premises. To qualify as a tax-exempt *qualified non-personal use vehicle* the vehicle must be a clearly marked police or fire vehicle; delivery truck with seating only for the

driver, or only for the drive plus a folding jump seat; flatbed truck; any vehicle designed to carry cargo with a loaded gross vehicle weight over 14,000 pounds; passenger buses used as such with a capacity of at least 20 passengers; ambulances and hearses; bucket trucks (cherry pickers); cranes and derricks; forklifts; cement mixers; dump trucks (including garbage trucks); refrigerated trucks, tractors, combines, school buses used as such, qualified moving vans (used by professional moving companies); or qualified specialized utility repair trucks (employee must be required to drive the truck home for the purpose of responding to emergencies involving electricity, gas, telephone, water, sewer, or a steam utility).

The value of taxable benefits is generally computed using the $3.00 per day flat rate. The flat rate applies to employees that are required by the city to commute in the vehicle for *bona fide* noncompensatory business reasons; use of the vehicle for personal purposes other than commuting and *de minimis* (e.g. stopping for a loaf of bread on the way home) is prohibited; the vehicle is used for city business and, except for *de minimis*, the employee does not use the vehicle for any personal purpose other than commuting; and the employee is not a public officer as defined in the Handbook for State Social Security Administrators.

Based on the $3.00 flat rate, the annual taxable benefit for most city employees is $678. This fringe benefit increases the employee's federal taxable gross, state taxable gross, FICA taxable gross, and medicare taxable gross, and is not a payroll deduction.

According to payroll division records, as of November 2008, the city was assessing a taxable benefit to 10 city employees with take-home vehicle privileges. According to facility maintenance records, there were at least 29 employees taking home city-owned vehicles as of November 2008 and only 4 city employees were actually authorized to do so. Of the 4 employees authorized to take home a city-owned vehicle, only 2 were being assessed the appropriate taxable benefit. In total, only 8 employees that are authorized by ordinance, facility maintenance, or have an application on appeal, are being properly assessed the taxable benefit for use of a take-home vehicle,while 23 employees on facility maintenance's list of current users are not being assessed the benefit and may be running afoul of Internal Revenue Service tax liability.

We also found that two city employees who were being assessed a taxable benefit for a take-home vehicle were not on the facility maintenance department's list of users nor did it have any Budget

Form 96 on file for such authorization. In this instance, budget and fiscal services' payroll division had authorization records for a take-home vehicle, but facility maintenance did not.

According to budget and fiscal service policy 04.15, each department is supposed to notify payroll division of any changes in take-home vehicle status. This requirement has been in place since 1988. We found that departments were not submitting updates as required. Although we found authorization documents for the 10 employees being assessed a taxable benefit for take-home vehicles, the authorization dates ranged from 1998 to 2002. In other words, once authorization is established, the payroll division will continue to assess the taxable benefit unless the division is notified otherwise.

A payroll division staff person we spoke with acknowledged that it was possible for an employee to take home a city-owned vehicle, but not be subjected to the taxable benefit, and that there are no controls in place to ensure that all employees that are actually taking home a city-owned vehicle will be appropriately assessed. The only notification payroll division receives is when a department voluntarily submits a form as required by Budget Policy 04.15.

The lack of management controls and communication between the facility maintenance and budget and fiscal services departments has allowed some city employees to receive the benefit of taking home a city-owned vehicle, but were not assessed the tax liability for that benefit. An employee that may have taken home a city-owned vehicle for 10 years, with a taxable benefit of $678 per year, would have accrued a benefit valued at $6,780, but did not have to pay taxes on that added benefit as required by the Internal Revenue Service. Furthermore, there appears to be a disconnect between the notification form required by budget and fiscal services through Budget Policy 04.15 and Budget Form 96 required by facility maintenance and budget and fiscal services, which provides annual authorization for the use of a take-home vehicle. In our view, Budget Form 96 should be the trigger for payroll division to initiate appropriate payroll actions, and not wait for the department to send in a separate form as required by budget policy 04.15. If employees submit Budget Form 96 applications annually, as required, then the payroll division would have an opportunity to review tax assessments on an annual basis and ensure compliance with Internal Revenue Service code.

Automotive Equipment Services Division does not fully utilize its fleet management software system

The National Association of Fleet Administrators recommends that fleet organizations establish key performance measures using *SMART* metrics:

- **S**pecific: clearly defined, focused, related to key business targets and objectives
- **M**easurable: data can be collected; accurate and complete
- **A**ctionable: clear, understandable; easy to see the *good* or *bad* and if action is required
- **R**elevant: measures what's important
- **T**imely: data available when you need it

The Department of Facility Maintenance's automotive equipment services' management of the city's passenger fleet is hampered by insufficient use of its fleet management system and practices that limit effective oversight and control. We found that the division does not fully utilize its technology and maintains flawed data, which may adversely impact its effectiveness.

Division estimates it uses only 70 percent of its *FleetFocus M5* software capabilities

The Automotive Equipment Services Division utilizes the *FleetFocus M5 Fleet Management System* to manage the fleet of vehicles under the facility maintenance department's jurisdiction, including passenger vehicles. Among its many capabilities, the system features an asset management function to track and report on critical fleet management data such as accounting, performance and repairs, maintenance histories, historical usage, technical specifications operating information, warranties, downtime, and budgeting for new unit acquisitions. The system can also perform replacement modeling where it selects and prioritizes equipment for replacement based on user-defined criteria such as age, mileage, downtime, operating costs, condition, oil consumption, and availability of replacement funds.

When we asked an automotive equipment services administrator to describe the types of data that the system captures, the administrator conceded that the division uses approximately 70 percent of the system's capability. The administrator acknowledged that there are many reports that the division can generate through the fleet management system, but is not

completely clear on its full capabilities. The division will generate reports internally, but will provide reports to city agencies only if requested. We spoke to a division technician who also acknowledged that the division does not fully utilize the system's capabilities. For example, the system is capable of calculating vehicle capitalization and depreciation costs, but they are not used.

The problem with the division's underutilization of its state-of-the-art fleet management system's capabilities is that under the current fleet management structure between the division and individual city agencies, no one is taking the lead on monitoring, evaluating, or managing the city's passenger vehicles. From the division's perspective, their role is advisory in nature and each individual agency is responsible for its own fleet management and thus, automotive equipment services sees no need to collect, analyze, and prepare such reports. However, when we asked three separate city agencies if they collect and monitor vehicle data, all three agencies stated that they do not collect and analyze data. One agency commented that monitoring is automotive equipment services' responsibility.

Inaccurate data is collected, maintained, and reported by the system

An automotive equipment services technician we spoke with advised us that inaccurate data input also adversely affects the use of the division's fleet management system. For example, odometer readings are not always accurate because data is based on manual figures. The manual figures may not be checked. Also, odometer readings are noted during servicing and refueling. While some fueling facilities have initiated automated data recording, not all facilities are equipped with the proper technology. Thus, some of the vehicle performance data and analysis that the system is capable of producing may be inaccurate.

During fieldwork, we identified a discrepancy in a work order aging report for one of the passenger vehicles under the division's jurisdiction. At issue was a discrepancy in the average labor hours per work order generated by the system. The system reported that the average number of hours that division staff worked on a particular vehicle was 8.7 hours. However, according to our calculation, the average number of hours should have been 6.01 hours. When we brought this discrepancy to a division administrator's attention, the administrator emailed the fleet management system vendor for a response. The division

administrator advised us that upon review, the fleet software vendor identified a glitch in the formula that calculates average labor hours per work order and that the problem should be corrected with the release of an upgraded version of the software. Based on the administrator's response, we surmise that the division was not paying attention or using average labor hours per work order for planning or evaluation purposes. Otherwise, the discrepancy might have been discovered earlier.

While we did not specifically identify any other discrepancies in the data collected or reported, we question whether other problems exist within the system. The division may be relying on analysis that is flawed—affected by incorrect input or output. If the division is to fully utilize its fleet management capability, it must first ensure that it collects and inputs accurate data, apply formulas and analyses correctly, and provide reports to various agencies on a regular basis so that they know how their vehicle is performing.

City agencies generally do not pay automotive equipment services for vehicle repair, service, and maintenance

Another practice that significantly compromises automotive equipment services' ability to manage the city's fleet of passenger vehicles is that city agencies do not pay the division for vehicle repair, service, and maintenance. Under current practice, once city agencies take possession of their vehicle, they generally do not pay for vehicle repair, service or maintenance—automotive equipment services budgets for, and pays for, vehicle upkeep. As a result, there is no incentive for agencies to properly maintain or replace a vehicle. Agencies can continue sending their vehicles to automotive equipment services for repairs and the division will continue to repair the vehicle. The division will, as a last resort, refuse future service for vehicles it deems beyond repair.

In contrast, one of the trends in fleet management is to move towards a *chargeback system* where the city's fleet is operated like a car rental agency. A single agency manages and maintains the fleet and agencies check out cars similar to a car rental agency. The chargeback system accurately recognizes and allocates to each user the costs of operating, maintaining, and replacing the vehicle they use. Users who are responsible for the costs they incur tend to make informed decisions about their own consumption of fleet resources, gain a clear understanding of the services they receive, and can hold fleet managers accountable for service delivery as promised. The fleet organization that implements a chargeback system immediately becomes more cost competitive and able to balance its budget. Management also gains a full understanding of its total costs and can make better and more economical

choices about its fleet size and composition, operator policies and practices, and overall management.

In its advisory capacity, the Automotive Equipment Services Division can issue a *Report of Premature/Abnormal Equipment Breakage or Wear* when it identifies instances of driver carelessness or abuse. In one instance, the division notified the environmental services department that the vehicle it brought in for repair due to a power steering leak was caused by a blue-colored fluid in the system. The fluid caused damage to the hydraulic steering system, which required repair at a local dealership, at a cost of $1,353. The division found that incorrect power steering fluid was put into the system and advised that only fluids and lubricants approved for this vehicle should be used. However, these reports are merely advisory and does not ensure that the department will change how employees operate or repair the vehicle.

In some instances, if the division determines that the repair is not due to mechanical failure, normal wear-and-tear, or circumstances beyond the driver's control, the division will ask agencies for reimbursement to cover repair costs. Again, this is only a request; the division cannot compel the agency to submit a reimbursement.

As a last resort, if the division receives a vehicle for repair or maintenance and it determines that repairs exceed the vehicle's value or if future repairs are unwarranted, the division will advise the agency via email or phone. At that point, the agency can either authorize automotive equipment services to put the vehicle up for auction or salvage, or it can petition to keep the vehicle. If an agency decides to keep the vehicle, the division will complete a *Notice of Registration Change* form that allows the agency to take responsibility for all future repair and maintenance costs, and relieves the division from further responsibility and expense. According to automotive equipment services, between FY2005-06 and FY2007-08, the division estimates that it sent out between 10-20 letters advising agencies that the cost to repair a vehicle exceeded its value. During that same time period, city agencies opted to take responsibility for eight passenger vehicles after the division advised that future repairs were not warranted.

As a result, the inventory of 949 passenger vehicles reported by automotive equipment services as of August 2008 does not give a full representation of the city's passenger vehicle fleet. Because automotive equipment services does not track or monitor vehicles that agencies have assumed full responsibility, there are an

unknown number of city-owned vehicles operating outside of the division's jurisdiction. Furthermore, in addition to the funds expended by the division for regular repair, service, and maintenance, individual city agencies are expending their own operating funds to maintain their vehicles. The critical aspect of this scenario is that automotive equipment services cannot cost-effectively manage such vehicles. The division must wait for the vehicle to completely breakdown or exceed its useful life before it can take the drastic action of refusing service. The unknown repair and maintenance costs that the division incurs prior to the refusal can be an unnecessary expenditure of division resources and the division has little power to control those costs until the end of the vehicle's useful life has expired. The Automotive Equipment Services Division should consider whether a chargeback system might be a more efficient or cost-effective alternative.

Vehicle downtime at Automotive Equipment Services Division is excessive

The National Association of Fleet Administrators cautions fleet managers to examine key indicators to ensure an efficient fleet. One indicator is the *out-of-service ratio*. If too many vehicles or pieces of equipment are out of service at any time, it becomes necessary to purchase additional vehicles or equipment to ensure that user needs are met. Another indicator is *percentage downtime*. This factor should be considered for both internal and external service providers. Vehicles or equipment that remain out of service for extended periods of time result in an issue of equipment availability. Some cities target a 24-hour turnaround time for vehicle repair and return to service. These cities report high percentages of achievement.

We found that vehicle downtime at automotive equipment services for repair, maintenance, and service for passenger vehicles is excessive. The division kept passenger vehicles an average of 14 days per work order, while spending an average of 3.6 hours on actual labor. The environmental services department sends its passenger vehicles to outside vendors for repair, maintenance, and service due to excessive downtime. However, through a service level agreement with automotive equipment services, repair turnaround improvements were accomplished. Despite progress, the service level agreement between environmental services and automotive equipment services has not been fully met.

Some city agencies expressed concern over the length of vehicle down time spent at automotive equipment services

We spoke to administrators from three different city agencies and each expressed varying levels of concern over the length of vehicle downtime spent at automotive equipment services for repair, maintenance, or service. One administrator commented that while automotive equipment services generally provides adequate service for its passenger vehicles, it can sometimes take long to get a car back.

Administrators from another city agency noted that preventive maintenance and inspections are scheduled and usually have a one-day turn around. However, a vehicle repair or something other than preventive maintenance is another issue. It was not uncommon to wait two months or longer to get a vehicle back when a repair was needed. Anything having to do with a repair or other service issue takes much too long and is impractical for the agency.

Administrators from yet another city agency commented that automotive equipment services does not provide adequate service for passenger vehicles, but noted that the division has improved service for smaller items such as safety checks, which are done much quicker. Specifically, one administrator explained that automotive equipment services does not do a good job because the division takes too long to service and repair vehicles. Agency administrators also commented that its current fleet of passenger vehicles would be adequate to serve the department's needs if all vehicles were in service and available—they may even have a few too many vehicles. However, due to breakdowns and the long length of time automotive equipment services takes to service and repair a vehicle, the department's vehicle inventory is higher. Occasionally, the department will rent pickup trucks because of the down time associated with vehicles at the division.

The division kept passenger vehicles an average of 14 days per work order, but spent only 3.6 hours on actual labor

We assessed Automotive Equipment Services Division's efficiency in repairing, maintaining, and servicing vehicles by examining a statistically-valid random sample of city-owned passenger vehicles under the Automotive Equipment Services Division's jurisdiction as of August 2008. Specifically, we examined data provided by the Automotive Equipment Services Division for the 80 passenger vehicles in our sample. Through our analysis, we sought to

identify the length of time vehicles were at Automotive Equipment Services Division for vehicle service. We found:

- During our three-year review period, the 80 vehicles comprised 871 separate work orders, or an average of 11 work orders per vehicle. The vehicles spent a total of 235,127 hours at automotive equipment services, for an average of 2,939 hours (122 days) per vehicle. Total labor hours spent on the vehicles was 3,035 hours, or an average of 76 hours per vehicles.

- Work orders were open an average of 328 hours, or 14 calendar days.

- The average number of labor hours spent per work order was 3.6 hours.

- An average of 97.7 percent of the time each vehicle spent at automotive equipment services was for non-labor.

- The *smallest* ratio of percent downtime at automotive equipment services for non-labor was 91.3 percent. In this example, a van went to automotive equipment services four separate times; spent a total of 1,189 hours (50 calendar days) on site; and division staff spent 25.8 actual hours working on the vehicle.

- The *largest* ratio of percent downtime at automotive equipment services for non-labor was 99.9 percent. In this example, a utility truck went to automotive equipment services four separate times; spent a total of 21,429 hours (893 calendar days) at the division; and division staff spent 21.4 actual hours working on the vehicle. This utility truck also had the distinction of spending the most total hours at the division.

- The *fewest* total hours spent at automotive equipment services was 70 hours. In this example, an SUV went to automotive equipment services two separate times; spent a total of 70 hours (3 calendar days) at the division; and division staff spent a total of 6 hours working on the vehicle.

- The *most* total labor hours spent was 131.2 hours. In this example, a pickup truck went to automotive equipment

services 11 separate times; spent a total of 131.2 hours. In this example, the 131.2 labor hours represented only 3.5 percent of the 3,701 hours the vehicle spent on site at the division.

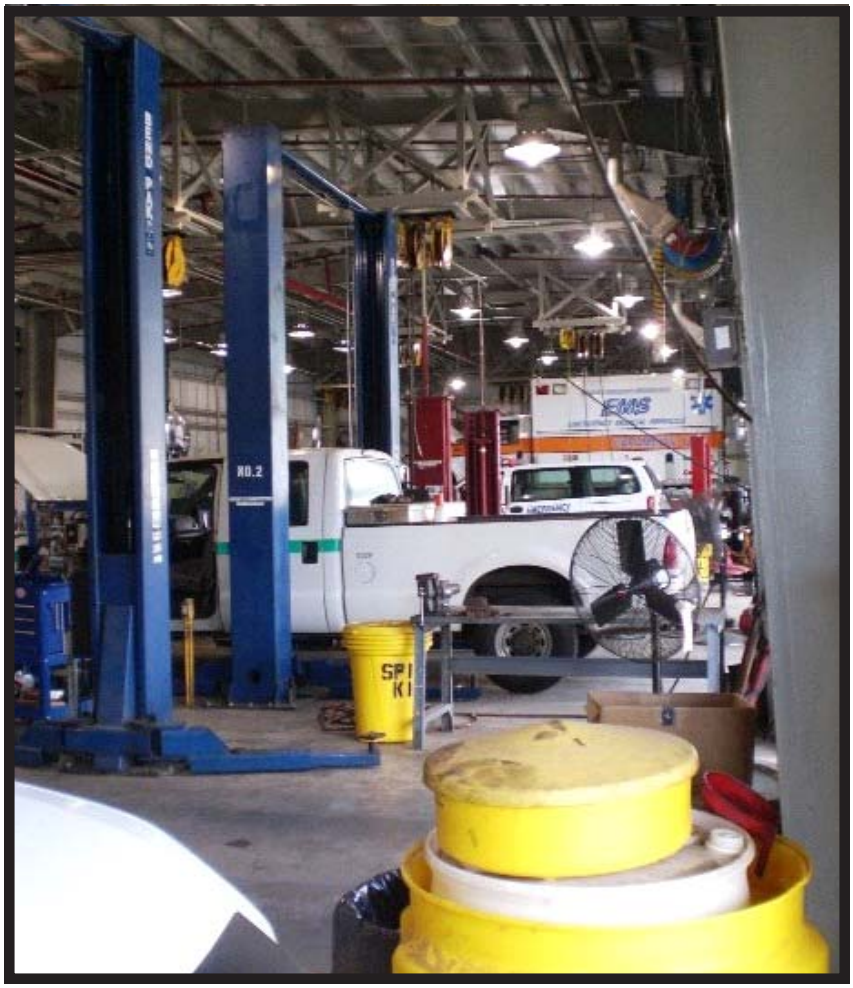
- The *fewest* total labor hours spent was 1.8 hours. In this example, an SUV went to automotive equipment services once; spent a total of 144 hours on site.

An automotive equipment services administrator commented that while the division has a general sense for about how long labor should take to repair or service a passenger vehicle, it does not have a standard for how long a vehicle should sit at the division's yard. The administrator further explained that from a fleet perspective, the division could be doing a better job in returning vehicles to departments in a more timely manner, but emphasized that the division services a *fleet* of vehicles, whereas some private sector companies run a business servicing only select vehicle makes, models, and other criteria. Furthermore, the division shouldn't have to spend so much time on unnecessary repairs due to neglect by city agencies. Perhaps, if agencies had to pay for their repairs, they would be more careful regarding vehicle use and more proactive in maintaining vehicles.

The automotive equipment services administrator also stated that the division will put priority on *work* vehicles such as crewcab trucks with specialized equipment, ambulances, and refuse trucks. Sedans, SUVs, and the like will be the lowest priority. Thus, even if a passenger vehicle comes in for service, it may not get worked on in the order in which it came. The division must prioritize the order in which it services vehicles. Another factor contributing to the length of time issue is the division's policy to review the vehicle's overall needs prior to release. For example, if an agency brings a vehicle in for a specific repair, the division will also check records to see when the last service occurred or if the safety check expiration is coming up. In these instances, the division will keep the vehicle to complete necessary service requirements, which adds to the vehicle's downtime. Recently, however, the division's policy is to advise the agency of an upcoming need for routine service or safety check and *ask* if it can hold on to the vehicle to complete the tasks. Some agencies will decline the request and ask to have the vehicle released. This requires the agency to bring the vehicle in at a later date, again, and have the vehicle subjected to whatever division constraints or priorities exist at that time. Unlike a private shop that will only perform the job you request (although they may point out other service items needing attention), the division, as a fleet operator,

has an obligation to ensure that all service requirements are met. Ultimately, the division has little control over when a vehicle will come back for needed service and in what condition.

Exhibit 2.6
Photo of Repair Bay at Automotive Equipment Services Division's Halawa Facility



Passenger and other vehicles are serviced at Automotive Equipment Services Division's Halawa Facility. The division kept passenger vehicles an average 14 days per work order, but spent only 3.6 hours on actual labor.

Source: Office of the City Auditor

Environmental services department sends some of its passenger vehicles to outside vendors for repair, maintenance, and service

In response to the lengthy downtime of vehicles at the automotive equipment services division for repair, maintenance, and service, the environmental services department's Collection Systems Maintenance Division sends all of its passenger vehicles to outside vendors for repair, maintenance, and service. According to a collection system maintenance staff person, since May 2006, all pickup trucks, SUVs, utility trucks, and crewcab trucks, approximately 60-70 vehicles, are serviced by private providers. Repair and maintenance fees are paid for by environmental services operating funds, and are in addition to funds it pays directly to automotive equipment services for service of other department vehicles. In some instances, the state and federal governments provide funds for vehicle repair and maintenance, which are transferred directly to automotive equipment services division.

The reason the maintenance division sends its vehicles to the private sector is because automotive equipment services is *slow*. A collection division administrator explained, for example, a radiator job might take two or three weeks at automotive equipment services; at a private repair shop it will take one day. The administrator further noted that automotive equipment services sometimes forgets about vehicles they have waiting for service. Because of federal Environmental Protection Agency (EPA) requirements, the environmental services department needs access to its vehicles. The department can't tell the EPA, *sorry we couldn't make it to the sewage spill site because our truck was in the shop*.

According to Collection Systems Maintenance Division records, between May 2005 and November 2008, the division paid $397,041 to 27 different vendors for vehicle repair and maintenance in the private sector.

Environmental services and facility maintenance departments enter into a service level agreement to address reliability issues

Environmental services department's outsourcing of certain passenger vehicle repair and maintenance was enabled through a service level agreement with the facility maintenance department and the Automotive Equipment Services Division. The purpose of the agreement, which was established in 2004, is to ensure the availability of safe, dependable vehicles and equipment for the

environmental services department and to provide automotive equipment services with support and funding to enable the division to perform maintenance services efficiently and economically by defining, as clearly as possible, the fleet maintenance and management responsibilities of each agency. This agreement is equivalent to a memorandum of understanding or an agreement of good faith between two city agencies, and is not a formal contract with the full force and effect as defined by the Department of Corporation Counsel.

Through the agreement, Automotive Equipment Services Division responsibilities include, among other things:

- Performing repairs to meet or exceed manufacturer and/or industry standards and submit quarterly cost report by equipment class;

- Submitting an annual report of expenditures within 90 days after the end of each fiscal year to assist environmental services department in budgeting for the next fiscal year;

- Minimizing equipment downtime by completing repairs within established manufacturer, industry and/or internal benchmark timeframes;

- Maintaining records of work performed on equipment, cumulative and unit operating costs, and usage and provide environmental services with electronic access to information on unit availability, repair status, fleet size, etc., and provide ad hoc reports to environmental services as requested through the fleet coordinator; and

- Scheduling preventive maintenance when environmental services equipment is not normally in service and return equipment within a reasonable time commensurate with the complexity of the repair.

Environmental services' responsibilities include:

- Providing adequate funding at the beginning of each fiscal year to pay for anticipated automotive equipment services maintenance expenses, which shall include an estimated cost for abnormal wear-and-tear based on historic data;

- Establishing a program to train operators in the proper use and care of equipment, ensuring that each has the appropriate license and/or certification, performs daily pre- and post-trip inspections, and complies with operating instructions and directives; and

- Providing correct mileage, vehicle identification, and operator identification when obtaining fuel, so that fuel consumption can be calculated and equipment usage can be tracked.

From automotive equipment services' perspective, the service level agreement primarily helps environmental services department because the department can get its vehicles serviced faster, but it also helps automotive equipment services in that it served notice to division employees that they need to step-up service. A division administrator also commented that a vehicle replacement plan is key because the division cannot provide *front line* service for vehicles that are older than ten years. The agreement has also helped to facilitate better dialogue and communication between automotive equipment services and environmental services.

Service level agreement between environmental services and facility maintenance has not been fully met

Although the service level agreement between automotive equipment services and environmental services has existed since 2004, the parties have yet to fulfill their responsibilities. One of the issues that has yet to be resolved is automotive equipment services' reluctance to give vehicle repair and maintenance cost data to environmental services. According to a collection system maintenance staff person, automotive equipment services has yet to integrate its fleet management software system with the environmental services' software system. From environmental services' perspective, automotive equipment services is reluctant to release vehicle data. Environmental services has complied with automotive equipment services' requests for service and repair records for vehicles taken to the private sector, presumably to enter into their fleet management system since automotive equipment services is still responsible for the vehicle. However, automotive equipment services has not complied with requests for similar data, including work done and cost for vehicle repairs. As a result, the department feels that there is no accountability. For example, environmental services cannot check work being done on its vehicles. There have been occasions where work was done on a wrong vehicle or incorrect work was done on a vehicle.

