

**WOODLAND PARK CITY COUNCIL
COUNCIL CHAMBERS - CITY HALL
MEETING MINUTES
November 2, 2017 – 7:00 P.M.**

1. CALL TO ORDER AND ROLL CALL: Mayor Levy called the meeting to order at 7:00 P.M. with the following members of Council present: Mayor Pro-tem Harvey, Val Carr, Ken Matthews, Paul Saunier and Noel Sawyer. Councilmember Schafer was absent.

2. PLEDGE OF ALLEGIANCE: Mayor Levy led the Pledge of allegiance.

The following Staff Members were also in attendance for this meeting:

City Manager David Buttery	Public Works Director Ben Sheets
City Clerk Suzanne Leclercq	Police Chief Miles DeYoung
Finance Director Mike Farina	Special Projects Jane Mannon
Utilities Director Kip Wiley	Deputy City Clerk Chrissy Stapleford
City Attorney, Erin Smith	City Planner Lor Pellegrino
Build a Generation, Karen Casey	Planning Director Sally Riley

3. CEREMONIES, PRESENTATIONS AND APPOINTMENTS:

A. Annual presentation and update of the Greater Woodland Park Chamber of Commerce and Visitor Center by chamber President, Debbie Miller. Miller gave an overview of the Chamber of Commerce's mission for the community. Miller shared the marketing data across KRDO News Channel 13, Comcast Media, Military Cable ads that broadcast to all the military installations in the region. Google analytics shows that 45% of the traffic on the Chamber website is new visitors and 55% is returning and there is an 11% increase since 2016 in mobile searches for Woodland Park. Miller reviewed the lodging data and the capacity that Woodland Park currently has for visitors. Miller concluded stating the return on investment that is seen through lodging, sales and property tax for Woodland Park.

B. Proclamation declaring the week of November 13 through November 18 as Children's Literacy Week.

Gina Solazzi Executive Director the Children's Literacy Center spoke regarding all of the activities that the Literacy Center does regarding Children's Literacy. Mayor Levy read a proclamation into the record declaring the week of November 13 through November 18 as National Literacy Week.

C. Presentation of 2017 Keep Woodland Park Beautiful Annual Review and Beautification Awards.

Patricia Hyslop, Chair of the Keep Woodland Park Beautiful Committee reviewed with Council all that KWPB has been working on for the past year. Some of the activities that Hyslop noted were Bear Aware, Recycle Bins, Outreach & Awareness, Adopt a Garden and the Annual Clean up. Hyslop also noted that once again, KWPB was honored to accept the Keep Woodland Park America Beautiful President's Circle Recognition and Affiliate Good Standing Award for standards of excellence achieved in 2016 and 2017. KWPB presented awards to the Gardeners with Altitude Club, TP Conservation District, JA of Teller County and Foxworth – Galbrath. Mayor Levy thanked all of the recipients for their hard work and presented them with a

Mayor's pin. Councilmember Matthews added a few words to reflect the hard work of this Committee and thanked them all for their dedication.

4. ADDITIONS, DELETIONS OR CORRECTIONS TO AGENDA:

A. City Clerk Leclercq noted that Item 9A Discussion of the 2018 Budget needed to be moved from New Business to Old Business.

5. CONSENT CALENDAR

A. Approve minutes of October 5, 2017 Regular Meeting. **(A)**

B. Approve September 2017 Statement of Expenditures and authorize the Mayor to sign Warrants in payment thereof.

C. Approval of the el Paso-Teller County emergency Telephone Service Authority Second Amended and Restated Intergovernmental Agreement.

D. Approval of the proposed Metro Vice Narcotics Intelligence IGA.

City Clerk Leclercq read the Consent Calendar into the record.

MOTION: To approve Consent Calendar as presented. Matthews/Sawyer. 6-0. Motion carried.

6. UNFINISHED BUSINESS

A. Discussion of 2018 Budget.

City Manager Buttery led the discussion by noting that the staff appreciates Councilmember Sawyer's and all of City Council's work and input during this year's Budget process. Buttery noted that at the last Council Meeting Councilmember Matthews asked to "hear the other side of the story".

Buttery read the following from a memo he had prepared:

"To start, several Councilmembers have stated and all would agree, as do I that other than times of disaster, the financial health of the City is probably your most important responsibility. You execute that responsibility using policy governance as we have discussed on numerous occasion, including discussion with City Attorney Erin Smith and Tami Tanoue from CIRSA. Through our Goals and Objectives process where you hear input from Planning Commission and Staff, you discuss these ideas and your own and then you establish goals and prioritize them; I call those the "whats". Then you turn it over to the staff to execute it and to figure out how to make it all work."

Buttery gave the example of councilmember Sawyer's memo from Monday night, the "what" is to increase employee compensation by 5% and raise Police Officer salaries. The how should be the Staff's responsibility to figure out if Council so desires.

City Manager Buttery went on to read from his memo that "The General Fund reserve was knowingly stretched in 2017 with Memorial Park Renovation and the Woodland Park Aquatic Center project. Council and staff worked very hard to approve a budget for 2017 that improved the fund balance and it is projected

to be even better as 2017 draws to a close. The proposed 2018 budget also reflects improvement in the fund balance and the fund balance reserve. We have kept up very well with employee compensation by using our periodic salary surveys and by the implementation of our Merit Based, Pay for Performance system. While two Police Officer position were frozen for 2017, we were able to unfreeze one in mid-2017 after the positive audit results, and the staff is prepared to unfreeze the other position at Council's direction."

Buttery noted that he would take the responses to Councilmember Sawyers one by one starting with Employee compensation. Buttery noted that Sawyer recommended a 5% increase to employee's compensation and believed it would be around \$50,000. Buttery shared that the draft budget proposes a 3% pool for funding a merit-based pay for performance compensation increase. Buttery noted that every 1% increase in salaries would cost the General Fund about \$40,000 and other City Funds \$14,000. Buttery noted that Staff is not opposed to increasing employee compensation above 3% but that Council should consider the effect that this would have on other budget decisions.

At this time Buttery noted that he would like to refer to Councilmember Carr's memo from the work session Monday night and address his recommendations regarding Employee Compensation. Buttery noted that in his memo Councilmember Carr makes the statement that "Because Woodland Park has been using the wrong salary baseline model for over a decade, the current salaries, in general, are inflated above market rate." Buttery read the following in response to Carr's comments: "Council had as its number 1 priority (after the general statement of strengthening the fund balance) raises for employees. We do not make our salary decisions based on any inflation rate. On page 2 councilmember Carr makes the statement "The wages of City employees whose workload is impacted by the season (e.g., Parks, Buildings, and Grounds and Streets) are not reduced to reflect this diminished workload. Staff is not aware of any diminished workload. In fact with the addition of Memorial Park and the Aquatic Center, the workload has expanded. Also on page 2 Councilmember Carr states"...our City employees are paid much higher." This is a conclusion he makes from information provided on page 1. He uses the 2018 proposed pay plan on pages 66 and 67 of the 2018 proposed budget as a reflection of actual salaries; that is not the case. The pages reflect the pay RANGES for each grade. The column entitled Woodland Park mid-point Salary isn't the salary; it is the midpoint of the range. And the City Manager is not included in this document; my salary is negotiated with the Council. I am not familiar with Teller County salaries or ranges, but I do know that we have different requirements for many of our positions. For example, we require that our Public Works Director, who is also our City engineer, be a college graduate and be a licensed professional engineer. Teller County does not require that in their Public Works Director. The reason we do a salary survey is to make sure we are in line with similar communities, and we are. I did speak with the Teller County Administrator and the information quoted about Teller County is out of date. She also said that the list that is titled Teller County Midpoint Salary was their starting salaries for those positions. According to her the County will be doing a salary survey later this month. Please keep in mind also that any county structure is vastly different than a municipal structure. Counties have separately elected officials for law enforcement, finance and so on. County commissioners are significantly more involved in day to day operations of a county than most city councils. Further, our salary survey uses the following organizations in the process: Cities and towns of Colorado Springs, Cripple Creek, Fountain, Gunnison, Montrose, Salida, monument, Estes Park; El Paso and Teller Counties; the Water and Sanitation Districts of Fremont County, Woodmoor, and Widefield; Colorado Spring Utilities; and the State of Colorado. Denver, Boulder, and Greeley are not used.

Buttery noted that the staff recommendation is the same that was made on Councilmember Sawyer's memo. Buttery noted that Staff will implement any compensation increase adopted with this budget according to our merit-based, pay for performance system.

At this time the Mayor opened this topic up for Council discussion. Councilmember Matthews began by stated that at the Goals and Objectives meeting of the Council in April that the council's number one goal was to get the reserve back to 10%. Matthews noted that it has been a tough year and that all of the projects the City did came at a price. Matthews noted that the 2017 budget was tough but we turned it around and need to continue on that path. Matthews felt that a 3% increase of salaries was sufficient for the staff.

Mayor Pro-tem Harvey reminded the Council of the Goals and Objectives set in April. Harvey noted that the top 5 goals were; raises for the staff, finance accounting system, lift the hiring freeze, get the reserve account back on track and the police department fence. Harvey noted that it's tough to balance all of these demands and felt that a 3% raise is satisfactory for the staff.

Councilmember Sawyer asked why are we punishing the employees for all the big projects. Sawyer stated that he felt they weren't trying hard enough and if they would look at his numbers from the work session Monday night he has found a way to cover the costs for the raise.

At this time Councilmember Saunier read the following prepared statement into the record: I am deeply troubled by the budget as presented. With dangerously low reserve, and the large unknown risk of the aquatic center, I expected a conservative budget that would begin to move our community toward a safer position.

2018 City tax revenues, paid by the Citizens of Woodland Park, are expected to be the highest in our history, giving us ample opportunity to put a little money back in the piggy bank we've emptied.

However, instead of any savings at all, the people have been given a financial plan that spends every penny of new money and the last of what's in savings on top of it.

I can best describe it as high risk, government growth, paid by the taxpayers, at the worst possible time, I do not believe it is consistent with the will of the people that elected me, and I will not support the liberal agenda it represents.

Now is the time to recover from years of progressive spending and return to conservative principles that will put us on solid financial ground again. Are any of the other council members feeling conservative today or is it just me? (This statement is attached to the minutes as part of the Public Record).

Councilmember Saunier noted that he agreed with Councilman Carr and a 1% raise for the City Staff is adequate.

At this time Councilmember Carr read the following statement into the record "I've been worried about our spending habits for 2 years! I know our elected task is oversight, not operations, but to oversee the City requires understanding it and not just blind faith in it.

I think it's an important role to sit here on behalf of the Citizens, which is why I've spent so much time researching their large vehicle fleet, and so many other major components of their budget.

The committee's and my extensive work on this tells me that we can make modest reductions in many different areas of the budget with virtually no impact on service levels.

Quite frankly, I think we'd all agree the City gets high marks for overall performance ...the properties are well maintained (well....downtown needs improved attention/1) the permits get issued, the police department is very efficient, Mike and the finance department are excellent, etc.!

I think we should throttle back on growing service levels for a while, but this budget does the opposite, it grows spending without any urgent need whatsoever. I'm feeling conservative right now and think we're much safer by budgeting for a reasonable surplus at this time. This is not the time to have a budget that lowers our reserves yet again." (This statement is attached to the minutes as part of the Public Record).

Councilmember Carr noted that he felt a 1% raise for the City Staff was sufficient.

Mayor Levy commented that as a business owner he has had to increase minimum wage for his employees as that is what the voters chose to do on the election. Levy noted that this was about a 10% increase and felt this was a good representation of what the community feels like.

Mayor pro-tem Harvey asked for clarification regarding the 3% raise as to whether it was a pool based on performance. City Manager Buttery answered that the City uses a bell curve approach. Buttery noted that the City could also consider days off.

Councilmember Sawyer asked for clarification as to where in the budget does it show that each employee has a raise. Buttery noted that the number shown in the budget includes the 3% pool amount.

At this time Mayor Levy invited those that had signed up for Public comment to approach the podium.

Curt Grinna approached the podium and read a prepared statement from Merry Jo Larsen into the record. "As owner of the Cowhand, Chairperson of the DDA, and president of the Saddle Club, I could not have more heartfelt commitment to the prosperity and quality of life in our city.

I deeply love Woodland Park. So every policy and every decision that comes up in this room is personal to me.

My personal family stayed engaged and watchful of what happens in this room since 1952 as I do today.

I am concerned now that our future must be respectful to the lessons of our past. New growth and prosperity are necessary. Do it right, and it will be delightful.

Nobody is closer or better informed of the dangerous decline in the DDA that took us to the brink of failure. Nobody understands better than I the effect that changing to conservative policy has had to bring a wonderful turn around to get the DDA back on a responsible course.

I see you faced now with the same challenge that we were. I want to encourage you to stay utilitarian, stay on the path set by the culture of Woodland Park. Be wise- you are spending our future.

I want to be clear that I stand behind the Policy and Ideas reflected in Mr Carr's proposals for budget policy because of the level headedness and utilitarian character of that approach.

I encourage you to not fall victim to the seductive appeal to overspend other people's money.

I thank you and wish you the best in the task ahead. "(This statement is attached to the minutes as part of the Public Record).

Curt Grinna added that he agrees with Councilman Carr's approach and that by not giving the employees a raise is not a punishment.

At this time Councilmember Carr asked that his 2018 Budget Recommendations report be entered into the record. (This report is attached to the minutes as part of the Public Record).

City Manager Buttery noted that because Councilman Carr was submitting his report into the record he wanted to point out the inconsistency that the County no longer is using the mid-point salary numbers referred to and that the mid-point salary numbers are now the County's beginning salary base.

Councilmember Carr stated that County which has 3x's the amount of citizens than Woodland Park and that sometimes we over qualify people in the City. Carr noted again that Teller County works with a much larger population than the City.

Councilmember Matthews added that last year the raise amount was 1.9% and that this year the suggested amount is 3%. Matthews stated that this is not punishing the employee and that this is a step in the right direction.

At this time Kellie Case approached the podium and read the following statement into the record:" I have 17 years of experience as the City's Director of Finance, (cite certifications, credentials, experience, etc.)

I too, have reviewed the proposed budget and corresponding presentations and workshops, as well as Councilmember Carr's studies and the recommendations he's made, and I'm relieved to hear the some reluctance to overspend expressed here tonight.

After a thorough review, I support Mr. Carr's approach to the budget because it reflects carefully considered reductions in spending, designed to improve the City's financial position while maintaining high levels of public service.

It's the right approach at this time and I encourage the Council to adopt this approach for the safety, prosperity, and general welfare of all Woodland Park Citizens. Thank you." (This statement is attached to the minutes as part of the Public Record.)

At this time Mayor Levy asked stated that at the work session he asked the Council if they were comfortable with the fund balance and besides Harvey and Matthews no one said a thing. Levy stated that he doesn't understand why those not in agreement that night didn't say anything at that time.

Councilmember Carr noted that the budget proposals that he submitted do the best that the City can with keeping the service levels up.

Pete LaBarre approached the podium and commended Councilmember Carr for all of his hard work and his budget proposals. LaBarre stated to all of Council to not worry about a pay raise and consider the scope of all of the city operations. LaBarre noted that the City Staff is paid better than most people in town and that decisions being made by Council should not put the City in potential jeopardy. LaBarre noted that the City needs to take a different look and get those reserves up.

Councilmember Sawyer noted that the community should hear the projected savings first than costs. This would provide a clearer picture to everyone. Sawyer noted that he and Val have agreed on a lot of similar areas where costs could be saved.

City Manager Buttery apologized and stated that he didn't mean to mislead anyone he just took the different questions and answered them in order.

Councilmember Sawyer once again stated that he would like to look at the savings first.

At this time Tanner Coy approached the podium and read the following statement into the record: "I could reiterate, in detail, the many steps required to change the DDA's course from a trajectory of increasing debt, increasing contractual obligations, and blind faith in leadership that got it there.

But that would be a painful story and I'll spare you. However, I will say that, as the DDA faced, so too, our City is at a distinct fork in the road.