While the department acknowledges that mistakes can happen, if it had access to vehicle records, the department could reconcile or correct mistakes before they happen or soon after.

An automotive equipment services administrator explained that the division has agreed to provide access to requested information. However, the division has concerns about simply *dumping* data without an understanding about the background behind the data. For example, the division's fleet management system reports contain actual costs for parts, materials, fuel and wage rates, and that it only captures costs associated with a job task identified on a work order. It does not include costs for disposal fees (used tires, batteries, fluids, scrap metal, etc.) or shop supplies such as rags, sealers, connectors, nuts, bolts, tie straps, or other items used in conjunction with a repair, but is not a *part* that is easily assigned to a work order. Fluids such as engine oil, transmission oil, hydraulic oil, coolant, brake fluid, etc., and greases, are not captured in the system; however, the labor costs to change the fluid are included. Finally, indirect labor costs are not identified in the system, including shop supervisor, lead mechanics, storeroom personnel salaries, service station attendants, production control salaries, and administration. Thus, the division is cautious about comparing costs, for example, between the city and the private sector because the structure may be very different.

The service level agreement between the facility maintenance and environmental service departments is both admirable and troubling at the same time. We applaud the parties for coming together and forging an agreement that is akin to a fleet management plan. The plan outlines many of the elements that best practices recommend for efficient fleet management. The plan is also troubling because it limits enhanced service to only one city agency. While we acknowledge the special circumstances the environmental services department has regarding its first-responder role in environmental emergencies, other city agencies perform important work that also need reliable, efficient service to get their vehicles on the road. Furthermore, we recognize the underlying privatization issues this service level agreement raises and acknowledge some resistance to its full implementation. Nevertheless, we view this service level agreement as a good starting point for future improvements that all city agencies can make to ensure the most efficient fleet possible.

Conclusion

As of August 2008, the Department of Facility Maintenance managed 949 passenger-type vehicles in the city's fleet. These vehicles represent a significant investment of resources to purchase, service, and maintain. These vehicles are integral to the city's mission to provide needed services to O'ahu's residents and visitors. Taxpayers rightfully expect that the city maintain an efficient fleet of vehicles. We found that many issues hamper the city's ability to achieve an efficient fleet of passenger-type vehicles.

Fundamentally, the current governance structure to effectively manage the city's fleet of passenger-type vehicles is fragmented and lacks authority and accountability. The facility maintenance department is primarily responsible for *managing* the city's fleet, but it does not have direct say in how many vehicles the city should have, what type of vehicles should comprise the fleet, or how long a vehicle should remain in the fleet. Individual city agencies have broad authority in selecting the type of vehicles under their control and how long to keep them, but do not directly pay for the vehicles' upkeep. Thus, there is no incentive for agencies to properly maintain their vehicles or to dispose of vehicles, even when they've passed their useful life. The budget and fiscal services department does not formally evaluate passenger-type vehicles to determine cost implications down the line. The Automotive Equipment Services Division has the capability to effectively monitor, analyze, and report on a vehicle's historical use and its predicted future. However, since the division has no unilateral authority in fleet purchasing or replacement, it does not fully utilize its fleet management software capability. As a result, the city has a passenger fleet composed of various models, makes, and manufacturers. A single city entity, with a formal fleet management plan, would be more effective in managing the city's fleet of passenger-type vehicles.

The city's passenger-type vehicle fleet is further hampered by ineffective management practices. The lack of a formal fleet management plan results in a potentially aged and under-utilized fleet of passenger-type vehicles. While we do not suggest that the city should have hard-and-fast rules to replace vehicles merely because they've reached a certain benchmark or threshold, we feel that vehicles that meet certain benchmarks or thresholds should be given more scrutiny and be subject to appropriate replacement considerations. The city's inability to properly identify and control the city staff privilege of taking home city-owned vehicles is a cause for concern. Weak and unenforceable controls make this program vulnerable to abuse and puts the city

at risk for any damage caused by unauthorized use of city property. Although the Automotive Equipment Services Division's authority to manage the city's fleet is stymied under the current governance structure, it can make improvements by better utilizing its fleet management software system, improve customer service by reducing vehicle downtime, and by implementing fleet management best practices. Ultimately, management of the city's passenger and other vehicles should be consolidated under a single entity that can comprehensively manage the city's fleet from purchase to retirement.

Recommendations

1. The mayor should:

    a. Consider aligning all management responsibilities for the city's fleet of vehicles, including passenger-type vehicles, under a single entity.

    b. Consider requiring agencies to justify passenger-type vehicle purchases that do not meet the intent of Resolution 06-176.

    c. Work with corporation counsel to resolve union-related and other outstanding issues that will allow the city to effectively control the use of city-owned property.

    d. Coordinate with the Department of Budget and Fiscal Services and Department of Facility Maintenance to establish a proposal for dedicated funding for the purchase of replacement passenger vehicles.

2. The Department of Facility Maintenance should:

    a. Establish a formal, comprehensive fleet management plan to include possible standardized fleet specifications, replacement policies, benchmarks, vehicle evaluation requirements, and other fleet management industry-recommended best practices.

    b. Prepare annual reports to various city agencies and the council regarding passenger-type vehicles that have reached its useful life and require agencies to justify continued use and inclusion in the city's fleet.

c. Work with the administration to definitively identify city employees taking home city-owned vehicles and update the list annually until employee appeals are resolved.

d. Enforce the requirement that all city employees with take-home vehicle privileges submit their Budget Form 96 authorization requests annually and clarify the city's policy on city agencies' practice to authorize the intermittent use of city-owned vehicles to select department employees.

e. Prepare a feasibility study for implementing a chargeback system that places responsibility for passenger vehicle repair and maintenance costs with individual city agencies.

f. Utilize all appropriate *FleetFocus M5 Fleet Management System* capabilities by inputting accurate, timely data and using to the data to monitor, evaluate, and report on vehicle performance.

g. Work with the mayor to consider sending certain, or all, repair, maintenance, or service needs for passenger-type vehicles to private sector vendors.

h. If automotive equipment services continues to service passenger vehicles, establish appropriate standards for vehicle turn around time and take steps to minimize down time.

i. Survey city agencies annually to obtain feedback on services provided and use the data to improve service.

j. Comply with the terms of its service level agreement with the Department of Environmental Services.

3. The Department of Budget and Fiscal Services should:

a. Coordinate with the facility maintenance department to identify all employees with take-home vehicle privileges via *Request for Personal Use of a City Vehicle*, Budget Form 96, and assess appropriate taxable benefits.

b. Research the tax implications for the intermittent take-home use of a city-owned vehicle, and as necessary, establish guidelines for intermittent use of take-home vehicles by city employees.

Response of the Affected Agencies

Comments on Agencies' Response

We transmitted a draft of this report to the Departments of Facility Maintenance and Budget and Fiscal Services on September 4, 2009. Copies of the transmittal letters are included as Attachment 1. We informed the agencies that a written response to our draft was due on September 21, 2009. The departments jointly requested an extension to submit its response, which was granted by the city auditor. On September 28, 2009, the Department of Facility Maintenance submitted a consolidated written response to the draft report, which is included as Attachment 2.

In its consolidated response, the Departments of Facility Maintenance and Budget and Fiscal Services expressed general agreement with our audit findings and recommendations. The agencies also offered clarifying information, updated programs and activities related to fleet management, and other comments. We acknowledge the additional information provided by the agencies, but stand by our audit findings.

In addition to requesting a written response to the draft report, we asked the affected agencies to indicate whether they agreed or disagreed with the audit recommendations. If the agency indicated agreement, we further asked for detail on a corrective action plan and implementation date. Generally, the agencies stated that they will review the fleet management program to formalize a fleet management plan. The plan would include a review of a chargeback system, amended policies related to take-home vehicles, controlled inventory, surplus liquidation, and standardized fleet. The agencies also committed to working with public sector unions on the use of private sector vendors for the servicing and maintenance of fleet vehicles. The agencies also concurred that while consolidation of the program is a model to work toward, they will take interim steps to improve fleet management. The Department of Budget and Fiscal Services also committed to working with the Department of Facility Maintenance to properly account for all take-home vehicles, occasional use of take-home vehicles, and the assessment of appropriate tax benefits. The departments expect this particular review and an action plan to be in place by December 31, 2009.

In addition, the agencies expressed concerns over our audit scope and omission of steps the departments have recently taken to

address many of our audit findings. First, the agencies expressed concern that the premise for conclusions and recommendations found in the report is the result of data limited only to passenger vehicles and not the entire fleet. For example, the departments cite that although the passenger vehicle fleet grew by 13 percent during our three-year review period, the city's overall vehicle fleet decreased by 11 percent. They further note that our finding that passenger vehicle downtime at Automotive Equipment Services Division is excessive does not provide a realistic evaluation of the division's overall performance since we only examined passenger vehicles, which are the lowest priority. While we acknowledge the departments' concerns, our audit scope clearly states that we selected passenger vehicles for this review because of the wide discretion city agencies have in purchasing passenger vehicles and that passenger vehicles are at greatest risk for abuse. Our audit findings and recommendations specifically cite application to passenger vehicles only, with the possible exception of a citywide fleet management plan that could benefit all city vehicles, including passenger vehicles. Furthermore, since the departments did not refute our findings that the city's passenger vehicle fleet grew over the three-year review period or that downtime for passenger vehicles is excessive, we stand by those findings.

Second, the departments expressed concern that the audit report did not acknowledge the steps the city has already taken to address many of the report's findings. As an example, in January 2009, the city improved coordination for the procurement of a more standardized fleet of vehicles. We recognize and commend the city for taking initiative to improve passenger vehicle procurement. We note, however, that our audit scope identifies our review period as passenger vehicles under the jurisdiction of the Department of Facility Maintenance for the period FY2005-06 to FY2007-08. The program and procedural improvements cited in the departments' response were not applicable to our review period and, thus, were not included in the audit report.

Although we did not make any substantive changes to the draft audit report, we made technical, non-substantive amendments for purposes of clarity and style.

OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
1001 KAMOKILA BOULEVARD, SUITE 216, KAPOLEI, HAWAII 96707 / PHONE: (808) 768-3134 / FAX: (808) 768-3135

LESLIE I. TANAKA, CPA
CITY AUDITOR

September 4, 2009

COPY

Mr. Rix Maurer III, Director
Department of Budget and Fiscal Services
530 South King Street, Room 208
Honolulu, Hawai'i 96813

Dear Mr. Maurer:

Enclosed for your review are two copies (numbers 12 and 13) of our confidential draft audit report, *Audit of Select Management Practices of City-Owned Passenger Vehicles Under the Jurisdiction of the Department of Facility Maintenance*. If you choose to submit a written response to our draft report, your comments will generally be included in the final report. However, we request that your response address each audit recommendation as follows:

1. Whether you agree or disagree with the audit recommendation,
2. If you agree with the recommendation, please detail your corrective action plan, and
3. The date you expect to implement your corrective action plan.

Please submit your response to my office no later than 12:00 noon on Monday, September 21, 2009.

For your information, the mayor, the managing director, the Department of Facility Maintenance, and each councilmember have also been provided copies of this **confidential** draft report.

Finally, since this report is confidential, still in draft form, and changes may be made to it, access to this draft report should be restricted to those assisting you in preparing your response. Public release of the final report will be made by my office after the report is published in its final form.

Sincerely,

Leslie I. Tanaka, CPA
City Auditor

Enclosures

OFFICE OF THE CITY AUDITOR
CITY AND COUNTY OF HONOLULU
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LESLIE I. TANAKA, CPA
CITY AUDITOR

September 4, 2009

COPY

Mr. Jeoffrey Cudiamat, Director and Chief Engineer
Environmental Services Department
1000 Uluohia Street, Suite 215
Kapolei, Hawai'i 96707

Dear Mr. Cudiamat:

Enclosed for your review are two copies (numbers 14 and 15) of our confidential draft audit report, *Audit of Select Management Practices of City-Owned Passenger Vehicles Under the Jurisdiction of the Department of Facility Maintenance.* If you choose to submit a written response to our draft report, your comments will generally be included in the final report. However, we request that your response address each audit recommendation as follows:

1. Whether you agree or disagree with the audit recommendation,
2. If you agree with the recommendation, please detail your corrective action plan, and
3. The date you expect to implement your corrective action plan.

Please submit your response to my office no later than 12:00 noon on Monday, September 21, 2009.

For your information, the mayor, managing director, the Department of Budget and Fiscal Services, and each councilmember have also been provided copies of this **confidential** draft report.

Finally, since this report is confidential, still in draft form, and changes may be made to it, access to this draft report should be restricted to those assisting you in preparing your response. Public release of the final report will be made by my office after the report is published in its final form.

Sincerely,

Leslie I. Tanaka, CPA
City Auditor

Enclosures

DEPARTMENT OF FACILITY MAINTENANCE

CITY AND COUNTY OF HONOLULU

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MUFI HANNEMANN
MAYOR

JEOFFREY S. CUDIAMAT, P. E.
DIRECTOR AND CHIEF ENGINEER

GEORGE "KEOKI" MIYAMOTO
DEPUTY DIRECTOR

'09 SEP 28 P12:16

C & C OF HONOLULU
CITY AUDITOR

September 28, 2009

Mr. Leslie I. Tanaka, CPA
City Auditor
Office of the City Auditor
1001 Kamokila Boulevard, Suite 216
Kapolei, Hawaii 96707

Dear Mr. Tanaka:

Subject: Consolidated response to draft Audit of Select Management Practices of City-Owned Vehicles Under the Jurisdiction of the Department of Facility Maintenance

Thank you for the opportunity to provide a response to the confidential draft report titled, "Audit of Select Management Practices of City-Owned Passenger Vehicles Under the Jurisdiction of the Department of Facility Maintenance." Herein please find the City Administration's coordinated response, which incorporates comments from the City's Departments of Facility Maintenance (DFM) and Budget and Fiscal Services (BFS).

While we acknowledge the level of detailed work that is encompassed in the audit report, we are concerned that the premise for conclusions and recommendations found in the report is the result of an analysis of data limited only to passenger vehicles and not the entire fleet. One example is the statement in the report that the City's passenger fleet grew over 13% despite an informal policy of no growth and a one-for-one replacement guideline. Had the Auditor considered the entire vehicle fleet, the fact that the City vehicle fleet actually decreased by over 11% during the period covered by the audit would have been revealed. Consequently, the overall significance of the audit's findings may be overstated. In addition, the report does not acknowledge steps that the City has already taken to address many of the findings in this report.

We appreciate the Auditor's primary conclusion that, "(u)ltimately, management of the city's passenger and other vehicles should be consolidated under a single entity that can

comprehensively manage the City's fleet from purchase to retirement." This describes a management model that serves as a potential goal. However, as the City moves toward the model, we must contend with the constraints of a State procurement law that is premised on competition and the lowest bid, the realities of budget constraints in a weakened local economy, the responsibility to honor collective bargaining agreements, and client/user agency expectation that their individual needs be addressed.

Consolidation implies that there will be a single controlling authority for all fleet functions. With or without consolidation, the City strives to ensure that client/user agency needs are addressed through improvements to coordination and cooperation of all affected agencies. This is true for all aspects of the fleet management program, whether for procurement, for scheduling of maintenance service, for disposal, or for the use of City-owned vehicles.

For example in January 2009, the City took a major step to improve coordination for the procurement of a more standardized fleet of vehicles. We recognized that any policy change must balance various, sometimes conflicting, requirements: the need to foster adequate competition, address budgetary constraints, work within DFM's ability to service a varied fleet, and provide proper equipment to satisfy agency requirements. The City implemented the following measures:

- Consolidated purchases of vehicles to take advantage of manufacturing timelines and local distributor programs to reduce overstocked inventories.
- Simplified specifications to increase competition.
- Identified standard classes of vehicles and developed minimum specifications for each class.
- Required the Chief Procurement Officer's approval for deviation from standard minimum specifications.
- Required vendors to provide extended maintenance and warranty programs to reduce requirements on DFM.

The City also consolidated requests for vehicle purchases during the second half of FY 2009. The bid consisted of 24 vehicles utilizing simplified specifications and closed on May 23, 2009. Although we originally targeted the bid to be released in March to take advantage of dealership transition into new-year models and fleet pricing, efforts to achieve multi-agency agreement on standardized specifications slightly delayed the process. Even with that, many benefits were derived from this first attempt:

- Agencies now recognize and understand the value of simplified, standard specifications.
- Manufacturers/dealerships that had not previously bid on requests for vehicle purchases entered the competition.
- BFS Purchasing Division learned more about the industry and the issues related to competition.
- Minimum specifications for classes of vehicles can still be fine tuned for future solicitations.

Given this success, the City again will consolidate vehicle purchases for FY 2010. Once the procurement issues of specifications and competition are refined, the City will focus its attention on balancing inventory throughout the City and maximizing the use of each vehicle in order create a fleet management plan which addresses controlled inventory cycles and surplus liquidation.

RESPONSE TO SUMMARY OF FINDINGS

The auditor spent over a year analyzing data and developing the draft report. The statements made in the report are too numerous to respond to on an individual point-by-point basis given the relatively short response time. Notwithstanding the limited timeframe, the following section provides our response to the more material audit findings.

The City's Fleet Management Purchasing Practices are Fragmented and Lack Accountability

Audit Findings:

- **The City lacks a formal fleet management plan**
- **Passenger vehicle purchase decisions are decentralized and subject to weak oversight**
- **Absence of a vehicle replacement policy results in an aged, inefficient fleet**
- **Under-utilized vehicles may adversely impact fleet efficiency**

City's Response: The City recognizes the need to effectively manage the City's rolling fleet inventory. However, in our ongoing effort to improve efficiencies, we are cognizant that any policy change must balance various, sometimes conflicting, requirements to ensure that, (1) bids

are competitive, (2) the City has the capability to service a varied fleet, and (3) vehicles meet operational requirements.

The City recognizes that there currently is no single controlling authority for all fleet matters, but our current processes ensure that there is accountability at all phases of a vehicle's life span, from acquisition to disposal, within the City's organization.

We consider a central managing authority administering all fleet functions as a management model with merits. However, moving toward that model is a complex effort requiring budgetary, operational, and personnel concerns to be addressed.

As we discussed above, even without consolidation, the City already is working to ensure there is cooperation and coordination to address client/user agency needs. This applies to all aspects of the fleet management program, whether for procurement, for scheduling of maintenance service, for disposal, or for the use of City-owned vehicles.

We already have made great strides in improving the process to procure a standardized fleet of vehicles. We have achieved the buy-in of client/user agencies which have disparate demands and successfully completed a first round of bid solicitation by the end of the last fiscal year. We continue to work on refining the procurement process and will initiate another solicitation in FY 2010.

Annually consolidating purchases of vehicles should minimize the diversity in makes and models. Requiring vendors to provide extended maintenance and warranty programs will reduce both service and parts requirements on DFM. Once a fleet management plan is implemented and inventory is properly utilized, the life expectancy of a vehicle should coincide with the extended maintenance and warranty program.

Having addressed this element of the fleet management program, we are committed to focusing on balancing vehicle inventory throughout the City and maximizing the use of each vehicle in order to create a fleet management plan which addresses controlled inventory cycles and surplus liquidation.

Audit Finding:

- **Dedicated funding for vehicle purchases is lacking**

City's Response: The audit report suggests that establishing a dedicated fleet replacement reserve fund would ensure the timely replacement of vehicles. However, as the Auditor recognized, it is common for purchases of public sector fleets to be deferred in difficult budgetary times, particularly if the fleet is dependent on the General Fund.

It would be easy, but insincere, for us to say we would commit to a dedicated reserve fund for vehicle purchases, especially as we would question the source of funding for the reserve. In the City's situation, such a reserve would be funded with a transfer of General Fund or Highway Fund monies.

The realities of the budgetary impact of the current economic malaise are evident. With the exception of the Wastewater Program, all other vehicles, generally, are purchased with tax-generated General Fund or Highway Fund monies. Even the Solid Waste Management (refuse) Program is subsidized by the General Fund to the tune of $98 million, annually.

Simply put, unless the City encounters a budgetary windfall, vehicle purchases, as with all other discretionary expenditures, must be balanced against the City's mandated expenditures such as basic payroll and collective bargaining increases, health fund premium increases, and debt service payments. Creating a dedicated reserve simply means we will be appropriating General or Highway Funds each year into this reserve fund rather than appropriating those monies directly to the client/user agencies or, upon consolidation of the fleet management program, to DFM.

Audit Finding:

- **Council intent to purchase fuel-efficient vehicles is not fully enforced**

City's Response: While the audit report noted that the City has not successfully met the goals of acquiring fuel efficient vehicles as set out in Resolution 06-176, the City stands committed to having a fuel efficient fleet and, to the extent feasible, one that includes the use of hybrid vehicles.

The City does not purchase vehicles for the purpose of simply transporting people. Client/user agencies have the expectation that the vehicles they use will be capable of helping them meet their work needs. Many City services are critical to the safety and health of the public and involve the use of work vehicles to transport the work supplies, materials, tools, and equipment, as well as the personnel, necessary to evaluate and respond to incidents. In deciding on vehicle purchases, the City must balance fuel efficiency criteria against functionality, including an analysis of the risk of compromising the City's ability to effectively and economically deal with everyday work issues.

Most of the production vehicle types that claim greater than 40 mpg are hybrids. However, they are typically smaller, have limited seating and/or cargo space and cost more than comparable non-hybrid vehicles. In addition, studies of all types of hybrids, from compact sedans to transit buses, conclude that for the majority of fleets and vehicle owners, benefits do not outweigh the costs of operating a hybrid. Having stated that, we recognize that hybrids do use less fuel and contribute to reduced tailpipe emissions and lower dependency on fossil fuels.

Enhancing the fuel efficiency of the City's vehicle fleet goes beyond just the issue of acquiring hybrid vehicles for the City's fleet. Further efforts by DFM to reduce fuel consumption include:

1. Limiting new vehicle engine horsepower to the lowest functional rating.
2. Recommending replacement of older less fuel efficient vehicles with newer more fuel efficient ones.
3. Restricting computer controlled vehicle speed settings to 60 mph.
4. Issuing fuel conservation guidelines to all city agencies.
5. Specifying auto tire inflation systems when available.
6. Installing color coded tire valve stem caps so that under inflated tires are easily identified.

The City's Fleet Management Operation Practices Result in an Inefficient Fleet that is Inconsistent with Fleet Management Best Practices

Audit Finding:

- **Policy on use of take-home vehicles is inadequate and unenforceable**

City's Response: The audit report acknowledges that, in 2006, the City initiated a review of take-home vehicles, which resulted in the promulgation of Mayor's Directive 05-06 (codified as Administrative Directive 520), which established the City's policy governing the personal use of City vehicles. However, that attempt to execute a take-home policy has been stymied because of a number of ongoing issues. One such issue is that the prior practice of allowing individuals in certain positions the use of vehicles on a take-home basis may present issues under the collective bargaining system. Another more common issue arises from management's need to have certain individuals available on an on-call basis to address emergencies, such as a sewage spill. A restriction on allowing such employees to have vehicles on a take-home basis is part of on-going discussions.

BFS will continue to work with DFM to properly account for all take-home vehicles, including the appropriate tax benefits, in a manner consistent with Administrative Directive 520 and BFS policy 4.15. The draft report also points out that there is a need for the City to have a more proactive approach to take-home vehicle compliance than currently exists. Part of the ongoing review will be to evaluate the current policy guidance. We expect the review and action to be completed by December 31, 2009.

With respect to the tax implications for intermittent take-home use of City-owned vehicles, we understand that the IRS requires tax reporting for occasional (intermittent) take-home vehicle use when an employee use exceeds the de minimis threshold of 12 times a year. BFS will work with DFM to evaluate City-wide occasional use of take-home vehicles and develop appropriate

guidelines for the authorization, monitoring and reporting of the occasional use of take-home vehicles. We expect to implement the guidelines by December 31, 2009.

Audit Finding:

- **Automotive Equipment Services Division does not fully utilize its fleet management software system**

City's Response: DFM's Division of Automotive Equipment Service (AES) acknowledges that use of its computerized fleet data program is estimated to be about 70 percent of the system's capability. As stated on page 10 of the audit report, AES is responsible for the activities associated with the **maintenance and repair** of City vehicles. To that extent, AES uses the computerized program functionality that best suits these activities.

The City recognizes that the currently unused or partially used features of the software may positively benefit the fleet management program. As we increase our coordination effort, we expect to solicit the cooperation of the client/user agencies to assist with the inputting of data into the system for the vehicles they use. This will allow data to be collected at the source and eliminate the potential for redundancy.

Audit Finding:

- **City agencies generally do not pay automotive equipment services for vehicle repair, service, and maintenance**

City's Response: The audit report suggests the City study the implementation of a chargeback system that places the responsibility for vehicle repair and maintenance costs on the client/user agencies. In effect, this proposal simply changes the budgeting for repair and maintenance costs. Rather than centrally budgeting for these expenditures in DFM, the client/user agencies would individually budget, on an annual basis, for their vehicle repair needs.

While the City would review this proposal as part of our overall review of the City's fleet management system, two concerns immediately arise with the proposal:

1. Decentralizing the repair and maintenance budget into the client/user agencies would be counterintuitive to any effort to consolidate the whole fleet management program.

2. Client/user agencies would have difficulty in establishing proposed annual budgets for these costs. Since they would not have the in-house knowledge of projecting the repair and maintenance costs, they would have to rely on DFM or suffer the consequences of potentially under-budgeting.