At this fork, like always, LEFT is to increase the spending and grow the government.

RIGHT is save money and reduce risk to our community and its citizens.

LEFT is to reduce the fund balance through deficit spending after years of deficit spending.

Right is recovery and restoration of financial strength. Please don't lead us even farther to the left, we've been down this path long enough and are nearly out of money ...it's time for a right turn, please grab the wheel and do it, we will support you." (This statement is attached to the minutes as part of the Public Record.)

At this time City Manager Buttery responded to Councilmember Sawyers proposal on eliminating Main Street. Buttery read the following: "Councilmember Sawyer recommends eliminating Main Street Expenditures from the 2018 budget for a total savings of \$52,000 and move \$12,000 of those savings to the Community Investment fund increasing it to \$37,000. "Buttery continued with noting that the "program is near receiving full Main Street designation which presents additional grant funding. I believe the City and Main Street both desire for Main Street to be autonomous. I don't know if Main Street can survive in the short term (2-3 years) without some form of city support. The 2018 proposed budget amount for Part Time Main Street Coordinator position is \$32,400, including salary and taxes for a total of \$54,000 in the 2018 proposed budget for Main Street. This is a Council decision, which should take into consideration the potential benefits of the program (e'g', designation and grant funding) and the amount of support the council is willing to provide. The Main Street Board should present a funding request."

Discussion of City Council: Mayor Pro-tem Harvey asked the City Manager if Main Street would be making a proposal this evening and Buttery said no. Councilmember Sawyer noted that he believes that Main Street should come to the CIF as other non-profits do and asked why Main Street needs monies while the DDA operates with no salary. Council decided that they would like to hear Main Street make a presentation as to why they believe they need the money and show the council some of the accomplishments that they have had to date.

At this time City Manager Buttery read his response to Councilmember Sawyers statement at the work session that Special Projects be dissolved. Buttery read the following "Councilmember Sawyer recommends that this department be dissolved for a savings of \$229,000. Buttery noted that the entity provides great service to the Council and community, much of which is behind the scenes. The Director has

come before Council very frequently to speak of things that the department has been responsible for and has been successful in completing.”

City Manager Buttery shared with the Council some of the tasks and accomplishments that Special Projects has had. Councilmember Carr and Sawyer both noted that they believed that a lot of these tasks are duplicated by Main Street. Buttery noted that this position could be placed under the City Manager and that Council keep the proposed budgeted amounts for marketing/advertising, business recruitment/retention, supplies, telephone, travel/training.

Councilmember Sawyer noted that he is looking for efficiencies and savings and believes that a part-time person under the City Manager could complete these tasks.

Councilmember Saunier stated that he would support the position to eliminate the Special Projects Office.

Council discussed the Special Project Office with Councilmember Matthews noting that he trusts the staff with their recommendation of needing the Special Projects Office.

At this time Councilmember Sawyer asked if he could read an opening statement into the record that he had prepared: “Thank you everyone for being here and showing your commitment to the fiscal responsibility of this community. We are here to continue discussing the citizen’s budget of Woodland Park. As an elected representative of the community I feel it is my responsibly to take an active role in making sure the budget represents the will of the people. The people of this community are the ones paying the bills, so they should have a representative council. It is the duty of the City Manager to prepare and submit the budget to the representative council. It is the duties of the council to make unbiased recommendations and pin-point critical financial issues that need to be addressed.

Thank you, Mr. Buttery and staff, for responding so quickly to my recommendations. I have some concerns about the process in which the recommendations and comments are processed. When asking staff to review the recommendations by council they are in a bias position. Some of these “whats” might affect their job so the effort to place the “how” is limited. I carefully reviewed each response to my recommendations, but I’m not reading any alternate proposals or solutions. This process is flawed. There needs to be an unbiased approach to the budget review process. Thank you.”

Mayor Levy stated that he didn’t not agree with Councilmember Sawyer that the process was flawed. Levy stated that we would get to the point we need to be at.

Council continued discussion on the Special Projects Office and there was no decision made. Discussion would continue at further work sessions and Council Meetings. Mayor Levy asked that the City Manager take some of these suggestions into consideration and see what he could do. Levy stated that there has to be some give and take.

Mayor Levy asked the City manager if the next work session had been scheduled. Buttery said he had some tentative dates but was waiting to hear back from a few more Councilmembers. Mayor Levy encouraged Buttery to make the work session sooner than later.

At this time Mayor Levy thanked the Council for their discussion this evening.

7. ORDINANCES ON INITIAL POSTING:

A. Consider Ordinance No. 1314 adjusting expenditure appropriations to the various funds, in the amounts and for the purpose set forth below for the City of woodland Park, Colorado for the 2017 Budget Year and Amending Ordinance No. 1291, Series 2016 and Ordinance No. 1311, Series 2017 on initial posting and set the Public hearing for November 16, 2017.

Finance Director Farina introduced Ordinance No. 1314 on initial posting. Farina noted that City Council adopted the City's 2017 Annual Budget on December 15, 2016 and pursuant to the City Charter Council can amend the budget when the City manager certifies that there are available appropriation revenues in excess of those estimated in the budget. Farina noted that this would be the second supplemental appropriation of the 2017 Annual Budget. Farina noted that the appropriation is for the following reasons:

- Move Parks and Recreation, Cultural Center and the Aquatic Center to a newly created Culture and Recreation Fund.
- Move the debt service payments on the 2015 COP issued for Memorial Park improvements and the 2015 General fund Bonds issued to construct the Aquatic Center from their respective debt service funds to the General Fund.
- Move North Teller Build A Generation program from the Grants Fund to the General Fund.
- Increase the revenue and subsequent expenditures of the 1.09% City sales tax to the Woodland Park School District Re-2 based on year end projections.
- Increase the Fleet Maintenance budget based on an increase in estimated year end projections which are the result of unanticipated repairs to vehicles.
- Increase the General Fund support of the Victim Assistance Law Enforcement grant program due to an increase in personnel costs arising from the payout of leave balances upon departure of the current employee.
- Increase the revenue and expenditures of the Grants Fund based on the year end projection of grant related enforcement overtime year end projections under the High Visibility Enforcement Grand and the Law Enforcement Assistance Fund Grant.
- Increase legal fee expenditures in the Downtown Development Authority Fund based on year end projections for legal services. These increased expenditures are offset by increased revenue projections.

MOTION: Consider Ordinance No. 1314 adjusting expenditure appropriations to the various funds, in the amounts and for the purpose set forth below for the City of woodland Park, Colorado for the 2017 Budget Year and Amending Ordinance No. 1291, Series 2016 and Ordinance No. 1311, Series 2017 on initial posting and set the Public hearing for November 16, 2017. Sawyer/Carr. 6-0 Motion carried.

B. Consider Ordinance 1315, Series 2017 establishing a special fund named the Culture and Recreation Fund for the purpose of accounting for the collection and expenditure of revenues, which purpose is to provide culture and recreation services on initial posting and set the Public Hearing for November 16, 2017.

Finance Director Farina reviewed Ordinance No. 1315 on initial posting noting that the City Charter requires City Council to establish special funds by ordinance.

MOTION: Consider Ordinance 1315, Series 2017 establishing a special fund named the Culture and Recreation Fund for the purpose of accounting for the collection and expenditure of revenues, which purpose is to provide culture and recreation services on initial posting and set the Public Hearing for November 16, 2017. Matthews/Carr. Motion carried 6-0.

8. PUBLIC HEARINGS:

A. None

9. NEW BUSINESS:

A. Approve Resolution No. 820 certifying the mill levy for the 2018 Budget year. Finance Director Farina presented this resolution to the Council noting that it is something the Council has to approve each year. Farina noted that the resolution was not changing the mill levy rate of 16.249 which has remained unchanged since 1991.

At this time Councilmember Carr made the following motion:

MOTION: Move to approve a reduction of the mill levy to 16.0.