Audit Finding:

- **Vehicle downtime at automotive equipment services division is excessive**

City's Response: The scope of the audit does not provide a realistic evaluation of AES's overall performance since it was limited to only passenger vehicles, AES's lowest priority vehicle in the City's fleet. Higher priority service is given to those front line vehicles that are equipped with special features or utilized to transport supplies, tools or equipment necessary to provide essential public services.

SUMMARY

As recommended by the draft audit report, the City will continue to review the fleet management program to formalize a fleet management plan. However, while the City concurs that consolidation of the program is a model to work toward, the City cannot wait until such a major reorganization is implemented. Rather, we will continue to coordinate with affected agencies, and consult with our public sector unions, as appropriate, to successfully implement all aspects of a fleet management program, whether for procurement, for scheduling of maintenance service, for disposal, or for the use of City-owned vehicles.

The City already has made tremendous strides in standardizing the procurement of fleet vehicles. In continuing to refine that solicitation process, the City is committed to ensuring the resultant fleet inventory will be in-line with our commitment to a cleaner environment. We will continue to move toward a more fuel efficient fleet and, to the extent feasible, will include hybrid vehicles.

With the procurement process progressing, the City will begin to focus our attention on balancing inventory throughout the City and maximizing the use of each vehicle in order to create a fleet management plan which addresses controlled inventory cycles and surplus liquidation.

Any resultant fleet management plan will be focused on ensuring an efficient fleet management program, including improving and enhancing the use of available technical resources. In fashioning this plan, as recommended in the audit report, the City will review efficacy of a chargeback system and will consult with our public sector unions on the use of private sector vendors, to the extent allowable under law, for the servicing and maintenance of fleet vehicles.

Finally, the City will ensure that the resultant fleet management plan will incorporate amended policies governing the use of take-home vehicles from the City's fleet. BFS will continue to work with DFM to properly account for all take-home vehicles, including the appropriate tax benefits, in a manner consistent with Administrative Directive 520 and BFS policy 4.15. BFS will also work with DFM to evaluate City-wide occasional use of take-home vehicles and

modify the current policies to provide the appropriate guidance for the authorization, monitoring and reporting of occasional use of take-home vehicles.

Again, we appreciate the opportunity to respond to the draft audit report. We are concerned that the overall significance of some of the audit findings may be overstated, particularly since the City has made great strides in moving towards standardization of our vehicle fleet. However, we do appreciate that the report does recognize some of the hurdles the City faces in developing a fleet management plan, and we have taken your recommendations with due serious consideration.

Sincerely,

Jeoffrey Cudiamat

Jeoffrey S. Cudiamat, P. E.
Director and Chief Engineer

JSC:al

APPROVED:

Kirk W. Caldwell
Managing Director

c: BFS Director
Mayor

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 5

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
FISCAL IMPLEMENTATION TEAM QUESTIONS
(FIT Response: December 22, 2009)

At the COGC meeting on October 8, 2009, Finance Director Young indicated that proposed new vehicle purchases are now reviewed by the three-member "Fiscal Implementation Team," which was established in October 2008. The Energy Subcommittee is seeking more details on the workings of this team. Specifically, we would appreciate your help in obtaining the following information:

1. **Does the team meet on a regularly scheduled or "as needed" basis?**

   FIT was formed in October 2008 as one of the various measures to restrict spending in FY2009 in order to build up carryover savings for offsetting the projected deficit in the following year, FY2010. From October 2008 – June 2009, FIT met weekly to guide the spending of the County through the end of the fiscal year. Beginning with the new fiscal year in July 2009, FIT meetings changed to a biweekly schedule because the volume of requests decreased following FIT's action in reducing operating expenses for FY2010.

2. **How often has the team met over the past year?**

   40 times.

3. **Approximately how many vehicle purchases have been reviewed by the team during that period?**

   49 vehicles.

4. **Of these, how many vehicle purchases have been modified in some way? For example, change in model/make/or cost; reduction in the number of units; reason for reduction e.g. cost/ fuel efficiency; number of requests processed; number of requests rejected entirely etc.**

   FIT's review focuses on whether the acquisition should be made while considering a balanced budget. From there, it is provided to the purchasing office which determines how to obtain the best price including discounts.

5. **Does the team's authority extend to all departments (e.g., Police and Fire and all vehicles regardless of size?)**

   Yes. FIT also considers the funding source. If the funds are from grants or forfeitures (e.g. Homeland Security grants, etc), FIT readily approves these as there is no impact on the general fund.

6. Are there written guidelines/directives establishing the team and setting forth its objective/mandate? If so, please provide.

Yes. Attached is a copy of the October 23, 2009 memorandum issued by the Budget Director. A more detailed explanation follows in question 7 below.

7. Were all departments advised in writing when the team was established? If so, please provide the communication.

Mayor Tavares called a Special Directors' Meeting on October 16, 2009 to advise department heads of the decline in the economy and the impact it will have on County revenues. At this meeting, recommendations for restricting spending were discussed and Mayor announced the formation of the Fiscal Implementation Team. On October 23, 2008, Budget Director Fred Pablo sent memorandums to each department detailing the FIT team's goals and providing a summary of each department's operating budget. A template of the memorandum and accompanying attachments is provided for your review.

8. Is there an appeal process on decisions reached by the team? If so, who is the appeal to?

Yes. Appeal is to the Mayor.

9. In addition to cost savings through increased energy efficiency, does the team's review criteria also incorporate the numerous energy goals for the "County Fleet" contained in the recent Maui County Energy Alliance report urging that the County "Lead by Example"? If there are no such criteria, is the team now prepared to add them?

The team will be incorporating the recommendations after this month's feedback from public review is fully considered. The Office of Economic Development is presently reviewing the public input. .

10. Does the team only review vehicles to be purchased or does their mandate extend beyond the area of procurement? If so, what other areas are covered (e.g., use of County vehicles for commuting to residence on a regular basis?)

The FIT review focuses on whether the acquisition should be approved in light of the County's budget and the state of the economy. The purpose of FIT is fiscal related and not policy making. The purpose of FIT is to

determine whether expenditure should be made while considering the budget and the economy.

11. What records have been kept concerning the numbers, model types and costs of the vehicles reviewed by the team?

A copy of the department's request is maintained.

12. Is it possible to obtain a summary of all vehicles reviewed by the team, including dollar amounts approved to date? If not, what sort of records, if any, does the team maintain?

Attached is a summary of vehicles approved for purchase.

FIT - Vehicle Purchases
FY09-FY10

NO.	DEPT	DESCRIPTION
150	DHHC	Motor Vehicle; Meals on Wheels, Replacement, $17,679.30
206	DHHC	Hybrid, 4-dr sedan; Assisted Transportation, Replacement, $27,000
31	EM	F-350; Landfill, Replacement, $55,000
32	EM	D-7 Dozer; Landfill, Replacement, $350,000
33	EM	Water Truck; Landfill, $122,500
34	EM	960 Loader; Landfill, $450,000
35	EM	14 Yard Dump; Landfill, $150,000
42	EM	F-150; Landfill, $35,000
43	EM	F-150; Landfill, $35,000
164	EM	Ford Escape; Landfill, $22,500
166	EM	Ford F-150 4x4 Xtra Cab; Landfill, $24,500
199	EM	Automated Refuse Trucks, $600,000
235	EM	Bull Dozer; Landfill, $700,000
250	EM	Water truck $250,000
251	EM	Automated Refuse Truck $300,000
252	EM	Pickup Truck; Hana Landfill $18,500
274	EM	Compact Utility Vehicle; Operations Admin, Replacement, $25,000
115	Finance	Two Used Vehicles; Financial Svcs, Replacement, $11,400
253	Fire	Mechanic Vehicle $70,000
254	Fire	Utility vehicle for Deputy Chief $60,000
255	Fire	Vehicle for Health & Safety Officer $25,000
256	Fire	Utility Vehicle; Wildland Firefighting, Rescue & EMS calls, $60,000
257	Fire	Mini Brush Utility Truck; Wildland Firefighting, Rescue, and EMS calls $200,000
258	Fire	Mini Brush Utility Truck; Wildland Firefighting, Rescue, and EMS calls $200,000
231	Liquor	4 dr mid-size sedan; Replacement, $25K
232	Liquor	4 dr mid-size sedan; Replacement, $25 K
213	Parks	7 Passenger Van; Aquatics, Replacement, $30,000
215	Parks	Pickup Truck; Aquatics, Replacement, $30,000
216	Parks	Pickup Truck; Aquatics, Replacement, $30,000
217	Parks	Dump Truck; Rec & Support Svcs, Replacement, $35,000
218	Parks	Pickup Truck; Rec & Support Svcs, Replacement, $26,000
219	Parks	Multi-Purpose Utility Wagon; Rec & Support Svcs, Replacement, $25,000
220	Parks	Pickup Truck; Rec & Support Svcs, Replacement, $34,000
221	Parks	Pickup Truck; PALS, Replacement, $26,000
227	Parks	12 Passenger Van; Administration, Workline, Replacement, $40,000
228	Parks	12 Passenger Van; Administration, Workline, Replacemen, $40,000
229	Parks	12 Passenger Van; Administration, Workline, Replacement, $40,000
237	Parks	Skid Steer Loader; Rec & Support Svcs, Replacement, $50,000

FIT - Vehicle Purchases
FY09-FY10

NO.	DEPT	DESCRIPTION
28	PW	End Dump Trailer; Highways, Replacement, $105,000
173	PW	Pickup Truck; Garage Svcs, Replacement, $30,000
179	PW	Pickup Truck; Highways, Replacement, $38,000
180	PW	Pickup Truck; Highways, Replacement, $38,000
181	PW	Bulldozer; Highways, Replacement, $300,000
182	PW	Water Tanker Truck; Highways, Replacement, $225,000
183	PW	Flatbed Dump Truck; Highways, Replacement, $55,000
185	PW	Flatbed Truck w/Compressor; Highways, Replacement, $60,000
19	Water	2 Wheel Drive Dump Truck; Replacement,, $135,000
21	Water	2000 Gallon Water Tank Truck; $170,000.
24	Water	2008 Ford Sport Trac; $24,974.10.

ATTACHMENT C
FISCAL IMPLEMENTATION TEAM (FIT)

Who: The team is comprised of the Managing Director, Finance Director and Budget Director. ***The Budget Director should be your first point of contact.*** He screens submissions to the FIT.

What: Requests for the following must be submitted for approval:

- Out of state travel
- To fill positions that have been vacant for last 24 months
- Equipment purchases greater than $5,000
- Professional services greater than $25,000
  (only for operations, NOT capital improvements)

Directors are responsible for determining whether any of the above matters should be brought to the FIT for consideration. Directors review the request and approve or deny the request at the department level while considering its impact on the targeted reduction in the department budgets by 16%. If the Director recommends the request be forwarded to FIT for approval, the written recommendation must address the below items.

How: Any proposed expenditure for an item included on the above list should be accompanied by a **white paper justification** describing:

- Urgent nature of the expenditure
- How your department will otherwise meet the 16% reduction
- What the department will be foregoing to make this expenditure

When: Requests received before the end of the week (Friday) will be discussed by FIT during the following week (Tuesday).

Some of the Criteria for Consideration:

Travel and Operational Expenses:

Is it for a compliance related issue?
Is it necessary to maintain core services?
Does it have a direct impact upon operations?
Does it provide potential to gain additional revenue for the County?
Does it provide other benefit(s) to the County? (Other savings, etc.)
Are there alternate sources or means to obtain the information / product / service?
Is it time sensitive? Can a compelling argument be made to justify doing it **now**?
If it is paid for with grant or forfeiture funds: Can the grant / forfeiture funds be used for other operational expenses?
Can this expenditure be perceived as wasteful?

Equipment:

Is it necessary for legal compliance?
Is it absolutely necessary to maintain safety?
Is it necessary to maintain a healthy work environment?

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 6

COUNTY OF MAUI

STATE OF HAWAII

COMPREHENSIVE ANNUAL FINANCIAL REPORT

FOR THE FISCAL YEAR ENDED

JUNE 30, 2008

Prepared by:
DEPARTMENT OF FINANCE
Kalbert K. Young, Director of Finance

Table 16
COUNTY OF MAUI
CAPITAL ASSET STATISTICS BY FUNCTION
LAST TEN FISCAL YEARS
(Unaudited)

Function	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Public safety											
Police:											
Stations	6	6	6	6	6	6	6	6	6	6	6
Patrol units	7	7	7	7	7	7	7	7	7	7	6
Fire stations	13	13	13	13	13	14	14	14	14	14	14
Sanitation											
Collection trucks	15	15	15	16	19	22	22	24	24	31	32
Highways and streets											
Streets (miles)	610	610	793	620	620	620	620	631	631	563	563
Streetlights	3,839	3,925	3,947	4,000	4,026	4,065	4,070	4,132	4,147	4,147	4,147
Traffic signals	NA	NA	NA	NA	NA	27	27	27	27	35	35
Culture and recreation											
Parks acreage	40,027	40,027	39,960	40,016	30,755	30,755	30,755	42,620	42,620	42,902	41,581
Parks	147	147	144	155	155	155	155	161	161	161	136
Swimmming pools	8	9	9	9	9	9	9	9	9	9	9
Tennis courts	39	39	39	42	42	42	42	39	39	39	39
Community centers	20	20	20	21	21	21	21	21	21	21	21
Other Enterprise											
Golf Course	1	1	1	1	1	1	1	1	1	1	1
Water											
Fire hydrants/stand pipes	5,355	5,476	5,600	5,718	5,856	6,042	6,206	6,350	6,488	6,643	6,846
Maximum daily capacity (thousands of gallons)	39,072	39,408	42,576	43,312	43,312	43,312	44,567	45,652	46,716	50,000	50,000
Sewer											
Sanitary sewers (miles)	200	200	200	200	200	206	212	219	225	219	215
Maximum daily treatment capacity (thousands of gallons)	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700	25,700

Source: Various county departments

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 7

MAUI COUNTY POLICE DEPARTMENT

ADMINISTRATIVE SERVICES SECTION STANDARD OPERATING PROCEDURES

CHAPTER 104
FACILITIES AND EQUIPMENT

Effective date: 10/23/03 Revision date: 10/22/03 Rescinds:

Accreditation Standards:

VEHICLE REPLACEMENT
S.O.P. 104.1

I. PURPOSE

To establish guidelines for the replacement of Departmental vehicles.

II. POLICY

Officer and employee safety remains a paramount concern with the Maui Police Department. In providing basic police service to the citizens of Maui County, Police Officers are required to patrol and respond to incidents. The vehicles utilized by the patrol function are required to perform strenuous duties for prolonged periods of time. Maintaining a fleet of police vehicles that are reliable with minimum downtime is essential in the delivery of police services. It is the policy of the Maui Police Department to replace vehicles according to this directive.

III. MINIMUM SPECIFICATIONS

A. The minimum specifications for Departmental vehicles will be determined by the requesting element.

B. Patrol fleet vehicles shall be four door, full size sedans. Patrol fleet vehicles shall be equipped with the special police packages manufactured exclusively for use in law enforcement. Marked 4x4 patrol wagons are utilized in lieu of patrol vehicles in certain circumstances and shall be considered patrol fleet vehicles for the purposes of replacements.

C. These high-performance, emergency vehicles have "special features" which include the following;

1. Engine, transmission, power train and axle
2. Chassis, frame mounts, suspension & brake system
3. Cooling and exhaust system
4. Gauge instrumentation and calibrated speedometer
5. Transistorized voltage regulator
6. Wheels & speed rated tires
7. Headlight wig-wag Flashers and halogen spotlight
8. High pressure compressor cut-off air conditioning system
9. Security wall partitions
10. Mobile communication organizer
11. Molded prisoner transport seat & restraining system
12. Power windows &locks which are deactivated in the rear
13. Power distribution box

Each vehicle is properly identified with police markings (except for traffic enforcement) and has a light bar assembly, siren, public address system and a mobile radio.

IV. REPLACEMENT CRITERIA

A. The fleet program requires the regular replacement of patrol fleet vehicles to ensure that the vehicles in use will provide the level of performance and operational efficiencies expected. The following are the minimum replacement criteria for patrol fleet vehicles;

1. Four years of service.
2. Ninety thousand (90,000) miles or more of service
3. Repair cost exceeds value of vehicle

Exceptions: Vehicles which are considered total wrecks due to collisions and vehicles with poor repair records and requiring major repairs are traded in earlier than scheduled. Vehicles with excellent repair records, no major repairs needed, and in good condition are retained longer than the four year period, regardless of mileage.

B. The unmarked fleet are vehicles that are assigned to Detectives/Officers in the Investigative Service Bureau and to certain supervisory/staff members of the Department. These vehicles usually are five passenger and full-sized, however, not necessarily the same size as the patrol sedans. Most of these vehicles have audible sirens and portable lights for emergency use. These vehicles do not perform routine patrol duty.

1. Nine years of service
2. Sixty thousand (60,000) miles or more of service
3. Repair cost exceeds value of vehicle

Exceptions: Vehicles which are considered total wrecks due to collisions and vehicles with poor repair records and requiring major repairs are traded in earlier than scheduled. Vehicles with excellent repair records, no major repairs needed, and in good condition are retained longer than the nine year period, regardless of mileage.

C. Other fleet vehicles may include GO IVs, Cushmans, All Terrain Vehicles (ATVs), Pickup Trucks, and vehicles utilized for special purposes not including normal patrol duties. Some of these vehicles may have audible sirens and portable lights for emergency use.

1. Nine years of service
2. Sixty thousand (60,000) miles or more of service
3. Repair cost exceeds value of vehicle

Exceptions: Vehicles which are considered total wrecks due to collisions and vehicles with poor repair records and requiring major repairs are traded in earlier than scheduled. Vehicles with excellent repair records, no major repairs needed, and in good condition are retained longer than the nine year period, regardless of mileage.

THOMAS M. PHILLIPS
Chief of Police

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 8

Department of Public Works and Environmental Management

Motor Vehicle and Equipment Replacement Policy

Criteria for Vehicle or Equipment Replacement

1. The vehicle is considered essential to providing effective services to the public;

2. The vehicle has reached its effective service life. The vehicle has generally exceeded the following life expectancies:

a.	Sedan, Station wagon, pickup truck	7 years or 70,000 miles
b.	Stake truck, 1 ton or larger	10 years or 100,000 miles
c.	Special truck (ladder bitumuls, etc.)	10 years or 100,000 miles
d.	Dump truck	
	Gas	10 years
	Diesel	12 years
e.	Construction equipment	
	(Grader, loader, roller, dozer, etc.)	15 years
f.	Landfill equipment	
	Equipment used in landfills	
	(Unless buy-back clause is used)	7 years
g.	Grass cutting equipment	
	Tractor, mounted	8 years
	Self-propelled	5 years
	Hand-pushed	3 years
h.	Compressor	15 years or 12,000 hours
i.	Generator	15 years or 12,000 hours
j.	Welding Machine	8 years or 8,000 hours
k.	Paint Striping Machine	5 years
l.	Road Sweeper	10 years
m.	Battery and Gas-driven Utility Carts	5 years

3. When operated, the vehicle endangers the safety of the operator, passengers and/or people in close proximity of the vehicle and the repair cost to make the vehicle exceeds the replacement acquisition cost;

4. The unit cannot be repaired due to unavailability of parts;

5. The repair cost of a unit damaged by accident or other causes, exceeds the actual cash value of the unit prior to the damage;

6. The accumulated major repair costs plus the anticipated additional repair cost to recondition the unit exceeds 50% of the replacement acquisition cost;

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 9

Cost of Government Commission
Energy Subcommittee
Questions Regarding Use of County Vehicles for Commuting
(Finance response: December 24, 2009)

1. Is there any County-wide written policy or criteria regarding the use of County vehicles for commuting purposes? If not, are there written policies for individual departments?

   First, there is no policy for allowing employees to use County vehicles for the purpose of commuting. Use of County vehicles is solely reserved for conducting County business. This is specified in both the Employee Handbook (which is given to every employee when they start employment) and the County Charter, both of which state or reference: "No officer of employee shall … use County property or personnel for other than public activity or purpose."

   Individual departments and agencies have an inventory of vehicles assigned to their work unit(s). Department and agency heads assign work to employees that may require the use of a County vehicle. If this use is determined by the department or agency head to entail the employee having a vehicle available after hours, each department or agency has the authority to allow that assignment. There is no allowance for providing a County vehicle for the purpose of effectuating commuting to work.

   All employees whose job will likely entail them using a County vehicle in any capacity are required to sign an form (Vehicle Use Agreement) attesting that they acknowledge they are responsible for County property while in their use. And, the use is expected to be responsible and appropriate in nature. However, this form is not a record of vehicle assignments and use, and does not authorize vehicle use for the purpose of commuting. The forms are distributed to departments and agencies by the Finance Department's Risk Management Division, but it is the responsibility of each department and agency to ensure that their employees, drivers and vehicle fleet are accordingly inventoried for use.

2. Who has the authority to approve commuting and what is the process?

   The department or agency head has the authority to assign work duties and functions and to determine whether use of a County vehicle is required for the position and if such use needs to extend to after work hours. Each department or agency maintains its own list of available vehicles, assignments, and registered drivers.

3. How many total vehicles are presently "officially" approved? Unoffocially approved?

   As used in the question, it is not clear what "officially" or "unofficially" approved is defined as. Individual departments and agencies maintain their own inventory and record of which employees were/are assigned which vehicles on any given day. There is no policy or directive that accounts for any "unofficial" approvals.

4. Have any requests to use vehicles for commuting purposes ever been rejected?

   There is no allowance for assigning or allowing County vehicles for the purpose of commuting. In accordance with the County Charter, Employee Handbook, and Vehicle Use Agreement (discussed above), vehicles are only to be used for conducting County business.

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 10

-----Original Message-----
From: Lawrence K. Hudson
Sent: Monday, November 30, 2009 11:25 AM
To: Malcolm H. Findley
Subject: RE: Report on 11/24/09 Meeting With MPD

Hello Malcolm,

The correct number is 143 CVs not the 172 mentioned in the memo. Also, while 25% of the vehicles will be damaged throughout the year, not all of those will be "totals"...only a small percentage are totals....maybe four or five a year...depending. The 25% stat would mean that about 50 vehicles a year are damaged....that's a little high but pretty close. Some damages are very minor in nature.

Thanks.

Captain Lawrence Hudson

Maui Police Department

Technical Services

(808) 244-6435 (808) 269-2871

lhudson@mpd.net

From: Gary A. Yabuta
Sent: Monday, November 30, 2009 7:57 AM
To: Malcolm H. Findley
Cc: Clayton N. Tom; Lawrence K. Hudson; Richard M. Yadao; Greg Takahashi

Subject: RE: Report on 11/24/09 Meeting With MPD

Dear Malcolm:

I'll forward this to the staff members you met with for feedback.

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 11

OFFICE OF THE MAYOR
CITY AND COUNTY OF HONOLULU

530 SOUTH KING STREET, ROOM 300 * HONOLULU, HAWAII 96813
PHONE: (808) 768-4141 * FAX: (808) 768-4242 * INTERNET: www.honolulu.gov

MUFI HANNEMANN
MAYOR

KIRK W. CALDWELL
MANAGING DIRECTOR

TRUDI S. SAITO
DEPUTY MANAGING DIRECTOR

November 17, 2009

Mr. Malcolm Findley, Chair
Energy Subcommittee
County of Maui Cost of Government Commission
200 South High Street
Wailuku, Hawaii 96793-2155

Dear Mr. Findley:

In response to your letter of October 28, 2009, we have provided answers to your questions below.

A. For the City and County of Honolulu:

1. Approximate total current population.

   Answer: Forecasted resident population = 922,935.

2. Total current number of City and County employees.

   Answer: Permanent = 8,552; Temporary = 201; Exempt = 348; and Personal Service Contracts = 1,729.

3. Total present fiscal year budget with a break out on revenue and expenditure totals.

   Answer: For revenues, see attached Appendix–A. For expenditures, go to Fiscal Year (FY) 2010 Executive Program and Budget which can be found at www.honolulu.gov./budget/execbgt/index1.htm; click on FY 2010 Adopted Operating Budget (Ord. 09-11). The FY 2010 Proposed Operating Program and Budget is also available at this site.

4. Whether asset and lease management for the City and County of Honolulu is centralized or managed by individual departments.

   Answer: Asset and lease management for the City and County of Honolulu are not centralized at this time. The assets and leases are managed by the individual City departments.

B. For the Honolulu Police Department:

1. Total number of employees, with a breakdown between the number of officers and civilians.

   Answer: 2,143 sworn officers and 587 civilians = 2,730 employees.

2. Number of police stations.

   Answer: 12 police stations, including Alapai, Chinatown, Fort Ruger, Kahuku, Kailua, Kalihi, Kaneohe, Kapolei, Pearl City, Wahiawa, Waianae, and Waikiki.

3. Number of patrol units.

   Answer: 139 beats with 206 sergeants and 933 officers.

4. Total number of police vehicles, with a breakdown by number or percentage of the Ford Crown Victoria "Police Interceptor" patrol vehicles.

   Answer: 348 City-owned vehicles, including 336 Ford Crown Victoria "Police Interceptor" patrol vehicles (blue and whites) and 1,300 subsidized privately owned vehicles = 1,648 total vehicles.

We hope that this information is helpful in completing your report and meeting your goals.

Sincerely,

Kirk W. Caldwell
Managing Director

KWC/DC:sk(340233)

Attachment

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 12

From:	Kalbert Young
To:	Shelley Pellegrino, Sheri Morrison
Date:	Thursday - November 5, 2009
Subject:	Re: COGC Energy Subcommittee Question

No. Each department has different operational needs, vehilce utility and expectations for vehicle life. Each department does have their own guideline as to when vehicles are able, expected, or anticipated to be retired.