Mayor Levy called for Council discussion. Mayor Pro-tem Harvey asked what the impact to the budget would be if the mill levy was reduced by this amount. Buttery calculated that it would roughly cause a decrease in revenue of \$25,000. Councilmember Matthews asked why would we do that now. Councilmember stated that maybe we should save this for a future discussion. Buttery noted that this would have a negative impact on the budget. Buttery also reminded the Council that once the mill levy is reduced that in order to increase it again that has to go to a vote of the people. Harvey stated that she felt the amount the average homeowner would save would be meniscal. Mayor levy called for the vote.

MOTION: Move to approve a reduction of the mill levy to 16.0. Carr/Saunier. Motion failed 4-2 with the following Councilmembers voting no. Matthews, Sawyer, Harvey and Levy.

MOTION: Approve Resolution No. 820 certifying the mill levy for the 2018 Budget year as originally presented. Matthews/Sawyer. Motion carried 6-0.

10. PUBLIC COMMENT ON ITEMS NOT ON THE AGENDA:

A. None

11. REPORTS:

A. Mayor's Report: Mayor Levy reviewed the upcoming events for the next two weeks.

Mayor Levy thanked the Community for attending the Grand Opening of the Aquatic Center. Levy shared what a great event it was with between 600 – 900 guests in attendance. Levy thanked Parks and Recreation Director Cindy Keating for her leadership and outstanding work on the Aquatic Center.

B. Council Reports:

Mayor Pro-tem Harvey reminded the Council and audience that the grand opening and ribbon cutting for the Clock Tower would be taking place on Saturday at 11:00 AM.

Councilmember Carr commended the City Staff on the reports that they put out each month and encouraged the community to take a look at these reports.

Councilmember Saunier thanked the volunteers, the city staff for their dedication and hard work. Saunier noted that in his professional opinion he does not believe that the City is evaluating prospective jobs in the right manner. Saunier requested that the City receive 3 estimates, see the plans and see the completed engineer report prior to each project.

Councilmember Sawyer reported that the DDA held a workshop last Tuesday and that they are trying to streamline the TIF process.

C. City Attorney's Report: None

D. City Manager's and Department Manager's Report:

Special Projects Director, Jane Mannon gave an update on all of the projects/events for the past month with Main Street and Special projects.

City Clerk Leclercq reviewed with the Council the upcoming election on April 3, 2018. Leclercq reported that the Mayor, Councilmember Matthews, Councilmember Schafer and Councilmember Sawyer were all up for election. Leclercq noted that none of these position are term limited. Leclercq reported that the City would be holding a Prospective Candidate Forum on December 11 at 6:00 PM for anyone interested in getting information on running for Council. Leclercq also noted that petitions for nominations of prospective candidates could be picked up in her office beginning January 2 and must be returned to her office by January 22.

12. WRITTEN CORRESPONDENCE:

13. ADJOURNMENT: The meeting adjourned at 10:33 PM.

Recorded by:


Suzanne Leclercq, City Clerk

APPROVED THIS 16th DAY OF November, 2017


Neil Levy, Mayor

Merry Jo Larsen:

As owner of the Cowhand, Chairperson of the DDA, and president of the Saddle Club, I could not have more heartfelt commitment to the prosperity and quality of life in our city.

I deeply love Woodland Park. So every policy and every decision that comes up in this room is personal to me.

My personal family stayed engaged and watchful of what happens in this room since 1952 as I do today.

I am concerned now that our future must be respectful to the lessons of our past. New growth and prosperity are necessary. Do it right, and it will be delightful.

Nobody is closer or better informed of the dangerous decline in the DDA that took us to the brink of failure. Nobody understands better than I the effect that changing to conservative policy has had to bring a wonderful turn around to get the DDA back on a responsible course.

I see you faced now with the same challenge that we were. I want to encourage you to stay utilitarian, stay on the path set by the culture of Woodland Park. Be wise – you are spending our future.

I want to be clear that I stand behind the Policy and Ideas reflected in Mr Carr's proposals for budget policy because of the level headedness and utilitarian character of that approach.

I encourage you to not fall victim to the seductive appeal to overspend other people's money.

I thank you and wish you the best in the task ahead

PAUL SAUNIER: I am deeply troubled by the budget as presented. With a dangerously low reserve, and the large unknown risk of the aquatic center, I expected a conservative budget that would begin to move our community toward a safer financial position.

2018 City tax revenues, paid by the Citizens of Woodland Park, are expected to be the highest in our history, giving us ample opportunity to put a little money back in the piggy bank we've emptied.

However, instead of any savings at all, the people have been given a financial plan that spends every penny of new money and the last of what's in savings on top of it.

I can best describe it as high risk, government growth, paid by the taxpayers, at the worst possible time. I do not believe it is consistent with the will of the people that elected me, and I will not support the liberal agenda it represents.

Now is the time to recover from years of progressive spending and return to conservative principles that will put us on solid financial ground again. Are any of the other council members feeling conservative today or is it just me?"

Val Carr:

I've been worried about our spending habits for 2 years! I know our elected task is oversight, not operations, but to oversee the City requires understanding it and not just blind faith in it.

I think it's an important role to sit here on behalf of the Citizens, which is why I've spent so much time researching *their* large vehicle fleet, and so many other major components of *their* budget.

The committee's and my extensive work on this tells me that we can make modest reductions in many different areas of the budget with virtually no impact on service levels.

Quite frankly, I think we'd all agree the City gets high marks for overall performance...the properties are well maintained (*well....downtown needs improved attention!!*), the permits get issued, the police department is very efficient, Mike and the finance department are excellent, etc.!

I think we should throttle back on growing service levels for a while, but this budget does the opposite, it grows spending without any urgent need whatsoever. I'm feeling conservative right now and think we're much safer by budgeting for a reasonable surplus at this time. This is not the time to have a budget that lowers our reserves yet again!

KELLIE CASE: “I have 17 years of experience as the City’s Director of Finance, (cite certifications, credentials, experience, etc.)

I too, have reviewed the proposed budget and corresponding presentations and workshops, as well as Councilman Carr’s studies and the recommendations he’s made, and I’m relieved to hear the some reluctance to overspend expressed here tonight.

After a thorough review, I support Mr. Carr’s approach to the budget because it reflects carefully considered reductions in spending, designed to improve the City’s financial position while maintaining high levels of public service.

It’s the right approach at this time and I encourage the Council to adopt this approach for the safety, prosperity, and general welfare of all Woodland Park Citizens. Thank you.”

TANNER COY: “I could reiterate, in detail, the many steps required to change the DDA’s course from a trajectory of increasing debt, increasing contractual obligations, and blind faith in leadership that got it there.

But that would be a painful story and I’ll spare you. However, I will say that, as the DDA faced, so too, our City is at a distinct fork in the road.

At this fork, like always, LEFT is to increase the spending and grow the government.

RIGHT is save money and reduce risk to our community and its citizens.

LEFT is to reduce the fund balance through deficit spending after years of deficit spending.

Right is recovery and restoration of financial strength.

Please don’t lead us even farther to the left, we’ve been down this path long enough and are nearly out of money...it’s time for a right turn, please grab the wheel and do it, we will support you.”

Woodland Park City Transport Vehicle Fleet Usage Study

Report

by

City Council's Vehicle Usage Review Committee

October 5, 2017

Woodland Park City Vehicle Fleet Usage Study - 2017

Final Report of the City Council's Vehicle Usage Review Committee (VURC)

Executive Summary

- In executing the basic oversight function of City Council, for the 2017 City budget, a potential for savings in the City's motor vehicle fleet usage was observed. City Council formulated a committee to investigate actual collected data and industry standard methodologies for potential optimization of Woodland Park's fleet. This committee is the Vehicle Usage Review Committee (VURC). Details of this organization and its history may be seen in Section 1, below.
- Data were collected from the City staff on Vehicle Usage Logs (VUL). This trip data per vehicle varied in quality significantly and in instances where judgments had to be made, committee members made conservative decisions which favored a higher usage rate of the vehicles. Detailed discussions of VULs may be found in Sections 2-3, below.
- A detailed data entry and analysis task was initiated by VURC members. Sections 4 - 7, below, detail the techniques, methods, and assumptions made by the VURC analysis staff. Appendices A and A1 show several analysis matrices and charts that were utilized by VURC and derived from detailed Excel spreadsheets of VUL data compiled for each vehicle in the transport fleet. Sections 8 and 9 show logic that contrasts current City stated reasoning and was used in the VURC analysis.
- Examining several techniques and data analyses, the VURC recommends the City Council direct the City to modify its fleet administration as follows:

RECOMMENDATIONS based on usage analysis:

Topic #	Description of facts and analysis conclusions for 35 light duty vehicles studied in the City fleet	# of vehicles to surplus
1.	Retire #95 (1% usage) and transfer sewer camera equipment to #4 (4% usage) .	-1
2.	WTP cumulative vehicles usage is less than 100% (85% total) for 3 vehicles , so one motor pool vehicle will cover total usage for this location, with proper allocation supervision and cooperation.	-2
3.	WWTF vehicles usage less than 100% (49% total) for 3 vehicles , so one vehicle of #39 & #82 can be retired, with the remaining being a motor pool vehicle for this location, with proper allocation supervision and cooperation.	-1
4.	WWTF (Divide) #66 vehicle usage is 10% , with 72.9% of that being personal use, therefore only 2.2% work related, which can be substituted with a personal vehicle (POV), as this function is a City contract with Teller County for servicing the Divide WWTF plant and a reasonable requirement of this contract should be to supply an appropriate vehicle for 2.2% average daily usage (equates to 11 minutes work transport a day). Any RARE pickup truck/tool needs can be picked up at the main WWTF off Highway 67. POV with mileage reimbursement works here.	-1
5.	Vehicle #100 usage is 8% , and is mostly to haul around a speed trailer and cones. All its tasks can be easily arranged to be done with other trucks in the fleet which have trailer hitches and truck beds, so this vehicle is excess. A call to PWF-FMF supervisor for rare hauling assistance seems reasonable. #52 or #38 can be positioned at PD for weekends and holidays (lift gate) use.	-1
6.	#43 is rarely used and its tasks are easily done with a POV (many are already done by POV usage) or motor pool vehicle at City Hall, if available.	-1
7.	City Hall motor pool: The City has five other vehicles located at City Hall: #17, #21, #50, #68, and #99 . The total time used for all 5 vehicles is 85% of one vehicle day , with no seasonal variation as all functions performed by these vehicles is independent of seasons. This usage, if properly managed as a motor pool, could suggest that there are 2+ excess vehicles among them. The remaining 3 pooled vehicles would average only 28.3% daily usage per vehicle .	-2

8.	FMF-PWF motor pool: To consider motor pooling, certain vehicle groupings may be considered. 1) The combined usage of #45+#22+#84+#01+#18 is 64% of a vehicle day or 12.8% usage per vehicle on average. This usage, if properly managed as a motor pool, could suggest there are 2+ excess vehicles among them, leaving 3 vehicles to share a 64% vehicle usage day, or 21.3% usage per vehicle remaining. 2) Also in this general locale are vehicles #97, #04, #09, #49, #52, #58, #78, #48. None of which have usage averages over 50% usage. Their total usage is 2.76 vehicle days or 34.5% usage per vehicle. With motor pool management, surplus 3+ vehicles would leave 5 of this type of vehicle with an average usage rate of 55.2% per vehicle. 3) Also in this locale, vehicles #12, #19, #94, #07, #30, #38, #92, #05, totals usage of 5.06 vehicle days. Motor pooling those vehicles of 1) and 2) along with 50%+ usage vehicles would conservatively suggest an excess of another 1+ vehicles 4) The remaining 15 vehicles would average 56.4% daily usage per vehicle, using these strategies.	-6
9.	Police Department: Not studied by VURC, except vehicle #100	0
10.	Heavy duty vehicles: Not studied by VURC	0
TOTAL Excess:		-15

- **Conclusions:** The comprehensive analyses performed by the Vehicle Usage Review Committee of the 35 Woodland Park City transport vehicles were based on data collected during the four-month period from March 1, 2017 through June 30, 2017.

The results from the VURC analyses clearly demonstrate that there is a significant opportunity to reduce fleet operating costs by VURC suggested fleet management efficiency changes and converting to the “motor pool” model for fleet management which would allow 15 vehicles to be declared surplus and sold on the open market to put the level of light duty vehicles at 20 total. Removing those vehicles from the City’s inventory would positively reduce future annual recurring operating costs as well as providing a one-time favorable revenue impact.

The VURC recommends the City discontinue its non-contractual Personal Use policy for all City vehicles.

Many companies, municipalities, and other governmental entities currently employ motor pools because they have determined that the cost efficiencies are major.

The VURC recommends that the City Council approve its recommendation that the City vehicle fleet management program be converted from the current approach to one that employs a motor pool, and including the other surplus vehicle recommendations including expanded POV reimbursement substitution. The committee recognizes that the implementation of the new approach will require changes in policies and procedures but suggests that a date of January 2, 2018 be established as a target for having the new system in place. The committee hopes that the 2018 budget would be favorably impacted by the conversion.

The VURC recommends POV-mileage reimbursement usage when the extremely rare urgent vehicle need occurs for work tasks when a City or motor pool vehicle is unavailable.

The committee does not presume to play a role in the implementation of the change in fleet management as directed by City Council. The City Manager and his staff are fully capable of managing the specific surplus vehicles removal and policy conversions; however, VURC members will be available for counsel if desired.

While examining the vehicle data the VURC recognized several other opportunities for consolidation and optimization that may exist. These additional efficiency opportunities may be examined in Sections 10 and 11, below.

- Section 12 gives several background articles and white papers related to fleet management topics.
- The one-time revenue is estimated at \$45,000 after implementing the VURC recommendations. The recurring annual expenditure savings is estimated at \$115,346. Section 13 demonstrates the estimated financial gains expected from implementation of VURC recommendations.
- Section 14 describes everything needed for motor pool management in this small mountain town.

Section 1. Organization history & qualifications of members:

The primary function of City Council is continual oversight of the City for the benefit of the citizens of Woodland Park who elected them as their designated representatives. Those oversight responsibilities for which the Council was elected include monitoring and examination of the administration, planning, and laws of the municipality. The City Council is responsible for the efficient allocation of the citizens' resources, including all capital assets. The City Council has responsibility for the City administration by hiring the City Manager (CM) and continual oversight of that administration's budget revenues and expenditures.

In the 2017 budget planning process conducted by City Council and the City Manager in winter of 2016, questions arose about the amount of vehicles being utilized in the City fleet for transport purposes. With basic mathematics of many less workers than transport vehicles there seemed to be an excess of vehicles. On January 19, 2017, City Council formed a Vehicle Usage Review Committee (VURC) to gather many months of factual vehicle trip/task data and to evaluate that data for efficiency of usage. The original mission of this VURC was to gather about 9-10 months of data from February 2017 through November 2017 and produce a summary report to City Council to consider prior to approval of the 2018 budget in December 2017. (See Section 3, **Vehicle Usage Log (VUL) Implementation Issues**, below, for more information on data collection.) The initial VURC was formed with two City Council members by Resolution 813, on January 19, 2017 and qualified citizens to join the remaining 3 VURC slots available was advertised in usual and customary City procedures. 2 other qualified citizens applied and were appointed to the VURC by City Council, with another unqualified applicant serving as a public attendee for the first two months of VURC meetings.

City Council voted to discontinue the VURC data collection on June 30, 2017. The resultant data is two months of winter (March and April), and two months of summer (May and June). As originally planned, 9-10 months of data would be statistically better sample than 4 months, but that was a majority of City Council's decision, which did not include the VURC members from Council.

The baseline of vehicles used in the VURC study was published in December of 2016 by the City Manager. A few minor changes have happened since, but basically the majority of that fleet still is in use for the purposes listed at that time.

A basic listing of background qualifications of the resultant VURC data entry/analysis members is instructive as to the confidence level of data analysis and conclusions of the VURC analysis staff:

Councilmember Val Carr: BS Aerospace Engineering, minor – Applied Math – Colorado University-Boulder; post – graduate studies in Systems Programming – Stanford University; 30+ years Systems design, network & communication protocols, client-server protocols and system application, technical and statistical analysis and state model design, principal engineering, technical writer; ex-CEO; kernel & driver 'guru'. (Chair VURC)

Councilmember John Schafer: BS in Engineering from the US Military Academy, West Point, NY; MS in Aeronautics from the California Institute of Technology, Pasadena, CA. Member of faculty at USAF Academy for four years. 24-year veteran. Retired as a colonel. Spent 12 years as an aerospace/defense program director. Consultant for 13 years to the aviation industry.

Former Councilmember Bob Carlsen: As Director for Facilities Planning for the U.S. Navy I was responsible for setting and enforcing the eligibility criteria for some 1200 categories of facilities. Along with the Director of Public Works, I was responsible for the establishment of standards for Base Operating Support across not only the Navy, but all DoD as these standards applied to Joint Operating Bases. These standards were the basis for budgeting manpower, facilities, and equipment, and the process in determining such standards have direct applicability to Woodland Park.

Darwin Naccarato: Currently (teach all business courses): Affiliate Faculty for Regis University - College of Business & Economics - MBA Program (specialty - Strategic & Operations Management) ; Affiliate Faculty for Colorado Christian University - College of Adult & Graduate Studies (specialty - Finance and Health Care Admin.) Adjunct Faculty for American Public University System - School of Business (specialty - Marketing [incl. research & statistics]).

Formerly: President & Chief Operating Officer for Stanford Group (Created a secure fleet carrier subsidiary to deliver and backhaul goods throughout the nation). EVP/CFO FoxMeyer Corp (Multi-billion-dollar NYSE listed pharmaceuticals distributor). Responsibilities included managing the sales fleet vehicles (about 300 cars).

Education: MBA with Graduate Honors - Regis University; additional MBA Finance & Operations coursework - Oklahoma City University

Section 2. Data collected quality & volume:

The committee is grateful for the support of the various City employees who generated the information/data that was vital to accurately evaluate the use of the vehicles.

The Vehicle Usage Log (VUL) data entry by City employees was very mixed in quality and content. A majority of VULs only logged trip destinations without any task information given, as was requested by VURC. Rarely were required vehicle transported task tools listed at all, as was also required by VURC. Sometimes the time of end of day was not recorded.

Regardless of the missing data content, the data entry VURC members gave 100% benefit of the doubt towards City usage in all cases of insufficient recorded data. We estimate this to be at least a 10-20% increase in the credited usage recorded in our analysis spreadsheets versus actual usage, but did so to avoid arguments about these problems being factored into our end analysis. This estimate is based on looking at hundreds of pages of VUL entries and the limited quality of the individual entries.

Examples of VULs with poor quality or incomplete content entries are seen in Appendix BV.

Examples of good quality VUL content are seen in Appendix GV.

Section 3. Vehicle Usage Log Implementation Issues:

A chart was created to study which information was needed by the VURC to be logged by vehicle users. This allowed a thorough VUL form to be generated. This chart is shown in Appendix B1.

An extensive and simplified VUL was designed by senior engineers (Val Carr and John Schafer) of the Vehicle Usage Review Committee (VURC) that included all data necessary for the analysis effort. It included many examples and abbreviations to assist every vehicle user in completing those VULs as designed. This form was presented to the City Manager in a VURC meeting on January 27, 2017 in order to begin data collection by February 1, 2017. This original VUL form may be seen in Appendix B2.

The City Manager rejected the original form presented at that meeting on January 27, 2017, and insisted that a form of his own design would be presented to a fully populated VURC committee at a later date. The VURC was never fully populated. His redesign and examples excluded some characteristics and space desired by the VURC and inserted others that were of no/little use in future analysis. That redesigned VUL was presented by the City Manager to the VURC on February 23, 2017. The VURC deferred to the redesigned VUL so as to avoid further delays in getting data from the field. The redesigned VUL was eventually placed in vehicles by the City to enter data starting on March 1, 2017. That redesigned VUL form may be seen in Appendix C.

The VURC discussed modifying the redesigned VUL form on April 18, 2017 and the columns “Day” and “Initial” were eliminated as superfluous, thus giving more “Trip Details” space on each row.

Section 4. Data entry, analysis, and reporting hours spent:

The VURC data entry and analysis members dedicated a significant level of effort to be thorough and serious about making a concerted effort for fairness and quality of data characterization. This effort’s mission was to be able to produce a final result with thoughtfulness and scientific accuracy at the highest level of objectivity. The approximate hours spent in that effort was about 475-525 volunteer man hours.

Section 5. Task Block Assignments Methodology:

Thirty-four work task codes ranging from “A” to “AZ” (see Appendix D) were assigned for various tasks comprehended for City workers in using City vehicle transport. For the City Council shortened data collection period to June 30, 2017, 87 total normal (not including weekends or holidays) shift work days were available for data entry. Task codes were assigned for each of the 22 daily ½ hour blocks for each vehicle’s data spreadsheet for all seven days possible per week as follows:

- Any of the 22 half hour blocks starting from before 7 AM and ending after 5 PM were assigned a task code if 15 or more minutes were used for a vehicle during that ½ hour block.
- In addition, if two adjacent 30 minute blocks accumulated less than 15 minutes in each block, but their total contiguous minutes added up to 20+ minutes, then one of the ½ hour blocks was assigned a task code for a full 30 minutes.
- A lunch code “L” was designated only when a vehicle required work task was being done directly adjacent to both sides of a lunch block, otherwise the vehicle could have been available at arrival of its usual parking location, by anybody else. 60 minutes lunch was the maximum designated per day per vehicle.
- Personal Use (PU) commutes to/from work were designated as one 30 minute “K” block each way daily, maximum.

Section 6. Vehicle Usage Minutes Methodology:

Total daily vehicle usage minutes were calculated as follows:

- Actual start of transportation to the work task through completion of vehicle dedication at the work task location.
- Any return to overnight parking location stopped minutes count, based on the assumption that the vehicle was then available for usage by another employee work task.

Section 7. Analysis Parameters and Techniques:

The VURC decided at the outset of the collection of data starting March 1 that it would be prudent to use two independent analysis calculations to eliminate any biases caused by the strength or weakness of a single approach. The daily data were entered into separate spreadsheet columns and summarized in Appendix A charts.

As discussed earlier in “Task Block Assignments Methodology” above, calculations were based on a workday that was composed of 22 half-hour blocks beginning before 7:00am and ending after 5:00pm. Guidelines were defined for activities that occurred within partial half-hour blocks. A minor flaw in a perfect analysis utilizing

these block methods is the granularity is only within 15 minutes plus the random quality of the logged data made for assumptions which favored greater usage credit than the probable actual usage.

The first calculation method seen in the column labeled "Average % daily usage (derived from ½ hour block task allocations)" of the charts in Appendix A was the average of the average daily usage against an 8 hour work day model, calculated as follows: Each day's 22 non-empty blocks less 16 possible, gives each daily usage percentage against a 8 hour maximum work day. These are then averaged to produce the usage percentage seen in this column. This calculation has the possibility that usage credited may be above and beyond (100%+) a normal 8 hour work day.

The second technique focused on capturing data by the minute during the workday; consequently, this data was more extensive, but with time credit assumptions that favored more usage than logged.

With these methods used, each worksheet was formatted to collect required data: vehicle number, driver's name, date, beginning and ending times for work activities, mileage used, task identification and equipment needed to complete assigned tasks. From these data the major metric, vehicle usage (percent of a 540-minutes workday), was calculated from:

1. The number of daily 30-minute blocks used,
2. and percent usage based on minutes used.

(See Appendix A, columns "Average % daily usage (derived from ½ hour block task allocations)" and "% Usage based on minutes in use".)

Usage percentages used in this report's recommendation charts were then calculated by averaging the values determined by the two results. These usage percentages were segregated by vehicle number, department users and locations. **In Appendix A, the column utilized as this study's usage analysis parameter is labeled: "average usage of 2 columns (3, 9)" (or "..... columns (2,8)").**

Vehicles were grouped per overnight parking location for analysis (FMF-PWF, CH, WTP, WWTF, PD).