Kal.

>>> Shelley Pellegrino 11/5/2009 3:54 PM >>>
Kalbert and Sheri,

Malcolm Findley, Chair of the COGC's Energy Subcommittee, has asked me to forward the following question to you. I'd appreciate it if you could take a look and send me your response. Thanks.

Shelley

Question: Have written guidelines been issued by either the Managing Director or the Finance Director to all Department Heads establishing clear criteria and thresholds for the surplusing/retirement of older high mileage vehicles? If so, please provide.

Shelley J. Pellegrino
Executive Assistant
Office of the Mayor, County of Maui
200 South High Street
Wailuku, Maui, Hawaii 96793
Tel.: (808) 270-1752
Fax: (808) 270-7870
E-mail: shelley.pellegrino@co.maui.hi.us

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 13

Cost of Government Commission
Energy Subcommittee
Questions for Department of Public Works
November 19, 2009
(DPW Response: December 15, 2009)

1. It is the Cost of Government Energy Subcommittee's (Energy Subcommittee) understanding that the Department of Public Works (DPW) currently services and maintains all County vehicles except those used by the Department of Water Supply, Department of Fire and Public Safety, and Maui Police Department, which are "special funded." According to information obtained from the Department of Finance, $2.9 million is budgeted to cover the total maintenance cost on all 1,268 vehicles. Are the three "special funded" departments identified above not included in this $2.9 million budget figure?

   We recommend checking with Department of Finance, who provided the information. We suspect this amount covers the entire County but do not really know. Note that the Department of Water Supply has their own Water Fund, but the Department of Fire and Public Safety and the Maui Police Department utilize the General Fund. The Department of Water Supply has their own garage services, but we do assist in maintenance and repairs in Lahaina and Molokai and occasionally in Hana (note that DWS does not provide water service on Lanai). We also provide some assistance to Fire and Police in Hana, Lanai and Molokai, as needed. The Fire Department has a garage facility at their Kahului Fire Station. We believe that the Police Department has "Motorpool" staff with the automotive repairs handled through their vehicle purchase vendor.

2. An October 2009 audit of the City and County of Honolulu's (City) passenger vehicle fleet, entitled, "Audit of Select Management Practices of City-Owned Passenger Vehicles Under the Jurisdiction of the Department of Facility Maintenance." Page 12 of the audit states that the "FleetFocus M5 Fleet Management System" is used to manage the City's automotive fleet. The audit describes the software application as "a web-based system that is capable of tracking and reporting vital vehicle information such as accounting, performance and repairs, maintenance histories, location assignment, operating data, fuel usage, warranties, and downtime." The system is used by 35 cities in California, and locally by Hawaiian Electric Company and Maui Pineapple.

   a. Is DPW using the FleetFocus software or is DPW aware of it?

   No we're not using this software program.

   b. If DPW is using the software, how satisfied is DPW with it?

   Not applicable

   c. If DPW is not using this product, what system is DPW using and why?

   None at this time. We are investigating several products for implementation in the future, budget permitting. This Assetworks Fleet Focus M5 Fleet Management System program is one of the products under investigation.

3. Part of the Energy Subcommittee's focus is the extent to which high mileage vehicles should be considered as prime candidates for retirement. In this regard, Exhibit 2.4 on page 28 of the audit provides a "Sample of Vehicle Replacement Policies" in various jurisdictions. There is

also a narrative below the exhibit that states, "The City and County does not have an official replacement policy, but has established 10 years and/or 100,000 miles as a guideline for vehicle replacement." A list of County vehicles provided by the Finance Department identifies model years on 553 out of 1,268 total vehicles. Of that number, 71 cars/SUVs and 131 vans, trucks of all sizes, and large equipment have model years prior to 1995.

Please note that the County of Maui has a vehicle replacement policy. However, the policy is not followed on a consistent basis typically due to budget restrictions. A copy is attached.

Just to add a note on the purchase of hybrid vehicles. Local vendors cannot guarantee the supply of hybrid vehicles. For example in FY 2009, an agency wanted several All Wheel Drive Ford Escape Hybrids. The local vendor indicated that the vehicle had a high demand and that supply probably wouldn't be available until FY 2010 (after the FY 2009 funds would have lapsed). The agency therefore opted to go with non-hybrid Ford Escapes. Note that other AWD or 4WD hybrids are either larger or more expensive. When the 2010 Ford Fusion hybrid was introduced in 2009, the local vendor indicated that the parent company only provided them with one model to sell. Less than a dozen 2010 Ford Fusion hybrids were provided to the local dealer by the date of this writing.

a. Using whatever software DPW has, please provide the model year, vehicle type, date of service, last odometer reading on date last serviced, and name of department to which vehicle is assigned.

We will need longer than deadline provided to acquire this data – the data is spread amongst 6 districts on 3 islands and some of our key staff are on leave. Attached is what is currently available.

If possible, please categorize the above information into vehicles with model years prior to 1995, vehicles with over 100,000 miles and 125,000 miles, and all other vehicles.

This will take some time to accomplish. Information split amongst 6 districts with some 1300 vehicles. Information is not in any specific software format within the districts. An electronic copy of our spreadsheet is attached.

b. Does DPW's software track what dollar amount departments were charged for each vehicle and/or average charges for vehicle service?

No. We hope to amass this data in FY 2011 so that Departments will be responsible for their own automotive budgets and have an incentive to implement cost savings measures. Currently departments have no real reason to manage their automotive costs as the budget is pooled into a budget that the Highways Division manages. The City and County's Auditor found this to be the case there.

No one type of software is used. We use a mix of software products such as Paradox, Excel, WordPerfect, etc. We have cost information on the hours and cost that Highway Fund mechanics spent on other department's vehicles for the past year. We have not consistently tracked the parts cost for each vehicle on a consistent basis with part of the reason being the lack of accounting/clerical staff.

Note that not all district garages have clerical staff – this includes Lahaina, Lanai and Hana – clerical staff were added in Makawao district garage – a Clerk III on 11/17/2005; in Wailuku district garage – a Clerk III on 12/1/2008; and in Molokai district garage – a Clerk III on 11/1/2008. Highways Division has no accounting staff (accountants or account clerks). Prior to the addition of clerical staff, garage supervisors/mechanics were responsible for their garage operations, ordering/picking up parts, processing requisitions and other administrative functions. Having the software would have been great, but software requires people to input information, updating parts/personnel costs in the database, etc. The garage staff did not have the time to do so given their primary responsibilities. With the addition of clerical staff, we are trying to address some of these shortcomings. However, we again point out that not all district garages have clerical staff.

Also note that we do not have a central warehouse facility for keeping spare parts – parts are purchased as needed. This results in different costs for the same part in different districts/islands – freight and shipping costs also are variables. During the recent oil price cost, fuels and grease/oils cost as well as parts costs were changing on a daily/weekly basis – trying to manage this information would have required each district to essentially keep their own copy of any software as cost information could not be used across the Division.

All these variables for a six district, three islands across the County, make for a situation where utilizing software also needs to consider having the staffing to input information into the software and getting relevant information out of the software.

We note in the Auditor's report that the City and County is not fully utilizing their software program. We wonder why? The Automotive Equipment Services organizational chart indicates the types of personnel within that Division that is responsible for 949 passenger vehicles and a total vehicle/equipment count of 2,218. Please note that they have a lot more white collar workers than we do and higher level positions within this one Division than compared to what Maui County has with its 1,268 total vehicles.

4. If information and/or data is unavailable for any of the questions listed above, please explain why.

The primary information that is not available is the odometer readings of the vehicles at their last service and the costs associated with maintaining each vehicle.

The primary reason for the lack data concerning the odometer reading and the maintenance costs for each vehicle is due to the lack of a centralized database. The information is kept in each district and given the lack of manpower to update the database, the data is dated.

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From: Malcolm H.Findley <mhfmaui@webtv.net>
To: <Shelley.pellegrino@co.maui.hi.us>
CC: <mhfmaui@webtv.net>
Date: Sunday - January 31, 2010 11:57 AM
Subject: Fw: DPW Vehicle Maintence Control System Options

Hi Shelley, Here is the email I referenced in the "Edits Part II" message I just sent. In the interest of full disclosure I think we should attach to DPW's Exhibit B.2 unless you have some other thoughts.

-----Original Message-----
From: Malcolm H.Findley
Sent: Saturday, January 30, 2010 7:50 AM
To: mhfmaui@webtv.net
Subject: DPW Vehicle Maintence Control System Options

-----Original Message-----
From: Shelley Pellegrino
Sent: Tuesday, December 15, 2009 2:58 PM
To: mhfmaui@webtv.net
Subject: Fwd: Cost of Government

Hi Malcolm,

Here is an additional comment from DPW that was did not put in the written response.

Shelley

Shelley J. Pellegrino
Executive Assistant
Office of the Mayor, County of Maui
200 South High Street
Wailuku, Maui, Hawaii 96793
Tel.: (808) 270-1752
Fax: (808) 270-7870
E-mail: shelley.pellegrino@co.maui.hi.us

>>> Michael Miyamoto 12/15/2009 2:39 PM >>>
Hey Shelley,

I forgot to mention.

Prior to this inquiry, staff was evaluating several programs. The two that were seriously looked at were the suggested AssetWorks and another software called Manager +. Staff went on line and went through the demonstration of both programs. The AssetWorks program is nice and very desirable when compared to the Manager + but the cost is the determining factor. The AssetWorks is about $100,000 while the Manager + is about $10,000. If funds were available, we would purchase the AssetWorks but we are limited in funding and

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the Manager+ is what we can afford. If they could get the funds, we would gladly implement the AssetWorks.

Thanks,

Mike

County of Maui.
IT Security measures will reject attachments
larger than 12 MB, and will block or quarantine
high-risk file types in attachments.

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 13
ATTACHMENT A

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		ANIMAL CONTROL				
1113	2001	Chevrolet Pickup Truck	Animal Control			
1156	2003	Ford Pick up Truck	Animal Control			
1157	2003	Ford Pick up Truck	Animal Control			
1165	2003	Ford Pick up Truck	Animal Control			
1274	2005	Ford F150 Xtra Cab Pickup Truck	Animal Control			
1367	2007	Ford F150 Pickup Truck	Animal Control			
1368	2007	Ford F150 Pickup Truck	Animal Control			
954	1995	Ford F150 Pickup Truck	Animal Control - Lanai			
		CIVIL DEFENSE				
1310	2006	Toyota 4Runner	Civil Defense			
1311	2006	Toyota FJ Cruiser	Civil Defense			
		COUNTY CLERKS				
1118	2001	Ford FWD Windstar Van	Clerks Office			
		CORPORATION COUNCIL				
1369	2008	Ford Escape	Corporation Council			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		COUNCIL SERVICES				
1327	2007	Ford Freestar Van 7 Passenger	Council Services			
		DEPT. OF MANAGEMENT				
165	1998	GMC PVAN	Department of Management			
		DEPT. OF PLANNING				
726	1992	Chevrolet Blazer	Planning	105,590	04/20/09	?
893	1996	Ford Bronco	Planning			
1224	2005	Ford Escape	Planning			
1225	2005	Ford Escape	Planning			
1226	2005	Ford Escape	Planning			
1243	2005	Ford Explorer 4-Dr 4x4 XLS	Planning			
1262	2005	Ford Escape	Planning			
1278	2006	Jeep Liberty	Planning			
1307	2006	Jeep Liberty	Planning			
1308	2006	Jeep Liberty	Planning			
1434	2008	Ford Escape 4X2	Planning			
1439	2008	Ford Escape 4X2	Planning			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		DEVELOPMENT SERVICES ADMIN.				
1122	2000	Ford MPVH	DSA			
1125	2000	Ford MPVH	DSA			
1159	2003	Ford Van	DSA			
1160	2003	Ford Van	DSA			
1161	2003	Ford Van	DSA			
1162	2003	Ford Van	DSA			
1163	2003	Ford Van	DSA			
1164	2003	Ford Van	DSA			
1201	2004	Chevrolet Blazer Utility 2-Dr	DSA			
1202	2004	Chevrolet Blazer Utility 2-Dr	DSA			
1203	2004	Chevrolet Blazer Utility 2-Dr	DSA			
1204	2004	Chevrolet Blazer Utility 2-Dr	DSA			
1205	2004	Chevrolet Blazer Utility 2-Dr	DSA			
1250	2005	Chevrolet Blazer 2-Dr	DSA			
1251	2005	Chevrolet Blazer 2-Dr	DSA			
1252	2005	Chevrolet Blazer 2-Dr	DSA			
1285	2006	Ford Escape	DSA			
1286	2006	Ford Explorer	DSA			
1373	2008	Ford Escape	DSA			
1374	2008	Ford Escape	DSA			
1375	2008	Ford Escape	DSA			
1377	2008	Ford Escape	DSA			
1378	2008	Ford Escape	DSA			
1437	2008	Ford Escape 4X4	DSA			
1438	2008	Ford Escape 4X4	DSA			
1495	2009	Ford Escape 4x4	DSA			
1501	2009	Ford Escape 4x4	DSA			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		DSA MOLOKAI				
917	1993	Chevrolet Cavalier	DSA - Molokai	142,377	01/06/09	?
1124	2000	Ford MPVH	DSA - Molokai			
		ENGINEERING				
1098	2001	Jeep Liberty	Engineering			
1263	2005	Ford Escape	Engineering			
1302	2006	Jeep Liberty	Engineering			
1303	2006	Jeep Liberty	Engineering			
1304	2006	Jeep Liberty	Engineering			
1305	2006	Jeep Liberty	Engineering			
1365	2007	Ford Focus	Engineering			
1371	2008	Ford Escape	Engineering			
1372	2008	Ford Escape	Engineering			
1423	2008	Ford Escape	Engineering			
		FINANCE				
1395	2008	Ford Escape Hybrid	Finance			
		MOTOR VEHICLE				
710	1989	Ford Escort Sedan	Finance - DMV			
744	1996	Chevrolet Corsica Sedan	Finance - DMV			
754	1990	Ford Tempo Sedan	Finance - DMV			
860	1992	Dodge Caravan	Finance - DMV			
914	1996	Chevrolet Corsica	Finance - DMV			
923	2000	Dodge Stratus	Finance - DMV			
968	1995	Chevrolet Corsica	Finance DMV			
1287	2005	Ford Taurus	Finance - DMV			
1288	2002	Volks Wagon Jetta	Finance - DMV			
1502	2004	Dodge Stratus	DMV			
1503	2004	Dodge Stratus	DMV			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

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BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		RISK MANAGEMENT				
1276	2006	Ford Escape	Finance - Risk Management			
1366	2007	Ford Focus	Finance - Risk Management			
		REAL PROPERTY				
1464	2009	Jeep Liberty	Finance Real Property			
		DPW HIGHWAYS ADMIN.				
1175	2003	Ford Focus Sedan	Highways-Clerk			
1264	2005	Ford Explorer	Highways - E.O. Instructor			
1294	2006	Ford Explorer	Highways - Superintendent			
1295	2006	Ford Ranger	Highways - ASC Coordinator			
1339	2007	Ford Escape	Highways - Safety			
1468	2009	Ford Escape Hybrid 4x4	Highways-Chief			
		DPW HIGHWAYS HANA				
977	1996	International 4900 Flatbed Truck	Highways - Hana			
988	1996	International 4800 Tanker	Highways - Hana			
1023	1999	Ford F250 Pickup Truck	Highways - Hana			
1054	1999	GMC C7H042 Dump Truck	Highways - Hana			
1085	2000	Ford F250 Pickup Truck	Highways - Hana			
1115	2001	Ford F250 Pick up Truck	Highways - Hana			
1133	2001	Ford F350 Pick up Truck	Highways - Hana			
1232	2004	International Dump Truck	Highways - Hana			
1259	2005	Ford F350 Flatbed Pick up Truck	Highways - Hana			
1282	2006	Sterling Dump Truck	Highways - Hana			
1338	2007	Ford F350 Pickup Truck	Highways - Hana			
1393	2008	Ford F-350 Flatbed with Liftgate	Highways - Hana			
1394	2008	Ford F-350 Flatbed	Highways - Hana			
1421	2009	Peterbilt Dump	Highways - Hana			
1453	2008	Ford Pickup 4X4 w/ Reg.Cab	Highways - HanA			
1454	2008	Ford F-250 4x4 w/ Reg.Cab	Highways - Hana			
1462	2009	International Truck	Highways - Hana			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		DPW HIGHWAYS LAHAINA				
767	1990	International F-9370 Dump Truck	Highways - Lahaina	89,473	?	?
810	1991	International 4900 Dump Truck	Highways - Lahaina	52,003	?	?
881	1992	International Catch Basin Cleaner Truck	Highways - Lahaina	45,352	?	?
901	1992	International 4900 Tanker	Highways - Lahaina	27,452	?	?
989	1996	International 9300 Dump Truck	Highways - Lahaina			
1089	2000	Ford F250 Crewcab Flatbed Pickup Truck	Highways - Lahaina			
1188	2003	GMC Crewcab Flatbed Dump	Highways - Lahaina			
1291	2006	Ford Ext Cab Pickup Truck	Highways - Lahaina			
1313	2006	Toyota Prius Hybrid Sedan	Highways - Lahaina			
1323	2006	Ford F150 Supercab Pickup Truck	Highways - Lahaina			
1325	2006	Ford F150 Ext Cab 4X4 Pick up Truck	Highways - Lahaina			
1343	2007	Sterling Dump Truck	Highways - Lahaina			
1477	2009	Peterbilt 384 Truck Tractor	Highways - Lahaina			
1485	2008	Ford F-350 Flatbed	Highways - Lahaina			
		DPW HIGHWAYS LAHAINA GARAGE				
1026	1998	Chevrolet 2500 Utility Pickup Truck w/Lift Gate	Highways - Lahaina Garage			
		DPW HIGHWAYS LANAI				
771	1990	Chevrolet Flatbed Fuel Tanker Truck	Highways - Lanai			
807	1991	International 4900 Dump Truck	Highways - Lanai			
900	1992	International 4900 Tanker	Highways - Lanai			
1180	2003	Ford F250 Crewcab Pick up Truck 4x4	Highways - Lanai			
1231	2004	International Dump Truck	Highways - Lanai			
1354	2007	Ford F150 Ext Cab 4X4 Pick up Truck	Highways - Lanai			
		DPW HIGHWAYS LANAI GARAGE				
1345	2007	Ford F350 Pickup Truck	Highways - Lanai Garage			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		DPW HIGHWAYS MAKAWAO				
789	1989	International 2674 Sewer Pumper Truck	Highways - Makawao	213,796	05/27/08	?
809	1991	International 4900 Dump Truck	Highways - Makawao	58,823	07/28/08	?
836	1991	International 4900 Dump Truck	Highways - Makawao	72,951	03/10/09	?
868	1991	Ford Ranger Pickup Truck	Highways - Makawao	118,285	06/27/09	?
873	1991	Ford F250 Pickup Truck	Highways - Makawao	30,916	11/13/09	?
880	1992	International Catch Basin Cleaner Truck	Highways - Makawao	27,884	06/30/09	?
895	1992	International F5070 Truck Tractor	Highways - Makawao	93,268	09/29/09	?
991	1996	International 4800 Tanker	Highways - Makawao			
1018	1997	International 4900 Pothole Patch Truck	Highways - Makawao			
1047	1999	Peterbilt 14 YD Dump Truck	Highways - Makawao			
1090	2000	International Truck Tractor	Highways - Makawao			
1142	2002	Ford F350 4X4 Crewcab	Highways - Makawao			
1190	2003	GMC Crewcab Flatbed Dump	Highways - Makawao			
1199	2003	Ford F350 Crewcab w/ Service Body Pickup Truck	Highways - Makawao			
1257	2005	Ford F150 Supercab	Highways - Makawao			
1283	2006	Sterling Dump Truck	Highways - Makawao			
1312	2006	Toyota Prius Hybrid Sedan	Highways - Makawao			
1322	2006	Ford F150 Crewcab Pickup Truck	Highways - Makawao			
1324	2006	Ford F150 Ext Cab 4X4 Pick up Truck	Highways - Makawao			
1472	2008	Ford F-350 Flatbed Dump	Highways - Makawao			
1479	2009	Sterling LT9500 Dump	Highways - Makawao			
		DPW HIGHWAYS MAKAWAO GARAGE				
704	1989	GMC Pick up Truck	Highways - Makawao Garage	106,841	08/27/09	?
		DPW HIGHWAYS MOLOKAI				
670	1987	International 900 Cesspool Truck	Highways - Molokai	173,029	06/30/05	?
712	1989	Volvo White GM Tanker	Highways - Molokai	27,828	12/17/07	?
774	1990	Chevrolet Flatbed Fuel Tanker Truck	Highways - Molokai	8,829	01/11/08	?
883	1991	Ford F350 Pickup Truck w/Liftgate	Highways - Molokai	89,036	11/24/09	?
935	1994	Chevrolet Kodiak Tanker Truck	Highways - Molokai	76,479	07/07/08	?
937	1994	International Water Tanker	Highways - Molokai	74,271	06/30/09	?
1071	1999	Ford F350 Crewcab Flatbed	Highways - Molokai			
1189	2003	GMC Crewcab Flatbed Dump	Highways - Molokai			
1196	2003	Ford F350 Pick up Truck	Highways - Molokai			
1245	2004	International Dump Truck	Highways - Molokai			
1281	2006	Sterling Dump Truck	Highways - Molokai			
1290	2006	Ford Ext Cab Pickup Truck	Highways - Molokai			
1353	2008	Ford F250 Crewcab Pick up Truck 4x4	Highways - Molokai			
1358	2007	Ford F150 Ext Cab 4X4 Pick up Truck	Highways - Molokai			
1467	2008	Ford F-250 Pickup 4x2	Highways - Molokai			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		DPW HIGHWAYS MOLOKAI SUPV.				
1261	2005	Ford F150 Supercab	Highways - Molokai Dist. Supv			
		DPW HIGHWAYS WAILUKU				
404	1982	International Tanker (Oil Distributor)	Highways - Wailuku			
432	1978	Kenworth W900 Truck Tractor	Highways - Wailuku			
488	1980	GMC N9E064 Truck Tractor	Highways - Wailuku			
671	1985	Chevrolet 3500 Pickup Truck	Highways - Wailuku			
705	1985	Chevrolet 3500 Pickup Truck	Highways - Wailuku			
742	1989	Chevrolet 3500 Flatbed Fuel Tanker Truck	Highways - Wailuku			
796	1990	International 9300 Dump Truck	Highways - Wailuku			
808	1991	International 4900 Dump Truck	Highways - Wailuku			
842	1991	International 9300 Dump Truck	Highways - Wailuku			
843	1991	International 9300 Dump Truck	Highways - Wailuku			
925	1993	Chevrolet Aerial Flatbed Truck	Highways - Wailuku			
995	1997	Chevrolet 3500 Cheyenne Crewcab Truck	Highways - Wailuku			
1042	1998	International 5000 Series Water Wagon	Highways - Wailuku			
1050	1999	Ford F150 Extended Cab Pickup Truck	Highways - Wailuku			
1087	2000	Ford F150 Pickup Truck	Highways - Wailuku			
1091	2000	Ford F350 Crewcab Flatbed Pickup Truck	Highways - Wailuku			
1134	2002	Peterbilt Truck Tractor	Highways - Wailuku			
1135	2002	GMC Flatbed Truck	Highways - Wailuku			
1175	2003	Ford Focus Sedan	Highways - Wailuku			
1198	2003	Ford F350 Crewcab w/ Service Body Pickup Truck	Highways - Wailuku			
1244	2004	International Dump Truck	Highways - Wailuku			
1275	2006	Peterbilt Vacon Combo	Highways - Wailuku			
1342	2007	Peterbilt Vacon Combo	Highways - Wailuku			
1357	2007	Ford F150 Ext Cab 4X4 Pick up Truck	Highways - Wailuku			
1461	2009	Ford E-150 Van	Highways -Wailuku			
1481	2008	Ford F-350 Pickup w/utility body	Highways - Wailuku			
		WAILUKU HIGHWAYS GARAGE				
770	1990	Ford Bronco	Highways - Wailuku Garage	104,975	03/09/09	?
829	1991	Ford F350 Flatbed Welder Truck	Highways - Wailuku Garage	52,532	04/10/09	?
838	1991	Mack Tow Wrecker	Highways - Wailuku Garage	17,704	02/10/09	?
897	1988	Isuzu Trooper	Highways - Wailuku Garage	140,576	08/09/09	?
955	1995	Ford F350 Flatbed Pickup Truck	Highways - Wailuku Garage	62,100	07/10/09	?
1186	2003	Ford F150 4x4 Pick up Truck	Highways - Wailuku Garage			
1292	2006	Ford Ext Cab Pickup Truck	Highways - Wailuku Garage			
1397	2008	GMC Tire Truck	Highways - Wailuku Garage			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		HUMAN CONCERNS				
678	1988	Chevrolet Caprice Classic Station Wagon	Human Concerns			
701	1989	Oldsmobile Sedan	Human Concerns			
839	1991	Ford Ranger Pickup Truck	Human Concerns			
1297	2006	Ford Taurus	Human Concerns			
		HUMAN CONCERNS ADMIN.				
949	1997	Oldsmobile Sedan	Human Concerns - Administration			
		HUMAN CONCERNS AGING				
540	1983	Dodge Ram 350 Van	Human Concerns - Aging			
672	2000	Dodge Stratus Sedan	Human Concerns - Aging			
673	2000	Dodge Stratus Sedan	Human Concerns - Aging			
826	1991	Ford Escort Sedan	Human Concerns - Aging			
874	1993	Honda Accord	Human Concerns - Aging			
889	1992	Ford Escort	Human Concerns - Aging			
891	1992	Hyundi Sonata	Human Concerns - Aging			
942	1995	Jeep Cherokee	Human Concerns - Aging			
1309	2002	Oldsmobile Alero	Human Concerns - Aging			
1431	2008	Ford Focus	Human Concerns - Aging			
1494	2009	Ford Escape 4x4	Human Concerns - Aging			
		HOUSING				
952	1995	Ford Taurus	Human Concerns - Housing			
1024	1998	Ford Taurus	Human Concerns - Housing			
1193	2004	Ford Taurus 4-dr Station Wagon	Human Concerns - Housing			
1428	2008	Ford Escape	Human Concerns - Housing			
1484	2009	Dodge Avenger 4 Door Sedan	Human Concerns - Housing			
		IMMIGRATION				
788	1996	Chevrolet Astro Van	Human Concerns - Immigration Svc			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		KAUNOA				
545	1983	Mazda Station Wagon	Human Concerns - Kaunoa			
795	2000	Dodge Stratus Sedan	Human Concerns - Kaunoa			
888	1992	Ford Escort	Human Concerns - Kaunoa			
902	1993	Subaru Legacy Station Wagon	Human Concerns - Kaunoa			
957	1995	Buick Century Station Wagon	Human Concerns - Kaunoa			
986	1997	Ford Aerostar Passenger Van	Human Concerns - Kaunoa			
1006	1997	Ford Taurus	Human Concerns - Kaunoa			
1014	2002	Suzuki SUV	Human Concerns - Kaunoa			
1016	1997	Ford Taurus	Human Concerns - Kaunoa			
1017	1997	Ford Taurus	Human Concerns - Kaunoa			
1025	1998	Ford Escort Station Wagon	Human Concerns - Kaunoa			
1049	1996	Isuzu Oasis Van	Human Concerns - Kaunoa			
1051	1997	Honda Accord	Human Concerns - Kaunoa			
1062	2001	Dodge Stratus	Human Concerns - Kaunoa			
1081	1996	Chevrolet Corsica	Human Concerns - Kaunoa			
1106	2001	GMC Sonoma Pick up Truck	Human Concerns - Kaunoa			
1117	2001	Dodge Stratus 4 Door Sedan	Human Concerns - Kaunoa			
1130	2000	Chevrolet Malibu 4-Dr Sedan	Human Concerns - Kaunoa			
1131	2002	Ford Taurus	Human Concerns - Kaunoa			
1132	2000	Ford Taurus	Human Concerns - Kaunoa			
1140	2002	Ford Taurus	Human Concerns - Kaunoa			
1149	2002	Ford 4-dr Station Wagon	Human Concerns - Kaunoa			
1152	2002	Ford 4-dr Station Wagon	Human Concerns - Kaunoa			
1167	2003	Ford 4-dr Station Wagon	Human Concerns - Kaunoa			
1168	2003	Ford 4-dr Station Wagon	Human Concerns - Kaunoa			
1191	2004	Ford Taurus 4-dr Station Wagon	Human Concerns - Kaunoa			
1218	2005	Ford Focus Station Wagon	Human Concerns - Kaunoa			
1219	2005	Ford Focus Station Wagon	Human Concerns - Kaunoa			
1220	2005	Ford Focus Station Wagon	Human Concerns - Kaunoa			
1253	2005	Ford Focus Station Wagon	Human Concerns - Kaunoa			
1254	2005	Ford Focus Station Wagon	Human Concerns - Kaunoa			
1255	2005	Ford Focus Station Wagon	Human Concerns - Kaunoa			
1260	2005	Ford Taurus	Human Concerns - Kaunoa			
1279	2005	Ford F350 Pickup Truck	Human Concerns - Kaunoa			
1332	2007	Ford Focus	Human Concerns - Kaunoa			
1333	2007	Ford Focus	Human Concerns - Kaunoa			
1334	2007	Ford Focus	Human Concerns - Kaunoa			
1355	2007	Chevrolet Impala	Human Concerns - Kaunoa			
1356	2007	Chevrolet Impala	Human Concerns - Kaunoa			
1391	2008	Ford F150 4 door Sedan Fuson	Human Concerns - Kaunoa			
1415	2008	Ford 4-door Fusion	Human Concerns - Kaunoa			
1416	2008	Ford 4-door Fusion	Human Concerns - Kaunoa			
1505	2010	Toyota Scion XB	Human Concerns - Kaunoa			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

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		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		LANAI				
861	1996	Chevrolet Corsica Sedan	Human Concerns - Lanai			
		MOLOKAI				
987	2000	Dodge Stratus	Human Concerns - Molokai			
1080	1996	Chevrolet Corsica	Human Concerns - Molokai			
1111	2001	Mazda Passenger Van	Human Concerns - Molokai			
1331	2007	Ford Focus	Human Concerns - Molokai			
		DPW HIGHWAYS MAK. VET. CEM.				
1184	2003	Ford F150 Pick up Truck	Hwys. - Makawao Veterans Cemetery			
		DPW HIGHWAYS MOL. VET. CEM.				
1185	2003	Ford F150 Pick up Truck	Hwys. - Molokai Veterans Cemetery			
		DEPT. LIQUOR CONTROL				
972	1996	Chevrolet Lumina	Liquor			
974	1996	Chevrolet Cavalier	Liquor			
993	1997	Chevrolet Cavalier	Liquor			
1058	1999	Ford Taurus	Liquor			
1105	2001	Chevrolet Malibu 4 DSD	Liquor			
1110	2001	Chevrolet Malibu 4 DSD (unmarked)	Liquor			
1112	2001	Chevrolet Malibu 4DSD (unmarked)	Liquor			
1127	2002	Chevrolet Malibu 4-Dr Sedan	Liquor			
1128	2002	Chevrolet Malibu 4-Dr Sedan	Liquor			
1129	2002	Chevrolet Malibu 4-Dr Sedan	Liquor			
1158	2003	Ford Windstar 7 Passenger Van	Liquor			
1215	2004	Ford Taurus 4 Door Sedan	Liquor			
1266	2005	Chevrolet Malibu 4-Dr Sedan	Liquor			
1363	2007	Chevrolet Malibu	Liquor			
1364	2007	Chevrolet Malibu	Liquor			
1410	2008	Ford 4-door Fusion	Liquor			
1411	2008	Ford 4-door Fusion	Liquor			
1412	2008	Ford 4-door Fusion	Liquor			
1413	2008	Ford 4-door Fusion	Liquor			

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		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		DIRECTOR				
1070	1999	Mercury Marquis	Liquor - Director			
		MAYOR OFFICE				
890	1995	Ford Crown Victoria	Mayor - CDBG			
		MIS				
741	1993	Ford Passenger Van	Mayor - MIS			
1380	2007	Ford E150 Van	Mayor - MIS			
		PARKS				
615	1987	Chevrolet Custom Dlx 20 Pickup Truck	Parks	94,694	?	?
852	1991	Ford F150 Pickup Truck	Parks	87,267	?	$ 12,626.95
928	1993	Chevrolet 3500 Flatbed Dump Truck	Parks	63,022	?	$ 16,974.90
1143	2001	Nissan XTerra Truck	Parks			
1154	2002	Ford F250 Utility Pick up	Parks			
1315	2007	Ford Escape	Parks			
1347	2006	Ford F350 Pickup Truck with Lift Gate	Parks			
1446	2008	Ford F250 Pickup Truck with Rack & Liftgate 4X2	Parks			
1447	2008	Ford F250 Pickup	Parks			
1465	2008	Ford F-350 Flatbed	Parks			
1471	2008	Ford F-150 4x4 Pickup	Parks			
1473	2009	Ford F-350 4x2 Reg. Cab Pickup	Parks			
1474	2009	Ford F-350 4x2 Reg. Cab Pickup	Parks			
1475	2009	Ford F-350 4x2 Reg. Cab Pickup	Parks			
1476	2009	Ford F-350 4x2 Reg. Cab Pickup	Parks			
1482	2009	Ford F-350 Pickup	Parks			
1483	2009	Ford F-350 Pickup	Parks			
1486	2009	Ford Ranger Supercab Pickup	Parks			
1491	2010	Peterbilt Dump	Parks			
1507	2009	Ford Pickup 4x2 F-350	Parks			
1508	2009	Ford Pickup 4x2 F-250	Parks			

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		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		PARKS ADMIN.				
752	1993	Dodge D250 Pickup Truck	Parks - Administration	56,680	?	$ 6,286.06
1306	2006	Jeep Liberty	Parks - Administration			
		AQUATICS				
716	1996	Jeep Grand Cherokee	Parks - Aquatics			
921	1993	Chevrolet Pickup Truck	Parks - Aquatics			
1041	1998	Ford Ranger Extended Cab	Parks - Aquatics			
1074	1999	Ford 150 Extended Cab Pickup Truck	Parks - Aquatics			
1075	1999	Ford F150 Extended Cab Pickup Truck	Parks - Aquatics			
1144	2001	Ford Ranger Pick up Truck	Parks - Aquatics			
1207	2004	Ford F150 Heritage Pickup Truck	Parks - Aquatics			
1235	2005	Ford E150 Van	Parks - Aquatics			
1351	2007	Ford F150 Ext Cab 4X4 Pick up Truck	Parks - Aquatics			
		CENTRAL				
908	1994	Chevrolet 2500 Pickup Truck	Parks - Central	101,222	?	$ 6,796.95
941	1995	Ford F800 Flatbed Dump Truck	Parks - Central	101,033	?	$ 9,821.00
970	1996	Ford Ranger Ext Cab Pickup Truck	Parks - Central			
1032	1998	Ford Ranger Extended Cab	Parks - Central			
1044	1999	Ford 350 Super Duty Dump Truck	Parks - Central			
1227	2005	Ford F150 4x2 Xtra Cab Pickup Truck	Parks - Central			
1300	2006	Ford F150 Pickup Truck	Parks - Central			
1360	2007	Ford F150 Crewcab Pickup Truck	Parks - Central			
1361	2007	Ford F150 Crewcab Pickup Truck w/Lift Gate	Parks - Central			
1403	2008	Ford F-150 Pickup with ext. Cab	Parks - Central			
1404	2008	Ford F-150 Pickup with ext. Cab	Parks - Central			
1405	2008	Ford F-150 Pickup with ext. Cab	Parks - Central			
1406	2008	Ford F-150 Pickup with ext. Cab	Parks - Central			
1407	2008	Ford F-150 Pickup with ext. Cab	Parks - Central			
1414	2008	Ford 4-door Fusion	Parks - Central			
1426	2008	Ford Escape	Parks - Central			
1427	2008	Ford Escape	Parks - Central			
1448	2008	Ford F250 Pickup Crew Cab 4X2	Parks - Central			

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		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		CHIEF				
1031	1998	Ford Ranger Extended Cab	Parks - Chief			
		CONSTRUCTION				
785	1990	Ford F250 Pickup Truck w/Lift Gate & Pipe Rack	Parks - Construction	186,453	?	$ 16,469.68
939	1994	Ford E350 Cargo Van	Parks - Construction	123,872	?	$ 27,057.38
1103	2001	Ford V-10 Ca/Chassis`	Parks - Construction			
1194	2004	Ford F350 4x4 Pickup Truck	Parks - Construction			
1210	2004	Ford F350 Chassis Pickup Truck	Parks - Construction			
1211	2004	Ford F350 Chassis Pickup Truck	Parks - Construction			
1221	2004	Ford F250 4X2 Pickup Truck with Racks	Parks - Construction			
1258	2005	Ford Van	Parks - Construction			
1320	2006	Ford F350 Crewcab Pickup Truck	Parks - Construction			
1504	2008	Ford F-250 4x2 Flatbed	Parks - Construction			
1399	2008	Ford F-350 4x4 pickup with lifgate	Parks - Construction			
1500	2009	Ford Escape 4x2	Parks - Construction			
		CORRECTIONS				
1095	2001	Ford Pick up Truck	Parks - Corrections			
1096	2001	Ford F350 Crewcab Pickup Truck	Parks - Corrections			
1182	2003	Ford F150 Pick up Truck	Parks - Corrections			
1183	2003	Ford F150 Pick up Truck	Parks - Corrections			
1296	2006	Ford F350 Crewcab Pickup Truck	Parks - Workline Program			
		DIRECTOR				
1109	2001	Jeep MPVH	Parks - Director			

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		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		EAST MAUI				
768	1990	Ford F350 Flatbed Dump Truck	Parks - East Maui			
832	1995	Ford F150 Pickup Truck	Parks - East Maui			
956	1995	Ford F150 Pickup Truck	Parks - East Maui			
1029	1998	Ford F150 Pickup Truck	Parks - East Maui			
1030	1998	Ford F150 Pickup Truck	Parks - East Maui			
1069	2000	Ford F250 Pickup Truck	Parks - East Maui			
1107	2001	Ford F350 Pick up Truck	Parks - East Maui			
1147	2002	Ford F250 Crewcab Pick up Truck	Parks - East Maui			
1208	2004	Ford F150 Pick up Truck	Parks - East Maui			
1271	2005	Chevrolet Silverado Pickup Truck	Parks - East Maui			
1326	2006	Ford F350 Crewcab Pickup Truck	Parks - East Maui			
1335	2007	Ford F150 Supercab Pickup Truck	Parks - East Maui			
1359	2006	Ford F350 Service Body w/Crane Rack	Parks - East Maui			
1390	2007	Ford F150 Pickup Truck	Parks - East Maui			
1419	2008	Ford F350 Flatbed Dump	Parks - East Maui			
1444	2008	Ford F250 Pickup Truck with Rack & Liftgate 4X2	Parks - East Maui			
1449	2008	Ford Pickup Truck crew Cab Lifgate & Rack 4X2	Parks - East Maui			
1450	2008	Ford Pickup Truck crew Cab Lifgate & Rack	Parks - East Maui			
1455	2008	Ford Pickup F-250 4X4 w/ Crew Cab	Parks - East Maui			
1077	1996	Ford Explorer	Parks- East Maui Sup.			
		GOLF COURSE				
1340	2007	Ford F350 Pickup Truck	Parks - Golf Course			
1389	2007	Ford F150 Pickup Truck	Parks - Golf Course			
		HANA				
975	1996	Chevrolet 2500 Pickup Truck	Parks - Hana			
998	1997	Chevrolet K1500 Cheyenne Pickup Truck	Parks - Hana			
1035	2000	Ford Flatbed Dump Truck	Parks - Hana			
1247	2005	Ford Flatbed with Liftgate and Dump	Parks - Hana			
		HORTICULTURE				
1083	2000	Ford F750 Flat Bed Dump	Parks - Horticulture			
1136	2002	Ford F250 Pick up Truck	Parks - Horticulture			
1177	2003	Ford F150 Pick up Truck	Parks - Horticulture			
1400	2008	Ford F-350 4x4 pickup with lifgate	Parks Horticulture			

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		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		LAHAINA				
606	1992	Dodge D-150 Pickup Truck	Parks - Lahaina	159,805	?	$ 5,873.47
824	1994	Chevrolet Pickup Truck	Parks - Lahaina	172,565	?	$ 6,419.97
835	1995	Ford F150 Pickup Truck	Parks - Lahaina	153,307	?	$ 7,419.97
1076	2000	Chevrolet Cargo Van	Parks - Lahaina			
1272	2005	Ford F150 Pick up Truck	Parks - Lahaina			
		LANAI				
1228	2004	Ford F150 4x2 Regular Cab Pickup Truck	Parks - Lanai			
		MOLOKAI				
967	1996	Ford F150 Pickup Truck	Parks - Molokai			
976	1996	Chevrolet 1500 Pickup Truck	Parks - Molokai			
1094	2000	Ford F250 Extended Cab Pickup Truck w/Liftgate	Parks - Molokai			
1229	2004	Ford Expedition	Parks - Molokai			
1280	2005	Chevrolet Utility Pickup Truck w/liftgate and rack	Parks - Molokai			
1299	2006	Ford F150 Pickup Truck	Parks - Molokai			
1330	2007	Ford F350 Utility Body Bag	Parks - Molokai			
1408	2008	Ford F-350 Flatbed Dump	Parks - Molokai			
1451	2008	Ford Pickup 4X2 w/ Liftgate,Rack & Reg. Cab	Parks - Molokai			
		PARKS PLANNING				
1108	2001	Jeep MPVH	Parks - Planning and Development			
1176	2003	Ford F150 Pick up Truck	Parks - Planning and Development			
1273	2005	Ford Ranger Xtra Cab Pick up Truck	Parks - Planning and Development			
		RANGERS				
1268	2005	Ford F150 Pick up Truck	Parks - Rangers			
1269	2005	Ford F150 Pick up Truck	Parks - Rangers			

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		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		SOUTH				
1033	1998	Ford Ranger Extended Cab	Parks - South			
1192	2003	GMC Sonoma Pick up Truck	Parks - South			
1246	2005	Ford F250 4x4 P/U with Utility Body and Liftgate	Parks - South			
1265	2005	Chevrolet 2500	Parks - South			
1298	2006	Ford F150 Pickup Truck	Parks - South			
1321	2006	Ford F350 Crewcab Pickup Truck	Parks - South			
1341	2007	Ford F350 Flatbed Pick up Truck wiht lift gate	Parks - South			
1344	2007	Ford F350 Flatbed Pick up Truck wiht lift gate	Parks - South			
1398	2008	Ford F-250 4x2 pickup with rack & liftgate	Parks - South			
1417	2008	Ford Pickup Truck with Rack and Lifgate	Parks - South			
1418	2008	Ford F350 Pickup Truck with utility body & rack	Parks - South			
1440	2008	Ford F250 Pickup Truck with Rack & Liftgate	Parks - South			
1443	2008	Ford F250 Pickup Truck with Rack & Liftgate 4X2	Parks - South			
1499	2009	Ford Escape 4x2	Parks - South			
		VOL. ACTION				
971	1996	Ford F250 Pickup Truck	Parks - Vol. Action			
		WEST MAUI				
990	1996	GMC 3500 Flatbed Dump Truck	Parks - West Maui			
1019	1998	Chevrolet 2500 Service Body Pickup Truck	Parks - West Maui			
1034	1998	Ford Ranger Extended Cab	Parks - West Maui			
1316	2006	Ford F350 Crewcab Pickup Truck with liftgate	Parks - West Maui			
1317	2006	Ford F350 Crewcab Pickup Truck with liftgate/rack	Parks - West Maui			
1318	2006	Ford F350 Crewcab Pickup Truck with liftgate/rack	Parks - West Maui			
1348	2006	Ford F350 Utility Body with Lift Gate/Rack	Parks - West Maui			
1452	2008	Ford Pickup 4X2 w/ Liftgate,Rack & Crew Cab	Parks - West Maui			
1513	2009	Ford Pickup 4x2 F-350	Parks - West Maui			
		PROSECUTORS				
689	1988	Isuzu Trooper Wagon	Prosecutors			
876	1995	Ford Explorer	Prosecutors			
1301	2006	Chevrolet Trail Blazer	Prosecutors			
1314	2007	Ford Focus	Prosecutors			
1362	2007	Chevrolet Malibu	Prosecutors			
1370	2008	Ford Escape	Prosecutors			
1376	2008	Ford Escape	Prosecutors			
1514	2004	Toyota Pickup	Prosecutors			

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		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		REAL PROPERTY				
634	1987	Ford Bronco Utility Wagon	Real Property			
687	1982	Ford Fairmont Sedan	Real Property			
803	1990	Ford Tempo Sedan	Real Property			
813	1991	Chevrolet S10 Blazer	Real Property			
894	2000	Dodge Stratus	Real Property			
918	1993	Chevrolet Cavalier	Real Property			
919	1993	Subaru Legacy	Real Property			
1181	2004	Jeep Liberty	Real Property			
1197	2004	Jeep Liberty	Real Property			
1230	2005	Jeep Liberty	Real Property			
1267	2005	Jeep Liberty	Real Property			
1277	2006	Jeep Liberty	Real Property			
1396	2008	Jeep Liberty	Real Propertry			
		ENVIRONMENTAL MANAGEMENT RECYCLING				
913	1993	Jeep Cherokee	Solid Waste - HI 5 Bottle Collection			
1469	2009	Ford Escape Hybrid	Recycling			
		ENVIRONMENTAL MANAGEMENT LANDFILL				
433	1979	Ford LT900 Dump Truck	Solid Waste - Landfill	236,405	?	?
532	1983	Mack R747S Dump Truck	Solid Waste - Landfill	161,094	?	?
593	1991	Volvo White GM WXR64 Roll on/off	Landfill- Seaweed	186,723	?	?
720	1989	Ford F350 Crewcab Pickup Truck	Solid Waste - Landfill	137,998	?	?
1146	2002	International Dump Truck	Solid Waste - Landfill			
1214	2004	Autocar Roll On/Off System	Solid Waste - Landfill			
1217	2004	Autocar Roll On/Off System	Solid Waste - Landfill			
1392	2008	GMC Pick up Truck	Solid Waste - Landfill			
1409	2008	Peterbilt Tanker	Solid Waste - Landfill			
1459	2009	Peterbilt 320 Roll on/off	Solid Waste - Landfill			
1466	2009	Ford F-150 XTRA CAB	Solid Waste - Landfill			
1506	2009	Peterbilt Water Tanker	Solid Waste - Landfill			
1509	2010	Ford Pickup F-150	Solid Waste - Landfill			
1510	2009	Ford Pickup F-350	Solid Waste - Landfill			
1458	2009	Peterbilt 320 Roll on/off	Solid Waste - Landfill			