Some basic fleet analysis philosophies included:

- Any specialty equipment vehicle stays and/or may combine with another specialty vehicle to keep one of them.
- Any vehicle usage over 50% stays. (Keeper)
- Combine keeper usage with other less used vehicles to study reducing the number of vehicles.
- *Analyze per day usage for non-overlap usage potentials (#X used Tu & F, but #Y used M & W), eventually.*
- The Fleet Maintenance Facility (FMF) and Public Works Facility (PWF) are less than ½ block apart and are grouped together because walking between them is an insignificant impact to picking up a vehicle at either building.
- Group work tools and equipment from multiple vehicles where possible to eliminate some vehicles designated as specific use vehicle(s) to a general purpose vehicle designation. Efficiency management would suggest putting the fuel cell of #45 into #18, for example, thus making #45 a general use vehicle to be included in a general use motor pool.

Section 8. On-call City vehicle justification logic:

Is a condition of employment for the City of Woodland Park for all personnel who are eligible for crucial on-call tasks having a transport vehicle to get to work?

YES – then it is established that on-call employees have a privately owned vehicle (POV) available to get them to work.

NO – Since public transportation in Woodland Park is non-existent or very limited, then they should not have been hired or allowed to be in a time-critical job in the first place!!

Focusing only on the City vehicle being justified as a designated on-call vehicle, then is the on-call City vehicle using tools or equipment that cannot be transported in a standard personal vehicle?

YES – Describe the tools that are impossible to transport in a standard SUV or customary personal vehicle.

Use the City vehicle if they are too large for a customary personal vehicle, otherwise the answer was NO.

NO – Is the “emergency” a task that can only be accomplished with the City vehicle?

YES - Why?

-It has already been established that it has no special tools that cannot be carried in any type of vehicle.

-It has been established that the City person driving it can arrive in any type of transport vehicle.

Is a special City logo visible to the public required?

YES – then buy a (<\$100) magnetic panel sign from a sign company for any transport vehicle, including a privately owned vehicle (POV)

NO – use any transport vehicle, including a POV.

NO – Does the on-call City vehicle driver require calling for or acquiring other City equipment to solve the “emergency”?

YES – Then any transport vehicle for on-call is sufficient, including a POV, since we established the on-call City vehicle has no special characteristics or tools to solve the problem.

NO – use any transport vehicle, including a POV.

Using the above logic tree for each of the December 2016 designated on-call City vehicles has the following results:

#39	WWTP	standard pickup truck – no special tools – POV works just as well
#66	DWWTP	standard pickup truck – no special tools – POV works just as well
#99	PublicWorks	standard SUV – no special tools – POV works just as well
#68	Utilities	standard SUV – no large tools that cannot fit in any vehicle - POV works just as well
#12	PWF	pickup truck w/ special tools – POV does not work for this vehicle’s tasks

Section 9. Personal Use of City vehicles

As most (99+%) people who work for private sector companies and even national and state agencies, no vehicles are allocated or dedicated for individual workers for their personal use, including commuting to and from their work site. Why then should Woodland Park citizens (authorized by the City Manager) provide a vehicle for private usage by their workers? Various reasons are given, including “emergency response – on-call” or “it’s part of their compensation package”. As seen in Section 8, above, only one vehicle even qualifies as on-

call for a City vehicle due to its task characteristics. Every other vehicle “on-call” is just a luxury item provided by the City, where most other workers use their own POV for personal use. Including Police Department vehicles, Woodland Park has 14 vehicles dedicated to a single person, daily, as a take-home vehicle. The City Manager has an employment contract authorizing a dedicated vehicle, given to him by past City Councils. All other City vehicles of this nature have no employment contract or authorizing ordinance that gives them the right to have a take-home vehicle for on-call usage, commuting, or any other reason.

The Police Department has a true “emergency response” task (**public safety**) for the benefit of the citizens, so one can imagine a few police take-home/on-call vehicles are reasonable to expect. The WPPD has 6 take-home vehicles among their 18 fleet vehicles.

What other City “emergencies” can we imagine? **Fire?** Yes, but that is not a City response activity – that goes to NE Teller County Fire Protection District, thus no City vehicles needed. **Ambulance?** Yes, but that is also not a City response activity – that goes to Ute Pass Regional Ambulance District, thus no City vehicles needed. **Power outage?** Yes, but that is handled by IREA and thus no City vehicles needed. **Gas leak?** Yes, but that is handled by Black Hills Energy, thus no City vehicle needed. **Disabled City vehicle?** Hardly qualifies as an “emergency” as many others exist in the fleet. **Water leak or break?** Yes – this is fixed by City heavy duty excavation and special purpose equipment and vehicles that are housed in the City’s Public Works Facility. Those specific heavy duty equipment and tools are not something that can be hauled around in a commuter vehicle. Any vehicle, including a POV, is capable of driving up to a water problem and calling in the heavy duty equipment for a major water problem. Standard water shutoff keys are easily carried in a vehicle trunk or floor in even a Honda or VW bug, so no City vehicle is justified or mandatory.

Several larger government agencies struggle with personal use exceptions and their experience is useful in investigating Woodland Park’s policies regarding take-home and on-call allocations authorized by the City Manager. The State of Colorado has significant problems with take-home usage and holds it unlawful to use them for personal use, as seen in Appendix Y. Even the City of Denver’s Police Department policy has problems as seen in Appendix Z.

The VURC has studied this aspect of the City transport fleet and suggests that the City administration tighten its policies to disallow City vehicle personal use, including commuting, except as authorized by specific City Council approved employment contracts. Simple logic repeatedly presented above in this report shows a lack of reason for this usage beyond Public Safety (Police). By modifying the existing policies, several vehicles would be more available for motor pooling or sharing and thus reduce the number of vehicles in the overall fleet.

VURC further recommends that any City Manager designated dedicated Personal Use City vehicle requires an employment contract to detail the compensation value of this luxury. This would reasonably be a consideration in any overall compensation package that would be of market pricing classification interest in City Council’s oversight role. VURC recommends a City Council policy eliminating take home vehicles with the possible exception of #12.

Section 10. ‘Dead Zone’ Vehicle Policy Modifications:

Another opportunity for further fleet usage savings is “Dead Zone” vehicles that are used to transport an employee to and from a work site, but sit idle most of the time in between. This type of usage would be better served by a supervisor or another employee dropping off a worker at a job site with the tools either also transported or located in storage at the work site (Meadow Wood Park for example has storage sheds for equipment; Memorial Park is right next to the Parks & Rec storage garage for equipment). After transporting the employee, whether FTE or seasonal, the vehicle could be returned to transport service availability by other employee(s). When the “dropped off” employee needs transport, (everyone has personal cell phones these

days) and could call for a pickup if other than at a pre-arranged time. It seems logical that longer tasks at Meadow Wood Park or Memorial Park, or any park or flower beds can easily be a candidate for dropping off employees without tying up a vehicle that serves no useful purpose for the term of the work task. A threshold number greater than 2.5 hours on-site would qualify vehicles #38, #49, #92, and #30 for some 'Dead Zone' motor pooling consideration and take their overall logged averages down to a level that gains considerable value to vehicle sharing policies.

Section 11. Additional Administration Efficiency Opportunities:

A limitation of the Vehicle Usage Review Committee was to investigate the use of the light vehicles used by the various City departments. Therefore, the VURC did not review the heavy equipment. We believe that similar findings may come out of such a review, and in particular the dump trucks. A quick look at the total mileage per year could be a trigger for such a study.

The VURC did not study the manning of the Public Works departments, but two of those departments, Parks, Buildings, and Grounds and Streets, perform tasks that have "full time" use of vehicles. The VURC has identified which vehicles are presently used "full time", although we have raised the issue in Section 10 whether the vehicles can drop off personnel to do certain tasks that take long periods of idle transport vehicle usage, thus freeing that vehicle for other tasks.