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		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		SOLIDWASTE REFUSE WAILUKU				
1079	2000	GMC Mini Refuse Truck	Solid Waste - Refuse			
1088	2000	Ford F350 Flatbed Pickup Truck	Solid Waste - Refuse			
1099	2001	GMC Refuse Truck	Solid Waste - Refuse			
1100	2001	GMC Refuse Truck	Solid Waste - Refuse			
1101	2001	GMC MSTR Refuse Truck	Solid Waste - Refuse			
1137	2002	Volvo Refuse Truck	Solid Waste - Refuse			
1138	2002	Volvo Automated Refuse Truck	Solid Waste - Refuse			
1153	2002	Volvo Auto Refuse Truck	Solid Waste - Refuse			
1166	2003	Ford Pick up Truck	Solid Waste - Refuse			
1170	2003	Crane Mstr Automated Refuse Truck	Solid Waste - Refuse			
1171	2003	Crane Mstr Automated Refuse Truck	Solid Waste - Refuse			
1172	2003	Crane Mstr Automated Refuse Truck	Solid Waste - Refuse			
1195	2004	Ford Flatbed with Lift Gate	Solid Waste - Refuse			
1213	2004	GMC Auto Refuse Truck	Solid Waste - Refuse			
1233	2005	Peterbuilt Automated Refuse Truck	Solid Waste - Refuse			
1234	2005	Peterbuilt Automated Refuse Truck	Solid Waste - Refuse			
1238	2004	GMC Refuse Truck	Solid Waste - Refuse			
1239	2004	GMC Refuse Truck	Solid Waste - Refuse			
1240	2005	Peterbuilt Automated Refuse Truck	Solid Waste - Refuse			
1329	2006	GMC Refuse Truck	Solid Waste - Refuse			
1352	2007	Ford F150 Ext Cab 4X4 Pick up Truck	Solid Waste - Refuse			
1383	2007	Peterbilt Auto Loader	Solid Waste - Refuse			
1385	2007	Peterbilt Auto Loader	Solid Waste - Refuse			
1436	2008	Ford Explorer Sport 4X2 Pickup	Solid Waste - Refuse			
1441	2009	Peterbilt Refuse Truck	Solid Waste Refuse			
1442	2009	Peterbilt Refuse Truck	Solid Waste Refuse			
		ENVIRONMENTAL MANAGEMENT ADMIN.				
872	1991	Jeep Cherokee	Solid Waste - Chief			
1432	2008	Ford Escape 4X4	Solid Waste - Enviro.			
1460	2008	Ford Escape 4X4	Solid Waste - Wailuku			
		SOLIDWASTE HANA				
1237	2004	GMC Refuse Truck	Solid Waste - Hana			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		SOLIDWASTE LAHAINA REFUSE				
1116	2001	Ford Ranger Pick up Truck	Solid Waste - Peter's Truck			
1121	2001	GMC Refuse Truck	Solid Waste - Lahaina			
1402	2008	Ford F-150 Pickup with ext. Cab	Solid Waste - Lahaina			
1480	2009	Ford F-350 Flatbed	Solidwaste			
		SOLIDWASTE LANAI REFUSE				
462	1979	Ford C800 Refuse Truck	Solid Waste - Lanai			
777	1989	Peterbuilt Automated Refuse Truck	Solid Waste - Lanai			
1120	2002	Peterbilt Mstr	Solid Waste - Lanai			
1493	2010	Peterbilt Dump	Solid Waste - Lanai			
		SOLIDWASTE MAKAWAO REFUSE				
879	1991	International 4900 Refuse Truck	Solid Waste - Makawao	217,043	10/30/09	?
1059	1999	International Refuse Truck	Solid Waste - Makawao			
1073	1999	International Refuse Truck	Solid Waste - Makawao			
1293	2006	Ford F150 Pickup Truck	Solid Waste - Makawao			
1381	2007	Peterbilt Auto Loader	Solid Waste - Refuse			
1382	2007	Peterbilt Auto Loader	Solid Waste - Refuse			
1384	2007	Peterbilt Auto Loader	Solid Waste - Refuse			
1386	2007	Peterbilt Auto Loader	Solid Waste - Refuse			
1387	2007	Peterbilt Auto Loader	Solid Waste - Refuse			
		SOLIDWASTE MOLOKAI REFUSE				
736	1988	Mack CS300P Refuse Truck	Solid Waste - Molokai	94,863	09/17/08	?
		DPW TRAFFIC SIGNALS				
1155	2003	Ford MSTR	Traffic Signals			
1236	2004	Ford E350 SD EXT Van	Traffic Signals			
1435	2008	Ford Explorer Sport 4X2 Pickup	Traffic Signals			
		DPW TRAFFIC SIGNS				
1022	1998	Ford F150 Pickup Truck	Traffic Signs			
1078	2000	Ford F350 Crewcab Flatbed	Traffic Signs			
1150	2002	GMC Flatbed Truck	Traffic Signs			
1151	2002	Ford F350 4X2 Flatbed	Traffic Signs			
1256	2005	Ford Ext Cab Ranger	Traffic Signs Sup.			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		WASTEWATER LANAI				
1249	2005	Ford Ranger Pick up Truck	Wastewater - Lanai			
1511	2009	Ford Pickup 4x4 F-450	W/W-Lanai			
		WASTEWATER MOLOKAI				
1086	2000	Ford F250 Pickup Truck	Wastewater - Molokai			
1388	2008	Ford F250 Pickup Truck w/Lift Gate	Wastewater - Molokai			
1512	2009	Ford Pickup 4x4 F-450	Wastewater - Molokai			
		WASTEWATER				
885	1992	International Water Tanker	Wastewater			
1187	2002	GMC Service Body Truck	Wastewater			
1200	2004	Peterbuilt Truck Tractor	Wastewater			
1241	2005	Ford Explorer 4-Dr 4x4 XLS	Wastewater			
1242	2005	Ford Explorer 4-Dr 4x4 XLS	Wastewater			
1328	2006	Toyota Tacoma	Wastewater			
1336	2007	Ford F350 Pickup Truck	Wastewater			
1337	2007	Ford F350 Pickup Truck	Wastewater			
1379	2007	Ford E150 Van	Wastewater			
1422	2008	Ford Ranger Puckup with Utility Body	Wastewater			
1424	2008	Ford Escape	Wastewater			
1425	2008	Ford Escape	Wastewater			
1445	2008	Jeep Liberty	Wastewater			
1478	2009	Ford E14K 138 E150 Cargo Van	Wastewater			
1487	2009	Ford Ranger Supercab Pickup	Wastewater			
1488	2009	Ford Ranger Supercab Pickup	Wastewater			
1489	2009	Ford Ranger Supercab Pickup	Wastewater			
1490	2009	Ford Ranger Supercab Pickup	Wastewater			
1492	2010	Peterbilt Dump	Wastewater			
		WASTEWATER LAB				
997	1997	Chevrolet Astro Mini Van	Wastewater - Central Laboratory			
1036	2000	Chevrolet Astro Cargo Van	Wastewater - Central Laboratory			
1433	2008	Dodge Caravan	Wastewater - Lab			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		COLLECTIONS				
694	1988	Ford E-350 Econoline Cargo Van	Wastewater - Collections			
934	1994	International 9300 Dump Truck	Wastewater - Collections			
1045	1999	Volvo WG42 Sewer Cleaner Pressure Tank	Wastewater - Collections			
1066	1999	Ford Ranger	Wastewater - Collections			
1082	2000	Mazda B3000 Pickup Truck	Wastewater - Collections			
1084	2000	Peterbilt Sewer Vac-Combo Truck	Wastewater - Collections			
1097	2001	Ford F450 Flatbed Pickup Truck	Wastewater - Collections			
1104	2001	GMC Sonoma Pick up	Wastewater - Collections			
1148	2002	GMC Chassis w/Jetter	Wastewater - Collections			
1178	2003	Ford F250 Utility Pick up 4x4	Wastewater - Collections			
1212	2004	Ford F250 Pick up Truck	Wastewater - Collections			
1222	2004	Ford F250 4X4 Pick up Truck	Wastewater - Collections			
1270	2005	Ford F250 Pick up Truck	Wastewater - Collections			
1350	2006	Ford F350 Utility Body with Lift Gate/Rack	Wastewater - Collections			
1420	2008	Peterbilt Vacon Truck	Wastewater - Collections			
1456	2008	Ford F-350 4x4 Utility Body	Wastewater - Collections			
1498	2009	Ford Escape 4x2	Wastewater - Collections			
		WASTEWATER KIHEI				
727	1989	Chevrolet Pickup Truck	Wastewater - Kihei			
817	1990	Ford F150 Utility Pickup Truck	Wastewater - Kihei			
994	1997	Chevrolet Astro Mini Van	Wastewater - Kihei			
1028	1998	Chevrolet Astro Mini Van	Wastewater - Kihei			
1092	2000	Ford F250 Pickup Truck	Wastewater - Kihei			
1119	2002	Ford F150 Pick up Truck	Wastewater - Kihei			
1141	2002	Chevrolet 2500 3/4T 4X2 w/utility body	Wastewater - Kihei			
1401	2008	Ford F-350 4x2 supercab	Wastewater - Kihei			
1429	2008	Ford Utility Body Truck	Wastewater - Kihei			
1463	2008	Ford Utility Pickup	Wastewater - Kihei			
1497	2009	Ford Escape 4x2	Wastewater - Kihei			
		WASTEWATER LAHAINA				
936	1995	Chevrolet 1500 Pickup Truck	Wastewater - Lahaina			
1349	2006	Ford F350 Utility Body with Lift Gate/Rack	Wastewater - Lahaina			
1038	1998	Chevrolet Astro Cargo Van	Wastewater - Lahaina			
1102	2001	Ford F250 Pick up Truck (utility body)	Wastewater - Lahaina			
1145	2002	Chevrolet S10 Pick up	Wastewater - Lahaina			
1174	2003	Ford F150 Pick up Truck	Wastewater - Lahaina			
1206	2004	Ford F150 Pick up Truck	Wastewater - Lahaina			
		WASTEWATER MAKAWAO				
945	1994	International 2674 Sewer Pumper Truck	Wastewater - Makawao			

GREEN FOR VEHICLES PRIOR TO 1995 AND UNDER 100,000 MILES

RED FOR VEHICLES PRIOR TO 1995 AND OVER 125,000 MILES

BLUE FOR VEHICLES PRIOR TO 1995 AND 100,000-125,000 MILES

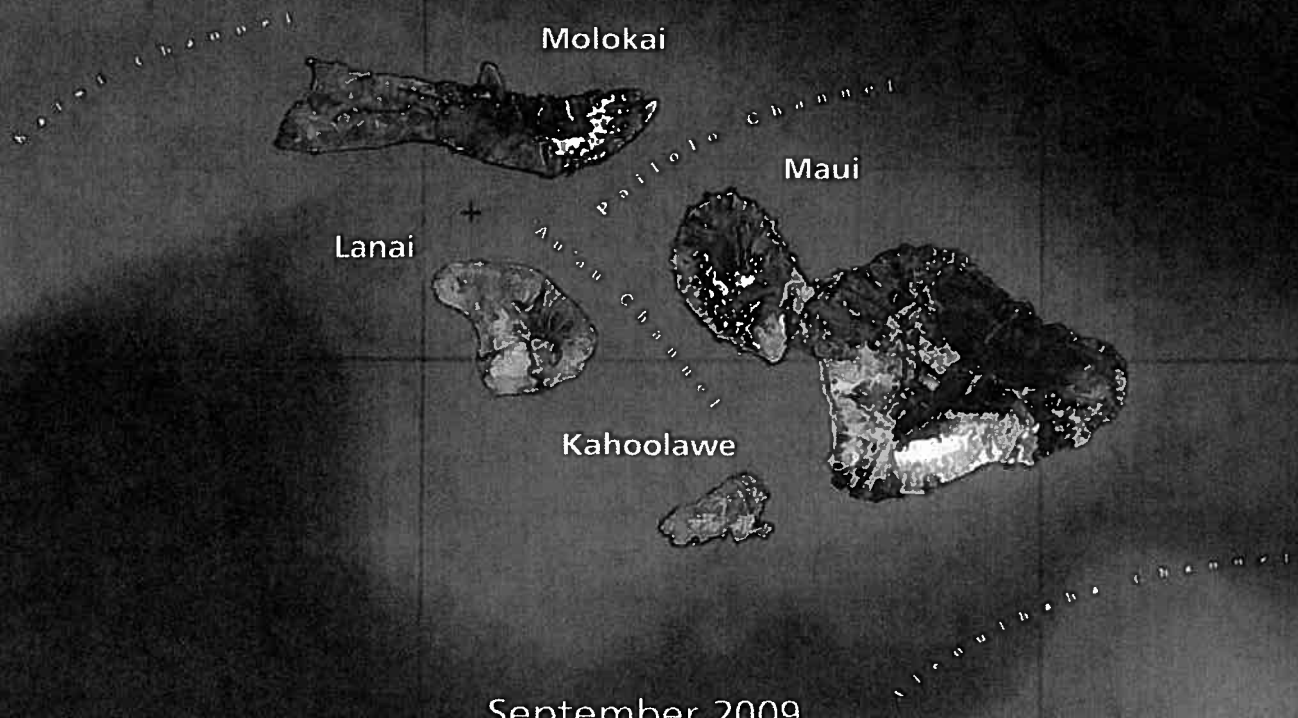
VIOLET FOR VEHICLES PRIOR TO 1995 WITH NO INFO. AT THIS TIME

		By District Number				
Vehicle #	Year	Make	Department	Current Mileage	Last Service Date	Total Cost
		WASTEWATER ADMIN.				
1056	1999	Ford Escort	Wastewater - Administration			
1053	1999	Ford Taurs	Wastewater - Administration (Chief)			
		WASTEWATER OPERATIONS ADMIN.				
640	1987	International 1654 Crane Truck	Wastewater - Operations Admin.			
642	1988	White Truck Tractor	Wastewater - Operations Admin.			
915	1993	International 4900 Flatbed Crane Truck	Wastewater - Operations Admin.			
951	1995	Ford Escort	Wastewater - Operations Admin.			
1037	1998	International 8100 Truck Tractor	Wastewater - Operations Admin.			
1046	1999	Ford Ranger	Wastewater - Operations Admin.			
1048	1999	Ford Ranger	Wastewater - Operations Admin.			
1169	2003	Ford F150 Pick up Truck	Wastewater - Operations Admin.			
1216	2004	Ford Explorer	Wastewater - Operations Admin.			
1223	2004	Ford F250 4X2 Pickup Truck	Wastewater - Operations Admin.			
1248	2005	Dodge Neon	Wastewater - Operations Admin.			
1284	2006	Sterling Truck Tractor	Wastewater - Operations Admin.			
1319	2007	Ford Ranger	Wastewater - Operations Admin.			
1430	2008	Ford F-150 Pickup	Wastewater - Operations Admin.			
		PRETREATMENT				
1209	2004	Ford Ranger Edge Pickup Truck	Wastewater - Pretreatment			
1289	2006	Nissan Pickup Truck	Wastewater - Pretreatment			
		KAHULUI PLANT				
1346	2007	Ford F350 Utility Body with Lift Gate/Rack	Wastewater - Wai/Kah WWRF			
933	1993	Chevrolet 3500 Utility Pickup Truck	Wastewater - Wai/Kah WWRF			
764	1990	Ford F250 Utility Pickup Truck	Wastewater - Wai/Kah WWRF			
869	1991	Ford Aerostar Mini Van	Wastewater - Wai/Kah WWRF			
996	1997	Chevrolet Astro Mini Van	Wastewater - Wai/Kah WWRF			
1002	1997	Chevrolet 2500 Utility Pickup Truck	Wastewater - Wai/Kah WWRF			
1003	1997	Chevrolet 2500 Service Body Pickup Truck	Wastewater - Wai/Kah WWRF			
1068	1998	Isuzu Hombre Pickup Truck	Wastewater - Wai/Kah WWRF			
1093	2000	Chevrolet Astro Cargo Van	Wastewater - Wai/Kah WWRF			
1139	2002	Chevrolet 3/4 Ton Utility	Wastewater - Wai/Kah WWRF			
1173	2003	Ford F150 Pick up Truck	Wastewater - Wai/Kah WWRF			
1179	2003	Ford F250 Utility Pick up 4x2	Wastewater - Wai/Kah WWRF			

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 14

Maui County Energy Alliance

Sustainable Energy: Strategies for Implementation Recommendations from the Working Groups



September 2009

Recommendations for Energy and Transportation Infrastructure
(Working Group 3)

Summary of Priority Recommendations (2010-2020)

Working Group 3

A. ***Develop an Energy Infrastructure Master Plan (to include alternative transportation).***

B. ***Support the introduction of electric vehicles to Maui.***

C. ***Create a master list of "Identified Entrepreneurial Opportunities" in the renewable energy sector.***

D. ***Fast-track well-designed sustainable energy projects.***

E. ***Create an Internet-based Energy Dashboard to stimulate and track community involvement.***

Summary and Overview

As discussed earlier in this report, Maui Nui is in a position to become the leader in the nation for the effective implementation of renewable energy technologies. The energy and transportation infrastructure is the set of central unifying conditions that will enable the practical use of all effective renewable energy sources and ensure the efficient delivery of electricity to the energy grid and provide sustainable fuel for transportation. This will include:

- Educating the local population on the enduring personal benefits of achieving energy self-sufficiency with environmentally sustainable systems.
- Creating an energy marketplace based on the "Business of Energy" that will encourage the rapid deployment of market-ready renewable energy technologies and the development of local support systems.
- Creating an intelligent electrical grid system based on distributed generation that incorporates innovative power conditioning and energy storage technologies to create a stable electricity grid with 100% renewable energy sources.
- Creating a set of sustainable transportation technologies powered by locally-harvested energy including renewably-sourced electricity, sustainably-grown biofuels, and simple human power.

- Directing the County of Maui to lead the way by being an early adopter of available sustainable technology and by streamlining its regulatory processes to encourage the responsible and rapid deployment of appropriate renewable energy installations.

Opportunities For Action

1. Energy Infrastructure

   Among the issues for consideration are resource integration (electrical storage, power firming, and the development of an "intelligent" grid); the implications of shifting MECO's economic model from generation to distribution; inter-island grid connectivity (seabed cable); the environmental impacts of renewable technologies; net metering alternatives/smart metering; the support services required to enable the local development of renewable technologies; and the identification of legislation and policies that are obstructing the development and implementation of effective renewable energy technologies.

2. Transportation

   The Working Group considered advanced vehicle technology and issues such as the use of electric cars and plug-in hybrids as proposed by Better Place and Phoenix Motor Cars; marketing Maui Nui as an approved beta site for alternate fuel vehicle testing; holding electric car events, shows and competitions; initiating and innovating a set of economic incentives that encourages the deployment and adoption of alternate-fueled vehicles; and vehicle conversion and maintenance cost comparisons.

   There are opportunities for action on a range of issues related to "human power" including the testing and usage of innovative human-powered vehicles such as the velomobile; the potential creation of a network of free public bicycles for local use in each community; the improvement of bike path networks and "green ways" on each island; and the conversion of the streets of some urban commercial centers into "pedestrian only" areas, which would necessitate the diversion of surrounding vehicle traffic and the provision of adequate nearby parking.

   Other transportation issues reviewed were the introduction of graduated punitive policies to discourage the use of gas-guzzling vehicles; the use of only energy-efficient vehicles in the County of Maui fleet; further development of the already-effective bus system; and a possible study of flexible working hours to aid in congestion abatement efforts.

   The Working Group has developed each of the following detailed proposals by order of priority in each category.

Immediate Recommendations (2010)

a) Develop an Energy Infrastructure Master Plan

It is suggested that the initial work of the MCEA be expanded upon and that a Task Force be set up to develop a well-designed Energy and Transportation Master Plan that creates a "roadmap" to guide the future decisions of the County. This Energy Master Plan would be integrated and

coordinated with the other "master plans" developed for the County that cover issues such as land use, solid waste disposal, education, etc. The Master Plan will identify specific renewable energy needs that entrepreneurs can strive to meet and ensure that proper consideration is given to the land use needs of sustainable food production as well as biofuel production. It is proposed that changes affecting the electrical grid are encoded into Maui Electric's IRP (Integrated Resource Plan) to ensure that the changes are fully implemented. The Master Plan will be reviewed and updated on a regular basis to keep it current.

Proposed Lead Agency: Maui County Energy Alliance, Mayor's Office, Energy Commissioner
Proposed Timeline: Up to 1 year
Cost Estimate: Minimal
Expected Outcome: Plan as described above. Significant savings will be achieved by advance planning.

b) *Support the Introduction of Electric Vehicles to Maui Nui*

It is recommended that the County continue its active cooperation with the commercial initiatives of Better Place, Phoenix Motor Cars, and others in bringing electric vehicles into Maui Nui. All "open source" initiatives that intend to cooperate with other electric car programs are seen as a benefit to the community because they are in line with our infrastructure needs. Maui Nui is fortunate to have been chosen as an early implementation site for these programs and the County should encourage other companies to set up pilot projects here as well. All capital investment will be managed by the companies themselves and no investment from the County is required. Additional renewable energy should be provided to support the charging of the electric vehicles introduced, otherwise fossil fuel consumption will increase.

Proposed Lead Agency: Mayor's Office, Energy Commissioner
Proposed Timeline: Next 2 years, with initiative continuing thereafter
Cost Estimate: Minimal
Expected Outcome: High public visibility initiative and establishment of Maui as beta-test site.

c) *Create an "Identified Entrepreneurial Opportunities" Master List*

This list would be an official catalog of projects and services that the County of Maui identifies as pertinent to the Master Energy Infrastructure Plan (see above). While the County may choose to finance.some items, it may support others through non-monetary means. This could be a powerful tool in directing and stimulating the development of a renewable energy infrastructure. (Examples of possible items for inclusion on such a list are included in the MCEA Full Report, available online at **www.mauicounty.gov/energyexpo**).

Proposed Lead Agency: Mayor's Office, Energy Commissioner
Proposed Timeline: Up to 1 year
Cost Estimate: Minimal
Expected Outcome: Information to provide stimulus for renewable energy projects resulting in investment and formation of partnerships, especially with local businesses.

d) *Fast-track Well-Designed Sustainable Energy Projects*

It is recommended that the County review current laws and other governmental regulation that is impeding the intelligent use of clean renewable energy and identify those that should be changed. A Task Force can be appointed to review restrictions (which are largely known) and work with appropriate County of Maui departments to recommend remediation.

An essential part of a "well-designed" energy project is a process for gaining the informed support of local residents near the site and sharing the economic benefit with them. "Fast-track" is not to be understood as "short-cutting" the public review process.

Proposed Lead Agency: Maui County Department of Planning
Proposed Timeline: Ongoing
Cost Estimate: Minimal
Expected Outcome: Greater likelihood of investment in renewable energy capital projects and job creation, resulting in faster reductions in fossil-fuel dependence.

e) *Create an Internet-based Energy Dash Board*

By utilizing innovative Web 2.0 technologies, it will be possible to involve residents in the innovative adoption of renewable energy paradigms and conservation measures. Individuals will be encouraged to report life-style changes they have made involving renewable energy and increased conservation. It is proposed that these individual contributions are collected and the totals made available on the web. Discussion groups will be supported to create a forum for sharing individual innovations and strategies. Other supportive strategies will be explored as well.

Proposed Lead Agency: Maui County Energy Alliance, Mayor's Office, Energy Commissioner
Proposed Timeline: Up to 1 year
Cost Estimate: Up to $50,000 to set up and maintain websiteand develop supportive strategies
Expected Outcome: Increased participation and support for renewable energy options by Maui residents.

f) *Lead by Example*

It is proposed that the County of Maui government actively encourage if not require:

- The installation of solar hot water heating, and wind and solar-powered electricity in all County buildings
- Mandate that all new County vehicles should be energy efficient (for example, set a standard of at least 40 miles per gallon if they use gasoline for fuel while planning for as many vehicles as possible to run on fuels from local renewable sources as an alternative to gasoline)
- Institute flex-time schedules that eliminate at least one day of commuting to the office per pay period
- Telecommuting
- County employee car-pooling
- The solution of parking problems in Wailuku, especially in the area of the governmental complex, to minimize the driving time necessary to find parking.

Proposed Lead Agency: Mayor's Office, County of Maui Department of Management, Department of Public Works, Department of Planning, Maui County Council
Proposed Timeline: Ongoing
Cost Estimate: Study required to assess costs; some recommendations (flex-time, telecommuting, car-pooling) have minimal implementation cost
Expected Outcome: Leadership, good examples and guidance for local businesses and community. Reduction in traffic and congestion.

g) *Encourage Local Research into Developing Algae as a Biofuel Feedstock*
It is recommended that every avenue is explored in experimenting with algae biofuel production in Maui Nui, both small-scale and large (for further discussion of this topic, see MCEA Full Report).

Proposed Lead Agency: Mayor's Office, MCC, MEDB and others
Proposed Timeline: Next 3 years, with initiative continuing thereafter as necessary
Cost Estimate: Up to $50,000 to set up and maintain websiteand develop supportive strategies
Expected Outcome: Increased participation and support for renewable energy options by Maui residents.

Near-Term Recommendations (2011-2012)

a) *Mayor's Office to Develop and Implement County Renewable Energy Action Plan*
Since the residents of Maui Nui will be significantly impacted by the changes recommended in this report, a consensus Action Plan should be formally developed with community input. It is important for a publicly-elected official to personally oversee the full course of its implementation and to be held accountable for its success. Given the County government resources available to the Mayor, these resources can be coordinated for maximum effectiveness by the Mayor's Office. A business management "scorecard" review system should be used to identify specific goals and to evaluate progress towards them on an annual basis.

Proposed Lead Agency: Mayor and Mayor's Office.
Proposed Timeline: Ongoing
Cost Estimate: None/minimal
Expected Outcome: The public nature of the Mayor's elected position will help to ensure the sensitive treatment of the complex issues involved, maximize community involvement, and create a sense of urgency in the implementation of the plan. It will also help establish Maui as a leader in renewable energy.

b) *Promote Legislation to Speed Adoption of Alternative Energy Technologies*
Recommended measures include:
- Differential Fossil Fuel Tax
- Graduated Vehicle Registration Fee
- Minimum mpg limit on all new cars placed on roads in Maui Nui
- Mandatory E85 Flex Fuel capability for all new vehicles that run on gasoline
- Minimum mpg limit for rental car fleets, encourage hybrid/electric rental vehicle fleets, and introduce other mandates.

Proposed Lead Agency: Hawaii State legislators representing Maui County, Maui County Energy Alliance, Energy Commissioner
Proposed Timeline: Implementation in 2011-2012 and beyond as necessary
Cost Estimate: None/minimal
Expected Outcome: Increased vehicle efficiency, reduction in transportation fossil fuel use, stimulation of electric vehicle use and development

c) *Stimulate Photovoltaic (PV) Installation*

Initiate "The 10,000 Solar Roof Program" with a goal of producing 5% of Maui Nui's electricity from PV by 2018 and 10% by 2030.

Proposed Lead Agency: Mayor's Office, Maui County Council, MECO, local PV contractors
Proposed Timeline: Implementation beginning 2011 and continuing thereafter
Cost Estimate: Study required to assess costs
Expected Outcome: Reduction in fossil fuel usage and installation job creation

d) *Encourage Innovative Financing Programs for Small-Scale Energy Projects*

It is recommended that the County commission a Best Practices study of municipalities' creative financing mechanisms for renewable energy initiatives. One example is the Berkeley, California, program that allows homeowners to finance their PV systems through the municipality and to then repay the loan as an add-on to their property tax (see MCEA Full Report at **www.mauicounty.gov/energyexpo**). Alternatively, a viable means should be explored for allowing individual residents to invest their 401K savings plan assets in qualified renewable energy projects. It is important to help stakeholders understand that a well-designed and well-built clean energy project can be a safe and reliable investment. Such a program will help ensure that a significant portion of the revenue from local energy projects remains with Maui Nui residents, who live where the energy is being harvested.

Proposed Lead Agency: Mayor's Office, MEDB
Proposed Timeline: 2011
Cost Estimate: Up to $30,000
Expected Outcome: Best Practices report to establish framework for innovative and practical financing programs for renewable energy projects.

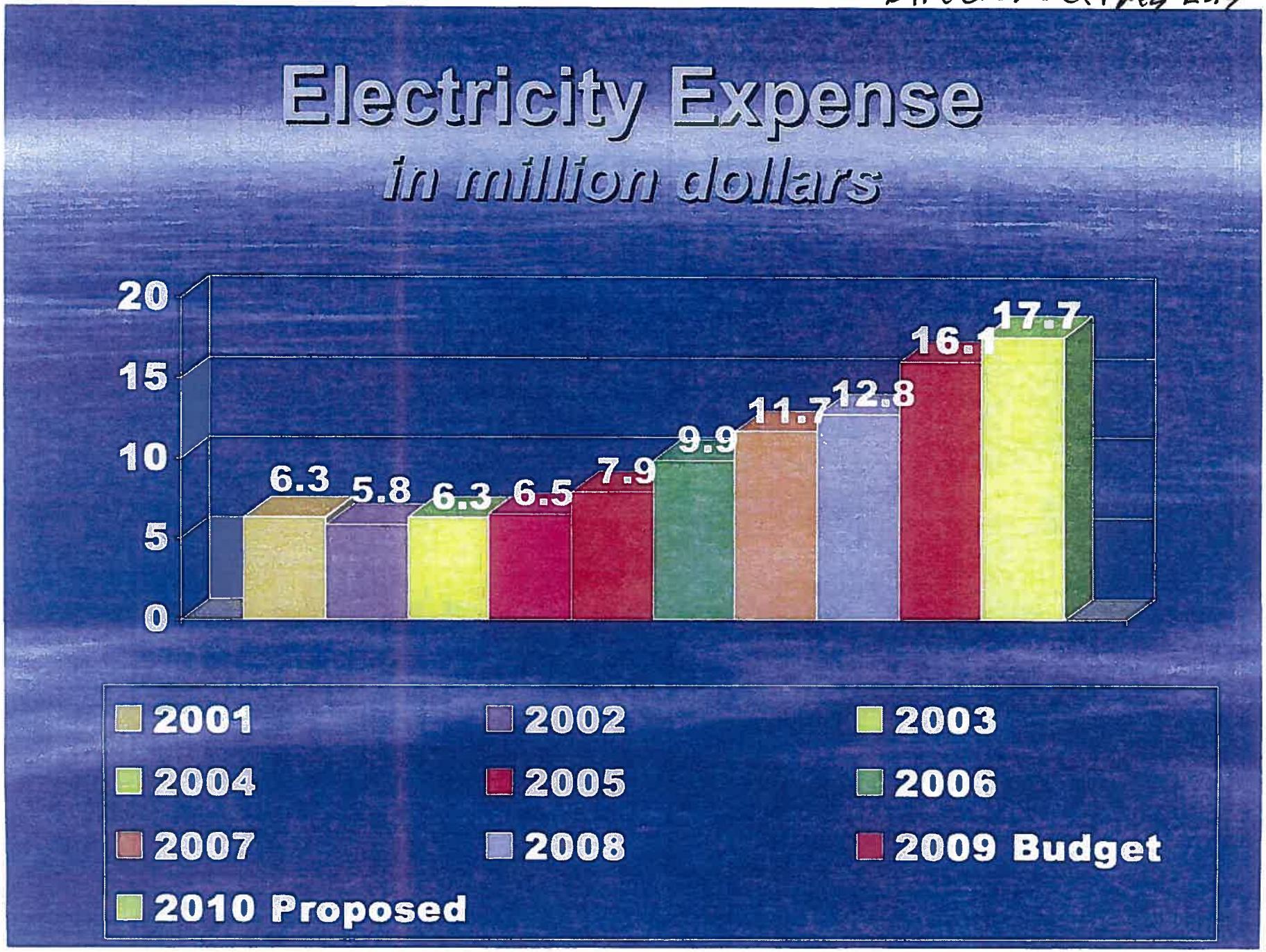
e) *Establish the Maui International Alternative Energy and Transportation Festival*

This high-profile three-day annual event in Maui Nui would showcase the latest and best alternative energy vehicles and fuel technologies. The event could be organized by MEDB and modeled after the Maui Film Festival (suggested features of the Festival are presented in the MCEA Full Report).

Proposed Lead Agency: MEDB and local community partnerships
Proposed Timeline: 2011
Cost Estimate: Up to $50,000
Expected Outcome: Festival showcasing Maui as a leader in renewable energy and transportation; increased numbers of eco tourists traveling to Maui County.

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 15

Distributed to the Cost of Govt. Comm. 6/12/09 by: Dept. of Water Supply Director Jeffrey Eng



COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 16

ENERGY SUBCOMMITTEE QUESTIONS
FOR JEFF ENG, WATER DIRECTOR

September 5, 2009
DWS Response: 11/30/2009

1. At the Maui Energy Expo in September of this year, Mayor Tavares emphasized that Maui County should harness "other resources" so that 95% of our energy needs could be achieved with a "carbon neutral footprint." The goal for the State as a whole is 70% by 2030. Are you aware of these goals? ***Yes.***

2. At the Expo, a report containing 36 pages of recommendations was issued by the Maui County Energy Alliance. It recommended that Maui government "lead by example" in steps needed to achieve the recommendations. Two suggestions were made for the Water Department: (1) Investigate the use of "in line hydro power" and (2) "consider applying wind and solar power to pump systems drawing well water" (see pp 18 and 19). Do you anticipate any problems moving forward with these proposals? ***Yes. The department designs our systems to limit energy consumption, including installing well sources at reasonable depths. We avoid when possible, drilling a deep well and dropping water down, although this reduces the in-line hydro power potentials. We have worked with a developer to evaluate hydro power generation in our system, and there is limited, but attainable potential. Keep in mind in dry conditions, which is the norm today, the department is faced with pumping water up-hill, more than dropping water down. The department is actively evaluating wind and solar power potential to generate electricity to complement our dependence on MECO. The electrical demand of our facilities will require large generators, not to mention consistent power.***

   As mentioned by Leo Caires at our 11/13/2009 meeting, a 100KW wind generator at our Kamole Water Treatment Facility could reduce electrical expenses about $60K/year at that facility.

3. In your June 2009 presentation to the Cost of Government Commission, you provided a chart showing a dramatic increase in electricity expenses from $6.5 million in 2004 to $17.7 million proposed in 2010. It is recognized that a major increase in the price of oil during this period was a primary factor. However, were there any other factors that lead or contributed to this cost increase? If so, what were they and what is being done to address them? ***In addition to increases in the price of oil, drought conditions require additional pumping to deliver water to the points of demand, and additional services increase demand. The department also anticipated the start-up of new well sources at Pookela and Kupaa. Pookela is online, and we are pursuing the completion of Kupaa.***

4. Given the aforementioned 2030 goal for Maui and the serious financial challenges presently facing Maui residents, County government, and the State, can you suggest ways that these electricity expenses can be significantly reduced in the immediate future (e.g. by 25% over the next three years)? ***The department continues to encourage conservation, and provides conservation fixtures. We are realizing conservation efforts from our customers. In addition to reducing consumption, thus reducing the cost to deliver, we are actively updating our motors to premium efficiency motors, resulting in reduced energy consumption. Management of our water resources also allows us to reduce pumping.***

   At our water treatment facilities we are upgrading to new technology membrane filtration that are effective, and energy efficient, replacing compressors with more efficient blowers. At our wells and booster pump stations, we are replacing older pumps and motors to premium efficiency assemblies. The department already implements a tiered-rate structure, the more water you consume, the more you pay. The significant rate increases over the past several years is a contributing factor in reduced consumption. Alternative energy is the next front, including hydro, wind, solar, and as discussed at our 11/13/2009 meeting, methane.

5. The Water Department's website indicates receipt of an award from MECO in 2008 for "reducing energy usage during peak hours." How was this award achieved? What is the approximate amount of cost savings annually? Are such improvements continuing? ***The department worked with MECO for a time of use reduction schedule M. The $1M savings occurred over a period of about 6 years, and continues today.***

6. The Department's website also outlines five objectives for 2010. However, of these only "restructuring of meter reading routes" seems to be somewhat energy related. Would you be willing to add a sixth objective specifically focusing on savings in electricity expenses and usage? ***Yes, we will add an objective to reduce our energy consumption in our FY2011 objectives. Although not specifically mentioned in our objectives, the department is committed to, and continues to pursue energy efficiency and reduce our energy consumption in all facets of our operations.***

7. The County has two employees who specialize in energy issues, Victor Reyes, Energy Commissioner, and Kalvin Kobayashi, Energy Coordinator. Have you consulted with either of these persons on steps that might be taken to reduce electricity expenses and increase energy efficiency in your department? ***Yes, we have had many conversations with Victor, and have worked with Victor to identify energy reduction potential in the system.***

8. What role has MECO played in assisting your department on potential energy savings devices or systems such as "smart grid" and "power off devices"? Are there other ways MECO might be helpful to your department? ***MECO has, and continues to be a partner with the department to accomplish our mission, to provide clean water efficiently. The time of use savings discussed in question 4 is a collaborative effort with MECO. MECO also encourages replacement of old motors with premium efficiency motors, and offers rebates to assist with these retrofits. We are also partnering with MECO and a consultant to secure funding to study the opportunity of demand response through water/electrical system integration.***

9. While there are obvious differences between the Department of Water Supply and the Department of Environmental Management's Wastewater Division, there also seem to be important similarities (e.g. both obtain, treat and transport water; both are concerned with water quality, conservation and energy usage; both have relatively high electricity expenses and thus must focus on cost savings; and both must plan for energy emergencies and water supply disruptions.) Therefore, it would seem that these two County entities should be communicating on "best practices" and "mutual challenges." Is this occurring? ***Yes, we communicate with Wastewater Reclamation Division and we both pursue replacement of old motors with new premium efficiency motors, as well as updating treatment practices to incorporate energy efficient blowers to replace older generation compressors.***

10. Recognizing the importance the Water Supply Department plays in addressing the County's overall energy goals and cost savings objectives, is there anything else you would like to bring to our attention in terms of steps that may now be underway or planned for the future? ***The department included in our FY2010 budget monies to consider alternative energy opportunities. The department is in active discussion with MECO, MCC and an energy consultant to collect wind data to evaluate the potential of wind energy at one of our facilities. Photovoltaic is also being considered, however, a suitable pilot site has not been selected. Finally, in-line hydro is being considered in limited application.***

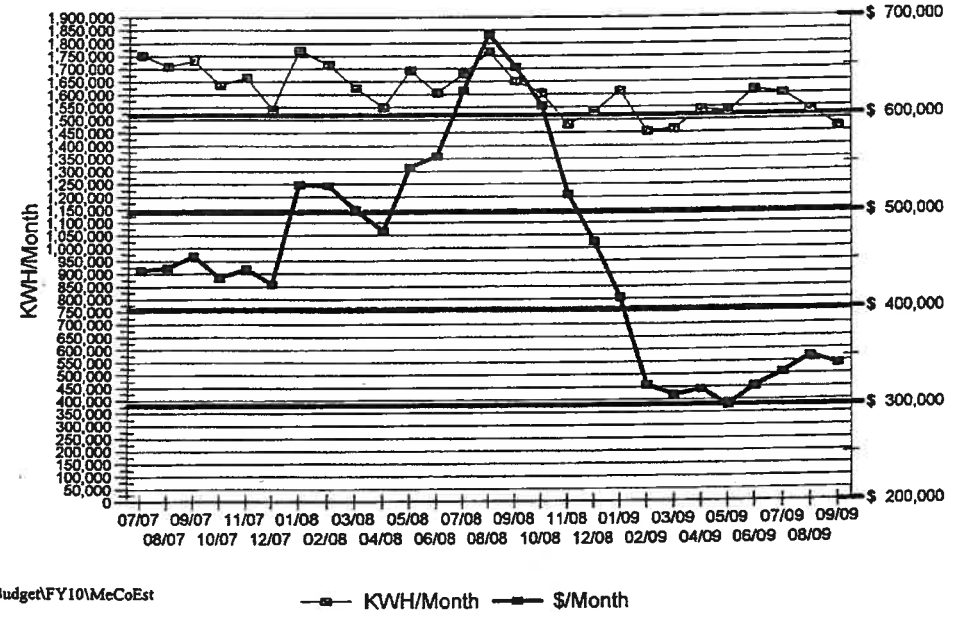
    Conservation is the lowest hanging fruit and was our first effort, including the incorporation of tiered water rates to discourage high consumption, leak detection to reduce loss, and education. The second effort is efficiency, including operational efficiencies, the incorporation of premium efficiency motors and energy efficient treatment processes. Finally, considerations for alternative energy solutions such as hydro, wind and solar are being pursued.

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 17

7

Power Cost

Wastewater Reclamation Division



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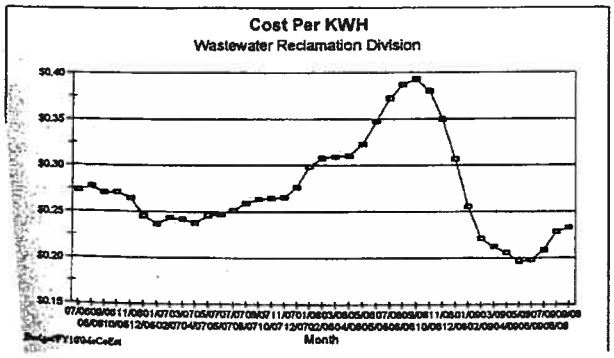
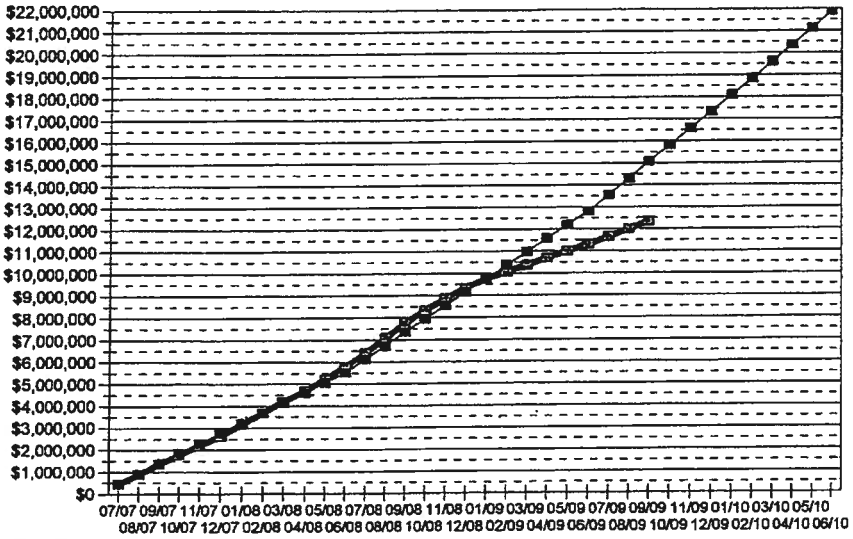


Cumulative Power Cost

Wastewater Reclamation Division



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COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 18

MAUI ELECTRIC COMPANY, LTD.
COUNTY OF MAUI - SALES (in kWh)
For the month of September and September 2009 YTD

Customer Name	Account	September	YTD
CM DEPT OF WATER SUPPLY	[redacted]	98,000	756,600
CM DEPT OF WATER SUPPLY	[redacted]	2,800	17,040
CM DEPT OF WATER SUPPLY	[redacted]	9,200	83,120
CM DEPT OF WATER SUPPLY	[redacted]	1,658	22,454
CM DEPT OF WATER SUPPLY	[redacted]	18	164
CM DEPT OF WATER SUPPLY	[redacted]	2,713	20,457
CM DEPT OF WATER SUPPLY	[redacted]	9,134	73,069
CM DEPT OF WATER SUPPLY	[redacted]	24	1,705
CM DEPT OF WATER SUPPLY	[redacted]	1,915	14,841
CM DEPT OF WATER SUPPLY	[redacted]	6	72
COM	[redacted]	785	6,606
COM - SERVICE CENTER	[redacted]	2,686	19,737
COM BASEYARD	[redacted]	1,369	10,921
COM CENTRAL MAUI SAN	[redacted]	52	162
COM CENTRAL MAUI SAN	[redacted]	7,100	59,000
COM CIVIL DEFENSE	[redacted]	22	206
COM DEPT HOUSING/HUMAN CONCERN	[redacted]	-	15,349
COM DEPT HOUSING/HUMAN CONCERN	[redacted]	-	12,056
COM DEPT OF FINANCE	[redacted]	3,015	18,156
COM DEPT OF FINANCE	[redacted]	1,612	11,795
COM DEPT OF FINANCE	[redacted]	12	108
COM DEPT OF FINANCE	[redacted]	7,650	46,950
COM DEPT OF FINANCE	[redacted]	2,750	25,450
COM DEPT OF FINANCE	[redacted]	9,260	54,885
COM DEPT OF FINANCE	[redacted]	11,100	87,840
COM DEPT OF FINANCE	[redacted]	280	2,280
COM DEPT OF FINANCE	[redacted]	200	1,880
COM DEPT OF FINANCE	[redacted]	2,281	16,928
COM DEPT OF FINANCE	[redacted]	1,573	13,925
COM DEPT OF FINANCE	[redacted]	11,210	128,820
COM DEPT OF FINANCE	[redacted]	617	6,463
COM DEPT OF FINANCE	[redacted]	5,230	40,650
COM DEPT OF FINANCE	[redacted]	23,160	186,720
COM DEPT OF FINANCE	[redacted]	1,116	7,806
COM DEPT OF FINANCE	[redacted]	2,506	14,399
COM DEPT OF FINANCE	[redacted]	163	1,330
COM DEPT OF FINANCE	[redacted]	3,534	30,172
COM DEPT OF FINANCE	[redacted]	11	245
COM DEPT OF FINANCE	[redacted]	2,043	13,243
COM DEPT OF FINANCE	[redacted]	221	2,488
COM DEPT OF FINANCE	[redacted]	7,000	73,600
COM DEPT OF FINANCE	[redacted]	28,160	211,360
COM DEPT OF FINANCE	[redacted]	46,080	429,120
COM DEPT OF FINANCE	[redacted]	56	1,020

MAUI ELECTRIC COMPANY, LTD.
COUNTY OF MAUI - SALES (in kWh)
For the month of September and September 2009 YTD

Customer Name	Account	September	YTD
COM DEPT OF FINANCE		9,189	66,435
COM DEPT OF FINANCE -MVR		34,350	300,000
COM DEPT OF PARKS		686	6,276
COM DEPT OF PARKS		3,800	16,480
COM DEPT OF PARKS		52	547
COM DEPT OF PARKS		174	1,590
COM DEPT OF PARKS		193	1,743
COM DEPT OF PARKS		10,904	75,951
COM DEPT OF PARKS		15,280	127,840
COM DEPT OF PARKS & RECREATION		50	445
COM DEPT OF PARKS & RECREATION		775	7,199
COM DEPT OF PARKS & RECREATION		92	838
COM DEPT OF PARKS & RECREATION		324	753
COM DEPT OF PARKS & RECREATION		2,074	17,950
COM DEPT OF PARKS & RECREATION		8,680	68,900
COM DEPT OF PARKS & RECREATION		795	7,265
COM DEPT OF PARKS & RECREATION		37	392
COM DEPT OF PARKS & RECREATION		24	211
COM DEPT OF PARKS & RECREATION		37	311
COM DEPT OF PARKS & RECREATION		-	165
COM DEPT OF PARKS & RECREATION		287	3,550
COM DEPT OF PARKS & RECREATION		1,626	12,885
COM DEPT OF PARKS & RECREATION		342	2,895
COM DEPT OF PARKS & RECREATION		617	4,240
COM DEPT OF PARKS & RECREATION		592	6,628
COM DEPT OF PARKS & RECREATION		536	4,061
COM DEPT OF PARKS & RECREATION		610	5,235
COM DEPT OF PARKS & RECREATION		783	7,173
COM DEPT OF PARKS & RECREATION		621	4,876
COM DEPT OF PARKS & RECREATION		275	2,084
COM DEPT OF PROSECUTING ATTY		22,320	195,920
COM DEPT OF PUBLIC WORKS		400	1,813
COM DEPT WATER SUPPLY *		1	3
COM DEPT WATER SUPPLY *		-	(6)
COM DEPT WATER SUPPLY *		3	19
COM DEPT WATER SUPPLY *		100	6,300
COM DEPT WATER SUPPLY *		36	260
COM DEPT WATER SUPPLY *		167,200	1,533,200
COM DEPT WATER SUPPLY *		200	1,700
COM DEPT WATER SUPPLY *		1,791	18,477
COM DEPT WATER SUPPLY *		114,000	873,900
COM DEPT WATER SUPPLY *		109,350	921,150
COM DEPT WATER SUPPLY *		1,890	15,699
COM DEPT WATER SUPPLY *		4,639	28,269

MAUI ELECTRIC COMPANY, LTD.
COUNTY OF MAUI - SALES (in kWh)
For the month of September and September 2009 YTD

Customer Name	Account	September	YTD
COM DEPT WATER SUPPLY *	[redacted]	150	3,900
COM DEPT WATER SUPPLY *	[redacted]	300	3,300
COM DEPT WATER SUPPLY *	[redacted]	2,400	184,000
COM DEPT WATER SUPPLY *	[redacted]	750	6,750
COM DEPT WATER SUPPLY *	[redacted]	8,300	71,600
COM DEPT WATER SUPPLY *	[redacted]	28,640	247,520
COM DEPT WATER SUPPLY *	[redacted]	3,543	38,266
COM DEPT WATER SUPPLY *	[redacted]	59,200	445,920
COM DEPT WATER SUPPLY *	[redacted]	1,427	11,857
COM DEPT WATER SUPPLY *	[redacted]	42,100	394,400
COM DEPT WATER SUPPLY *	[redacted]	4,600	43,000
COM DEPT WATER SUPPLY *	[redacted]	236,400	1,750,800
COM DEPT WATER SUPPLY *	[redacted]	9,611	75,871
COM DEPT WATER SUPPLY *	[redacted]	29,280	252,800
COM DEPT WATER SUPPLY *	[redacted]	384,000	3,114,000
COM DEPT WATER SUPPLY *	[redacted]	19,331	145,825
COM DEPT WATER SUPPLY *	[redacted]	7,200	61,440
COM DEPT WATER SUPPLY *	[redacted]	2,320	21,600
COM DEPT WATER SUPPLY *	[redacted]	160	1,920
COM DEPT WATER SUPPLY *	[redacted]	22,400	60,480
COM DEPT WATER SUPPLY *	[redacted]	26	225
COM DEPT WATER SUPPLY *	[redacted]	27	222
COM DEPT WATER SUPPLY *	[redacted]	25,350	72,150
COM DEPT WATER SUPPLY *	[redacted]	44,800	259,400
COM DEPT WATER SUPPLY *	[redacted]	42,200	277,600
COM DEPT WATER SUPPLY *	[redacted]	6	52
COM DEPT WATER SUPPLY *	[redacted]	362,400	1,774,800
COM DEPT WATER SUPPLY *	[redacted]	15,360	153,600
COM DEPT WATER SUPPLY *	[redacted]	11,520	106,240
COM DEPT WATER SUPPLY *	[redacted]	317	2,545
COM DEPT WATER SUPPLY *	[redacted]	10,880	115,840
COM DEPT WATER SUPPLY *	[redacted]	3,520	41,800
COM DEPT WATER SUPPLY *	[redacted]	2,400	20,800
COM DEPT WATER SUPPLY *	[redacted]	16,320	127,040
COM DEPT WATER SUPPLY *	[redacted]	10,564	84,151
COM DEPT WATER SUPPLY *	[redacted]	1,888	13,474
COM DEPT WATER SUPPLY *	[redacted]	11,040	73,440
COM DEPT WATER SUPPLY *	[redacted]	29,120	220,800
COM DEPT WATER SUPPLY *	[redacted]	20,800	140,000
COM DEPT WATER SUPPLY *	[redacted]	2,800	25,800
COM DEPT WATER SUPPLY *	[redacted]	108,800	938,880
COM DEPT WATER SUPPLY *	[redacted]	118,080	1,018,880
COM DEPT WATER SUPPLY *	[redacted]	300	2,850
COM DEPT WATER SUPPLY *	[redacted]	6,200	72,000

MAUI ELECTRIC COMPANY, LTD.
COUNTY OF MAUI - SALES (in kWh)
For the month of September and September 2009 YTD

Customer Name	Account	September	YTD
COM DEPT WATER SUPPLY *		22	160
COM DEPT WATER SUPPLY *		19,120	141,640
COM DEPT WATER SUPPLY *		100,800	728,960
COM DEPT WATER SUPPLY *		478,400	4,100,800
COM DEPT WATER SUPPLY *		12	79
COM DEPT WATER SUPPLY *		2,610	21,523
COM DEPT WATER SUPPLY *		200	1,500
COM DEPT WATER SUPPLY *		-	248
COM DEPT WATER SUPPLY *		100	1,400
COM DEPT WATER SUPPLY *		18,800	169,400
COM DEPT WATER SUPPLY *		21,200	174,400
COM DEPT WATER SUPPLY *		-	100
COM DEPT WATER SUPPLY *		53,400	443,400
COM DEPT WATER SUPPLY *		-	175
COM DEPT WATER SUPPLY *		35	302
COM DEPT WATER SUPPLY *		57,900	522,300
COM DEPT WATER SUPPLY *		17,100	171,950
COM DEPT WATER SUPPLY *		150,000	1,248,750
COM DEPT WATER SUPPLY *		30	268
COM DEPT WATER SUPPLY *		46,050	429,300
COM DEPT WATER SUPPLY *		111,900	917,200
COM DEPT WATER SUPPLY *		19,950	32,700
COM DEPT WATER SUPPLY *		29	240
COM DEPT WATER SUPPLY *		63,600	362,800
COM ENGINEERING DIV		219	1,819
COM FINANCE *		404	2,224
COM FINANCE *		203,400	1,552,500
COM FIRE DEPT		3,673	35,791
COM FIRE DEPT		1,732	10,157
COM FIRE DEPT KAH		1,784	15,179
COM FIRE DEPT KAH		22,240	170,880
COM FIRE DEPT KAUNAKAKAI		157	693
COM FIRE DEPT KIHEI		3,937	38,733
COM FIRE DEPT LANAI		1,909	18,695
COM FIRE DEPT MAK		3,792	30,531
COM FIRE DEPT NAPILI		5,222	42,847
COM FIRE DEPT PAIA		5,711	42,932
COM FIRE DEPT WAILEA		19,800	141,300
COM FIRE DEPT-LAH		9,760	76,360
COM GARAGE BASEYARD		4,360	35,160
COM GARAGE BASEYARD		3,558	26,177
COM GARAGE BASEYARD		4,500	32,220
COM GARAGE HANA		1,850	14,210
COM GOLF COURSE CLBH		1,417	10,428

MAUI ELECTRIC COMPANY, LTD.
COUNTY OF MAUI - SALES (in kWh)
For the month of September and September 2009 YTD

Customer Name	Account	September	YTD
COM GOLF COURSE PMP	[redacted]	26,560	203,200
COM HANA FIRE STATION	[redacted]	3,505	26,429
COM HUMAN CONCERNS	[redacted]	2,198	17,730
COM HUMAN CONCERNS	[redacted]	1,320	9,549
COM IMMIGRANT SERVICES	[redacted]	194	1,435
COM KAHULUI MULTI-PURPOSE FAC	[redacted]	5,509	43,078
COM KULA FIRE STATION	[redacted]	4,565	35,945
COM LAH AQUATIC CENTER	[redacted]	55,200	449,600
COM LAHAINA BASEYARD OFFICE	[redacted]	899	7,692
COM LAHAINA BASEYARD-HIGHWAYS	[redacted]	24	320
COM LAHAINA BASEYARD-HIGHWAYS	[redacted]	1,671	14,540
COM LIGHTING IMPROV	[redacted]	568	4,666
COM LIGHTING IMPROV	[redacted]	1,161	9,398
COM LUAKINI PRKG LOT	[redacted]	374	2,481
COM MPD	[redacted]	2,281	18,848
COM MPD	[redacted]	1,316	16,783
COM OFC OF ECONOMIC DEVELOPMNT	[redacted]	1,813	13,574
COM OFFICE BLDG	[redacted]	196,200	1,600,800
COM PAPOHAKU PRK	[redacted]	6,548	41,645
COM PARKS	[redacted]	3	47
COM PARKS	[redacted]	1,230	10,830
COM PARKS	[redacted]	445	3,470
COM PARKS	[redacted]	1,567	12,440
COM PARKS	[redacted]	13	148
COM PARKS	[redacted]	149	1,452
COM PARKS	[redacted]	951	9,442
COM PARKS & RECREATN	[redacted]	-	1
COM PARKS 4TH MARINE	[redacted]	121	1,388
COM PARKS BALDWIN	[redacted]	382	3,233
COM PARKS BSBALL STA	[redacted]	9,300	115,950
COM PARKS DEPT	[redacted]	295	2,742
COM PARKS DEPT	[redacted]	113	1,071
COM PARKS DEPT	[redacted]	1,256	10,782
COM PARKS FTBALL STA	[redacted]	6,400	68,800
COM PARKS HAIKU BALL	[redacted]	520	4,520
COM PARKS HAIKU COMM	[redacted]	1,206	11,847
COM PARKS HAIKU COMM	[redacted]	1,530	17,446
COM PARKS HALIIMAILE	[redacted]	36	102
COM PARKS HANA	[redacted]	1,914	8,929
COM PARKS HANA	[redacted]	219	2,122
COM PARKS HANA	[redacted]	60	538
COM PARKS HONOLUA	[redacted]	589	5,271
COM PARKS KAH COMM	[redacted]	2,670	13,859
COM PARKS KAHULUI	[redacted]	931	8,164

MAUI ELECTRIC COMPANY, LTD.
COUNTY OF MAUI - SALES (in kWh)
For the month of September and September 2009 YTD

Customer Name	Account	September	YTD
COM PARKS KALAMA	[redacted]	15,600	95,458
COM PARKS KALAMA	[redacted]	810	7,065
COM PARKS KALAMA	[redacted]	1,575	14,397
COM PARKS KAMAOLE 1	[redacted]	715	5,645
COM PARKS KAMAOLE 2	[redacted]	256	2,004
COM PARKS KAMAOLE 3	[redacted]	552	4,523
COM PARKS KCC	[redacted]	3,440	28,440
COM PARKS KEOKEA	[redacted]	166	1,627
COM PARKS KEPANIWAI	[redacted]	2,146	17,484
COM PARKS KIHEI	[redacted]	-	29
COM PARKS KIHEI	[redacted]	-	17,416
COM PARKS KILOHANA	[redacted]	17	117
COM PARKS KOKUA POOL	[redacted]	11,162	87,698
COM PARKS KULA COMM	[redacted]	2,560	19,800
COM PARKS KULA EXT B	[redacted]	645	5,348
COM PARKS KUULA	[redacted]	148	954
COM PARKS LAH	[redacted]	1,889	10,971
COM PARKS LAH	[redacted]	343	2,870
COM PARKS LAH	[redacted]	115	893
COM PARKS LAH	[redacted]	539	5,476
COM PARKS LAH	[redacted]	385	2,723
COM PARKS LAH	[redacted]	750	5,670
COM PARKS LAH CIVIC	[redacted]	21,440	167,120
COM PARKS LAH CIVIC	[redacted]	2,400	22,720
COM PARKS LAH CIVIC	[redacted]	23	212
COM PARKS LAH REC	[redacted]	200	3,880
COM PARKS LAH REC	[redacted]	-	124
COM PARKS LAN GYM	[redacted]	4,141	35,572
COM PARKS LANAI	[redacted]	785	6,697
COM PARKS MAK BSKTBL	[redacted]	452	3,852
COM PARKS MAK TEN CT	[redacted]	370	3,104
COM PARKS MAKAWAO	[redacted]	295	12,341
COM PARKS MAKAWAO	[redacted]	800	6,320
COM PARKS MAKAWAO	[redacted]	4,320	31,960
COM PARKS MAKAWAO	[redacted]	1,062	7,414
COM PARKS MEMORIAL	[redacted]	2,882	21,686
COM PARKS MEMORIAL	[redacted]	-	136
COM PARKS MEMORIAL G	[redacted]	36,640	334,160
COM PARKS MOKUHAU	[redacted]	93	779
COM PARKS ONEHEE ST	[redacted]	29	58
COM PARKS ONEHEE ST	[redacted]	108	617
COM PARKS ONEHEE ST	[redacted]	-	69
COM PARKS PAIA	[redacted]	500	5,212
COM PARKS PAIA COMM	[redacted]	2,640	21,920

MAUI ELECTRIC COMPANY, LTD.
COUNTY OF MAUI - SALES (in kWh)
For the month of September and September 2009 YTD

Customer Name	Account	September	YTD
COM PARKS PAIA GYM	[redacted]	1,905	14,298
COM PARKS PUK COM CN	[redacted]	5,753	47,959
COM PARKS PUK COMM	[redacted]	687	5,905
COM PARKS PUK TEN CT	[redacted]	224	1,374
COM PARKS PUKALANI	[redacted]	-	1
COM PARKS PUUOHALA	[redacted]	2	212
COM PARKS SWIM POOL	[redacted]	4,230	38,310
COM PARKS SWIM POOL	[redacted]	1,699	16,198
COM PARKS TENNIS CRT	[redacted]	3,137	14,352
COM PARKS WAIAKOA GYM	[redacted]	559	6,248
COM PARKS WAIKAPU	[redacted]	550	5,016
COM PARKS WAILEA	[redacted]	9	72
COM PARKS WAILEA	[redacted]	111	916
COM PARKS WAIPOINA	[redacted]	323	2,643
COM PARKS WKU COMM CENTER	[redacted]	4,415	38,318
COM PARKS WKU TENNIS	[redacted]	811	6,300
COM PARKS ZOO	[redacted]	400	3,120
COM POLICE DEPT HANA	[redacted]	1,106	7,454
COM POLICE DEPT LAH	[redacted]	9,660	74,700
COM POLICE DEPT LAH	[redacted]	6,656	54,361
COM POLICE DEPT LAN	[redacted]	14,940	104,820
COM PUB WKS LAH	[redacted]	9,016	73,863
COM PUB WKS TAX OFC	[redacted]	7,640	60,160
COM PUBLIC WORKS *	[redacted]	179	1,488
COM PUBLIC WORKS *	[redacted]	219	2,010
COM PUBLIC WORKS *	[redacted]	225	2,878
COM PUBLIC WORKS *	[redacted]	170	1,497
COM PUBLIC WORKS *	[redacted]	308	2,595
COM PUBLIC WORKS *	[redacted]	284	1,665
COM PUBLIC WORKS *	[redacted]	211	1,837
COM PUBLIC WORKS *	[redacted]	1,392	12,707
COM PUBLIC WORKS *	[redacted]	627	4,158
COM PUBLIC WORKS *	[redacted]	1,006	8,599
COM PUBLIC WORKS *	[redacted]	161	1,366
COM PUBLIC WORKS *	[redacted]	235	1,382
COM PUBLIC WORKS *	[redacted]	209	1,741
COM PUBLIC WORKS *	[redacted]	259	2,148
COM PUBLIC WORKS *	[redacted]	4,837	33,348
COM PUBLIC WORKS *	[redacted]	362	3,866
COM PUBLIC WORKS *	[redacted]	2,400	19,200
COM PUBLIC WORKS *	[redacted]	61	550
COM PUBLIC WORKS *	[redacted]	3,840	28,000
COM PUBLIC WORKS *	[redacted]	776	5,938
COM PUBLIC WORKS *	[redacted]	55	479

MAUI ELECTRIC COMPANY, LTD.
COUNTY OF MAUI - SALES (in kWh)
For the month of September and September 2009 YTD

Customer Name	Account	September	YTD
COM PUBLIC WORKS *	[redacted]	17,200	167,000
COM PUBLIC WORKS *	[redacted]	10,880	111,760
COM PUBLIC WORKS *	[redacted]	4,880	46,480
COM PUBLIC WORKS *	[redacted]	19,040	169,280
COM PUBLIC WORKS *	[redacted]	2,179	21,618
COM PUBLIC WORKS *	[redacted]	3,900	36,600
COM PUBLIC WORKS *	[redacted]	172	1,472
COM PUBLIC WORKS *	[redacted]	307	1,999
COM SENIOR CENTER	[redacted]	659	6,511
COM SOLID WASTE FACILITY	[redacted]	1,680	9,600
COM TRAFFIC SIGNAL	[redacted]	303	1,832
COM TRAFFIC SIGNAL	[redacted]	239	2,185
COM TRAFFIC SIGNAL	[redacted]	242	1,841
COM TRAFFIC SIGNAL	[redacted]	161	1,305
COM TRAFFIC SIGNAL	[redacted]	158	1,332
COM TRAFFIC SIGNAL	[redacted]	187	1,483
COM TRAFFIC SIGNAL	[redacted]	131	1,089
COM TRAFFIC SIGNAL	[redacted]	177	1,465
COM TRAFFIC SIGNAL	[redacted]	151	1,145
COM TRAFFIC SIGNAL	[redacted]	246	2,018
COM TRAFFIC SIGNAL	[redacted]	178	1,633
COM TRAFFIC SIGNAL	[redacted]	257	2,245
COM TRAFFIC SIGNAL	[redacted]	157	1,277
COM TRAFFIC SIGNAL	[redacted]	202	1,827
COM WAIEHU GOLF COURSE	[redacted]	2,280	17,760
COM WAIEHU GOLF COURSE	[redacted]	323	6,704
COM WAIEHU GOLF COURSE	[redacted]	-	2
COM WASTE MANAGEMENT *	[redacted]	13,500	112,850
COM WASTE MANAGEMENT *	[redacted]	1,950	3,150
COM WASTE MANAGEMENT *	[redacted]	49,200	397,200
COM WASTE MANAGEMENT *	[redacted]	4,200	41,000
COM WASTE MANAGEMENT *	[redacted]	3,040	25,920
COM WASTE MANAGEMENT *	[redacted]	2,618	23,198
COM WASTE MANAGEMENT *	[redacted]	85,500	875,500
COM WASTE MGMT *	[redacted]	1,430	14,100
COM WASTE MGMT *	[redacted]	32,000	230,500
COM WASTE MGT *	[redacted]	334,000	3,316,000
COM WASTE MGT *	[redacted]	26,350	167,700
COM WASTE MGT *	[redacted]	3,620	28,546
COM WASTE MGT *	[redacted]	800	7,160
COM WASTE MGT *	[redacted]	800	7,920
COM WASTE MGT *	[redacted]	1,000	8,880
COM WASTE MGT *	[redacted]	1,000	10,000
COM WASTE MGT *	[redacted]	2,480	22,240

MAUI ELECTRIC COMPANY, LTD.
COUNTY OF MAUI - SALES (in kWh)
For the month of September and September 2009 YTD

Customer Name	Account	September	YTD
COM WASTE MGT *	[redacted]	4,459	39,475
COM WASTE MGT *	[redacted]	420	2,840
COM WASTE MGT *	[redacted]	43,840	355,200
COM WASTE MGT *	[redacted]	989	8,524
COM WASTE MGT *	[redacted]	-	57,500
COM WASTE MGT *	[redacted]	2,008	23,380
COM WASTE MGT *	[redacted]	-	61,300
COM WASTE MGT *	[redacted]	370,800	3,175,200
COM WASTE MGT *	[redacted]	2,404	23,615
COM WASTE MGT *	[redacted]	5,160	45,560
COM WASTE MGT *	[redacted]	8,400	74,800
COM WASTE MGT *	[redacted]	10,100	103,400
COM WASTE MGT *	[redacted]	6,400	62,200
COM WASTE MGT *	[redacted]	9,500	94,000
COM WASTE MGT *	[redacted]	731	8,188
COM WASTE MGT *	[redacted]	796	7,761
COM WASTE MGT *	[redacted]	20,000	177,800
COM WASTE MGT PAIA *	[redacted]	3,760	32,080
COM WASTE WATER PLT	[redacted]	1,209	11,270
COM WASTEWATER RECLAMATION *	[redacted]	1,299	10,384
COM WASTEWATER RECLAMATION *	[redacted]	321,600	3,360,000
COM-DEPT OF PUBLIC WORKS	[redacted]	4,843	38,601
COM-DEPT OF PUBLIC WORKS	[redacted]	224	1,996
COM-DEPT OF PUBLIC WORKS	[redacted]	249	2,207
COM-DEPT OF PUBLIC WORKS	[redacted]	2,040	15,650
COUNTY OF MAUI	[redacted]	8	93
COUNTY OF MAUI	[redacted]	1,956	17,489
COUNTY OF MAUI	[redacted]	136	1,285
COUNTY OF MAUI	[redacted]	1,055	3,620
COUNTY OF MAUI	[redacted]	1,296	6,686
COUNTY OF MAUI	[redacted]	165	1,551
COUNTY OF MAUI	[redacted]	2,684	16,154
COUNTY OF MAUI	[redacted]	-	3,528
COUNTY OF MAUI	[redacted]	870	1,620
COUNTY OF MAUI	[redacted]	10	314
COUNTY OF MAUI	[redacted]	3,758	35,815
COUNTY OF MAUI	[redacted]	1,156	7,805
COUNTY OF MAUI	[redacted]	167	804
COUNTY OF MAUI	[redacted]	1,060	4,140
COUNTY OF MAUI	[redacted]	762	6,586
COUNTY OF MAUI	[redacted]	10	237
COUNTY OF MAUI	[redacted]	4,280	31,900
COUNTY OF MAUI	[redacted]	2,700	2,700
COUNTY OF MAUI	[redacted]	47	498

MAUI ELECTRIC COMPANY, LTD.
COUNTY OF MAUI - SALES (in kWh)
For the month of September and September 2009 YTD

Customer Name	Account	September	YTD
COUNTY OF MAUI	[redacted]	1,482	16,399
COUNTY OF MAUI	[redacted]	1,567	13,471
COUNTY OF MAUI	[redacted]	21	558
COUNTY OF MAUI	[redacted]	431	4,442
COUNTY OF MAUI	[redacted]	1,178	9,666
COUNTY OF MAUI	[redacted]	2,464	21,752
COUNTY OF MAUI	[redacted]	485	1,245
COUNTY OF MAUI	[redacted]	55,840	221,440
COUNTY OF MAUI	[redacted]	8,880	82,000
COUNTY OF MAUI	[redacted]	842	7,548
COUNTY OF MAUI	[redacted]	267	1,669
COUNTY OF MAUI	[redacted]	1,584	9,890
COUNTY OF MAUI	[redacted]	4,240	19,680
COUNTY OF MAUI	[redacted]	1,570	13,435
COUNTY OF MAUI	[redacted]	19,160	169,080
COUNTY OF MAUI	[redacted]	2,956	21,827
COUNTY OF MAUI	[redacted]	649	5,514
COUNTY OF MAUI	[redacted]	30	632
COUNTY OF MAUI	[redacted]	640	6,362
COUNTY OF MAUI	[redacted]	256	2,329
COUNTY OF MAUI	[redacted]	2,375	16,939
COUNTY OF MAUI	[redacted]	527	8,931
COUNTY OF MAUI	[redacted]	4,800	53,000
COUNTY OF MAUI - DOPW	[redacted]	2,318	16,456
COUNTY OF MAUI - DOPW	[redacted]	2,040	15,381
COUNTY OF MAUI - PARKS LAH	[redacted]	71	524
COUNTY OF MAUI - PARKS LAHAINA	[redacted]	-	157
COUNTY OF MAUI - PUBLIC WORKS*	[redacted]	5,899	10,505
COUNTY OF MAUI - PUBLIC WORKS*	[redacted]	571	1,020
COUNTY OF MAUI-EM-SOLID WASTE	[redacted]	5,550	46,500
TOTAL	[redacted]	**6,151,839**	**50,353,438**

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 19

Maui Electric Co., Ltd.
PO Box 398
Kahului, HI 96733-6898

October is Energy Awareness Month.
Live Energy Lite!
Log on to mauielectric.com for tips.

ACCOUNT NUMBER [redacted]

SERVICE ADDRESS

COUNTY OF MAUI — SEWER TREATMENT STATION %09

AMOUNTS

10/16/09	BALANCE FROM PREVIOUS BILLING	$1,118.68
	PAYMENT - THANK YOU	1,118.68-
	BALANCE PRIOR TO BILLING	$0.00
	CURRENT ELECTRIC SERVICE DUE 11/18/09	1,142.98
	TOTAL AMOUNT DUE	$1,142.98

BILL PERIOD

GND GENERAL SERVICE NON-DMD
FROM 09/29/09 TO 10/29/09 30 DAYS

MTR# MX000106153 KILOWATT HOURS

CURRENT READING	32294
PREVIOUS READING	29383
DIFFERENCE	2911
MULTIPLIER	1
USAGE	2,911

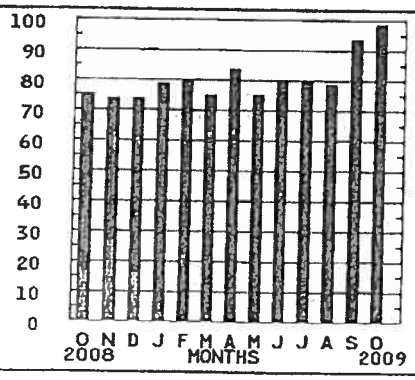
BILL DETAIL

CUSTOMER CHARGE	$33.00
ENERGY CHARGE	692.61
INTERIM RATE INCREASE	49.49
PBF SURCHARGE	2.95
ENERGY COST ADJUSTMENT	364.93
TOTAL FOR SERVICE	$1,142.98

MECO "OIL PRICE PASSTHROUGH" VARIES DEPENDING ON WHAT MECO PAYS FOR FUEL.

919039

USAGE PROFILE



ELECTRIC USAGE PROFILE FOR METER MX00106153

DATE	KWH	AMOUNT	DAYS	KWH/DAY	$/DAY
10/29/09	2911	$1,142.98	30	97.0	38.10
09/29/09	2956	1,118.68	32	92.4	34.96
08/28/09	2309	868.00	30	77.0	28.93
07/29/09	2388	859.75	30	79.6	28.66
06/29/09	2654	949.26	33	80.4	28.77
05/27/09	2190	785.88	29	75.5	27.10
04/28/09	2638	969.55	32	82.4	30.30
03/27/09	2197	851.81	29	75.8	29.37
02/26/09	2199	905.91	28	78.5	32.35
01/29/09	2296	1,007.39	30	76.5	33.58
12/30/08	2297	1,075.79	32	71.8	33.62
11/28/08	2175	1,106.41	30	72.5	
10/29/08	2211	1,181.29	30	73.7	

WHEN PAYING IN PERSON, PLEASE PRESENT BOTH PORTIONS [redacted]

PLEASE DETACH AND RETURN THIS PORTION WITH YOUR PAYMENT

Maui Electric Co., Ltd.
PO Box 398
Kahului, HI 96733-6898
Telephone (808) 871-9777

ACCOUNT NUMBER [redacted]

TOTAL AMOUNT DUE $1,142.98

DATE DUE NOV 18, 2009

AMOUNT ENCLOSED

PLEASE MAKE CHECKS PAYABLE TO:

MECO
PO Box 1670
Honolulu, HI 96806-1670

COUNTY OF MAUI
%DEPT OF FINANCE
200 SO HIGH ST
WAILUKU HI 96793-2155

21 920093520012 00000000000 0000011429 8

COST OF GOVERNMENT COMMISSION
ENERGY SUBCOMMITTEE
EXHIBIT 20

Cost of Government Commission
Energy Subcommittee
Questions for Maui Electric Company
December 1, 2009
(MECO Response: January 7, 2010)

1. Is Maui County government MECO's largest purchaser of electricity?

   Yes. Attached is a file which shows Maui County's accounts and monthly billings up to September 2009.

2. How has MECO has been of assistance to County departments in electricity conservation, increased efficiency and cost savings?

   At MECO's recommendation, the Department of Water Supply added Off-Peak and Curtailable Service Rider M to three major pumping accounts resulting in savings of over $1.2 million in energy costs. MECO provided consultation and paid $20,000 in incentives for ECM's at the County Office Building for chillers, window tinting, motors and VFD's. MECO also provided over $100,000 in incentives for energy efficiency upgrades at the County of Maui Wastewater Treatment facilities. Lately, MECO has been assisting both DWS and the County Energy Director in assessing potential for renewable energy at county locations.

3. The subcommittee have received charts from the County's Department of Water Supply (DWS) and Department of Environmental Management's Wastewater Division (Wastewater) that indicate major differences in their relative oil expenses in 2009 (e.g., DWS shows a continuing increase, while Wastewater shows a major decline in the second half). Are all County departments billed in the same manner?

   Yes.

4. MECO billing indicates an "Energy Cost Adjustment," which the subcommittee understands is changed monthly based on the price of oil. Reportedly there is a "baseline" number set for oil, and adjustments are made up or down depending upon price swings. Please indicate what the present "baseline" number is, how regularly it is changed, and what factors are considered in establishing it.

   The Hawaii Public Utilities Commission approves the inclusion of an Energy Cost Adjustment in customer bills for MECO's customers on the islands of Maui, Lanai and Molokai. The bases that are used to calculate the Energy Cost Adjustment amounts for MECO's three divisions were established in April 1999 in the Public Utilities Commission's Docket No. 97-0346, in MECO's rate increase proceeding based on a 1999 test year, which was MECO's most recent rate increase request prior to the Company's 2007 request. The bases used for the Energy Cost Adjustment calculations are generally changed at the time that the Public Utilities Commission issues a final decision and order in a rate increase proceeding. The Energy Cost Adjustment approved by the Public Utilities Commission takes into account factors such as fuel prices and estimates of the relative proportions of Company generation and power purchases.

5. Reportedly MECO has requested approval of a rate increase, which is now under review by the PUC. When does MECO expect a decision to be made on its request? If the full amount is approved, what would be the estimated annual total cost of the increase to Maui County government?

On September 30, 2009, MECO filed an application with the Hawaii Public Utilities Commission for a general rate increase. The Company has invested millions of dollars to continue to provide reliable electric service to our customers in Maui County. We have an obligation to keep that system maintained and in good working order for our customers and we will continue to do so. At this time, a procedural schedule for MECO's request has not yet been approved by the Public Utilities Commission, but it is anticipated that the earliest that a rate increase might take effect is in the latter part of 2010.

The impact of any rate increase to Maui County will depend on the level of usage of electrical service for each of the County's many different accounts with MECO. Based on the level of usage and the customer billings for the year-to-date period ended September 2009, it is estimated that in the event that the Public Utilities Commission were to approve the full amount of MECO's request, that the increase to Maui County could range up to as much as approximately $200,000 per month

6. Is it correct that MECO is not involved in "hedging," as has been carried out by several airlines, and that any use of this practice would require prior approval of the PUC?

MECO is not involved in "hedging" and it is our belief that the potential benefits from hedging would outweigh the potential costs to our customers. MECO normally keeps approximately 30 days supply for #2 diesel for our Maalaea Power Plant (MPP) and approximately 35-37 days for Medium Sulfur Industrial Fuel Oil (IFO) for our Kahului Power Plant (KPP). Our tanks are normally kept full but they would be slightly low just before receiving a fuel barge shipment.

7. How much oil storage capacity does MECO have on Maui, and are the tanks generally kept "topped off"?

MECO has approximately 206,500 bbls of storage between KPP, MPP in addition to our Shell Storage tanks these tanks are generally kept full except as noted in the answer to question #6 just before receiving a fuel barge.

8. Does MECO have a "Short Range Plan" (i.e., 30 to 60 days) to address a major spike in oil costs (e.g., $200 a barrel) and/or curtailment of oil supply resulting from an "international incident" (e.g., war in the Persian Gulf region)?

MECO does not have a Short Range Plan to address a major spike in fuel oil costs. If no short-range plan exists, do you think such a plan would be useful? The suggested short-range plan has not been considered.

9. There is an Act of Congress that grants Hawaii "Priority Access" to the Strategic Petroleum Reserve (SPR). In the event of a major curtailment of oil supply, how would you envision this process working to assure timely and continued delivery?

MECO is not aware of the Priority Access to the Strategic Petroleum Reserve.

What would be the price increase impact on the County of Maui?

We are not able to respond to the issue on price impacts regarding priority access. However, we would welcome the opportunity to learn more about this program to determine whether it might benefit our customers.

10. In the event of a total oil shutdown of shipments to Maui, how long would MECO's SPR storage last?

See response to question #6.

11. Are there agreements between MECO and HECO or the State to add to Maui's oil reserve in emergencies?

MECO doesn't have any agreements with the State or HECO to add to Maui's oil reserve in emergencies.