Section 12. Various related background articles:

- "Various fleets are benefiting from motor pool management systems: • The City of Chicago reduced department-assigned vehicles by 100 units when it created a motor pool, and has since pulled 18 more vehicles. • The State of Michigan is expanding its pool by adding two more sites in different cities. • The University of Colorado, Boulder increased pool utilization by 5 percent. • North Carolina State University cut its motor pool billing time in half and paper use by 60 percent. • Ventura County, Calif., created standalone pool systems with fob access for expanded service.more..... "
http://www.muni.org/Departments/finance/Documents/attach5_fleets_savings.pdf
- An active motor pool vehicle reduction plan: <https://www.archives.gov/files/about/plans-reports/sustainability/2012-appendix2-fleet-management-plan.pdf>
- "Reimbursement or Company-Provided Vehicles: What is the right choice? At some point, every fleet faces an important choice: administer a reimbursement program or offer company-provided vehicles. At first glance, reimbursement seems like a simple choice. Employees drive their own cars, and the company pays them back. Sometimes this option makes sense, especially for low mileage fleets."more..... - <https://www.merchantsfleetmanagement.com/docs/default-source/whitepapers/79c95808-6d97-6325-8c74-ff0000a054a5>
- "No doubt about it, when drivers learn they may have to start sharing vehicles rather than having their own assigned vehicle (or using their personal vehicle and receiving reimbursement), you will hear objections. What they don't realize is that sharing can actually be an improvement *for them*. This e-book spotlights the most frequently-heard objections to car sharing - and offers ways to address them effectively."more.....- <http://www.government-fleet.com/channel/operations/whitepapers/detail/how-to-deal-with-driver-objections-to-motor-pool.aspx?ref=rel-recommended>

- “Background: In April 2002, the Office of Management and Budget requested all Executive Branch agencies to take a closer look at their fleet management operations particularly the size of their fleets. To help agencies review their fleet operations, FEDFLEET and OGP developed a template for fleet management reviews. With this template, an agency can do an internal review, request an interagency review through FEDFLEET, or hire a private consultant to perform a review. Agencies may also utilize the tools available on www.manageyourfleet.gov to review their fleet operations. A complete fleet management review will allow agencies to have a more effective and efficient fleet management program. This will help agencies "right size" their fleets to ensure they have the number and types of vehicles they need to successfully complete their missions.”more.... - <https://www.coursehero.com/file/16076166/FleetReviewTemplate-R2E-c-h-o-0Z5RDZ-i34K-pRdoc/>
- FleetShare’s revolutionary **online and in-car wireless solutions** arm you with complete, up-to-the-minute data on your vehicles and drivers, so you can monitor compliance and make informed decisions on usage, availability and overall deployment based on accurate reporting on use and demand. And the convenience of self-service reservations and keyless vehicle access will improve both driver satisfaction and efficiency.more..... www.fleetshare.com

Section 13. Financial Impacts of VURC Recommendations:

One time surplus revenue:

Reducing the light duty/transport fleet by 15 vehicles has some one-time net revenue to the City. We estimate the average net sale revenue for each vehicle at \$3,000 each. 15 times \$3,000 equals **\$45,000** net revenue.

Recurring annual revenue expectations:

The reduction of 15 vehicles from the light duty/transport fleet also has significant annual expenditure savings potential. Expenditures in this category include oil, gas, maintenance, insurance, housing+security, and personnel costs associated with these categories of cost.

-	351.8 miles per day for 27 (<50% usage) vehicles = 13 miles /day average	
-	52*5=260 days times average miles of 13 = 3388 miles total usage average per vehicle	
-	Gas & oil: \$0.54/mile (City rate) times 3388 = \$1830/vehicle; 15 times \$1830 =	\$27,443
-	maintenance: estimate \$500/year/vehicle =	\$ 7,500
-	insurance: estimate \$250/vehicle/year =	\$ 3,750
-	housing & securing vehicle: estimate \$800/vehicle/year =	\$12,000
-	15 less vehicles is one less fleet maintenance person needed (burdened cost) =	<u>\$64,653</u>
Total annual expenditures saved:		\$115,346

The 2018 City Budget proposes five new vehicle replacements including the City Manager’s vehicle #40 (CM), and vehicles #58 (Streets), #73 (PD), #09? (PB&G), #47 2003 Toro Grounds Master (PB&G). These vehicles are budgeted at \$168,000 expenditure in total. These five vehicles can be sold and four newer used vehicles can be taken from the fleet from the proposed vehicle pool reductions to replace them. #84 is a very low mileage vehicle formerly used by Brian Fleer that may be used by the City Manager and not cost the citizens any of their tax money. This leaves the 2003 Toro Grounds Master (#47) as the only new vehicle replacement expenditure that cannot be replaced from existing fleet inventory which is listed as \$40,000 (!?)

Summary Vehicle Data by Location

Location: FMF-PWF Vehicle #	Dept. user	Average % daily usage (derived from ½ hour block task allocations)	Empty work days (87 possible)	% of days unused	Minutes in use (87*540= 46980 possible)	% Usage based on minutes in use	average usage of 2 columns (3, 9)	Personal usage % (Codes=K, O)	Work miles driven per work day
45 fc	Fleet	12	41	47%	3248	7%	10%	0	9.7
22	Fleet	3	68	78%	1117	2%	3%	26.2	3.2
84	Fleet	16	59	68%	7069	15%	16%	1.3	12.1
01	Fleet	23	7	8%	8070	17%	20%	39.3	14.8
18 c	Fldserv	16	69	79%	6022	13%	15%	0	5.5
12	Fldserv	92	6	7%	31902	68%	80%	12.2	41.0
95 s	Fldserv	1	85	98%	165	0%	1%	0	0.2
97	Fldserv	50	24	28%	20698	44%	47%	0	20.1
19	Fldserv	66	19	22%	27653	59%	63%	0	28.1
94	Fldserv	65	16	18%	26558	57%	61%	0	30.1
07	PB&G	74	21	24%	28077	60%	67%	0	18.8
30	PB&G	75	21	24%	30330	65%	70%	0.3	19.6
38 lg	PB&G	57	30	34%	24839	53%	55%	0	11.4
04 pvan	PB&G	4	81	93%	1743	4%	4%	0	1.0
09	PB&G	40	45	52%	15723	33%	37%	0	9.5
49 plow	PB&G	39	47	54%	18722	40%	40%	0	13.8
92 plw/sand	PB&G	64	18	21%	20322	43%	54%	14.6	27.6
05	PB&G	65	21	24%	22307	47%	56%	1.1	22.5
52 lg	Streets	53	3	3%	19509	42%	48%	1.9	38.5
58	Streets	43	11	13%	12958	28%	36%	0	25.2
78	Streets	55	17	20%	13300	28%	42%	23.9	50.1
48	Streets	25	37	43%	9026	19%	22%	0	11.9

s –sewer camera

c – crane vehicle

pvan – panel van

fc – small gasoline fuel cell (will fit easily in any pickup truck/van)

plow – permanent plow capable

plw/sand – permanent plow capable w/ sand spreader

lg – lift gate

div – Divide WWTF operator

Usage average is over 50%

Take home vehicle

Summary Vehicle Data by Location

Location:	City Hall	Vehicle #	Dept./ User	Average % daily usage (derived from ½ hour block task allocations)	Empty work days (87 possible)	% of days unused	Minutes in use (87*540= possible)	% Usage based on minutes in use	average usage of 2 columns (3, 9)	Personal usage % (Codes=K, O)	Work miles driven per work day
		17	ConstInsp	43	18	21%	12916	27%	35%	0	13.6
		43	P&Rec	6	60	69%	3343	7%	7%	3.3	5.7
		50	Code enf	20	45	52%	8938	19%	20%	1.4	7.7
		21	Riley	9	17	20%	3876	8%	9%	56.3	5.1
		68	Util	10	54	62%	10808	23%	17%	22.3	7.8
		99	PW Dir	4	71	82%	1711	4%	4%	50.9	3.9

Location:	WTP	Vehicle #	Average % daily usage (derived from ½ hour block task allocations)	Empty work days (87 possible)	% of days unused	Minutes in use (87*540= possible)	% Usage based on minutes in use	average usage of 2 columns (2, 8)	Personal usage % (Codes=K, O)	Work miles driven per work day
		26	25	39	45%	7972	17%	21%	0	12.4
		74	34	13	15%	14192	30%	32%	0	19.6
		83	33	36	41%	14471	31%	32%	0	11.2

Location:	WWTF	Vehicle #	Average % daily usage (derived from ½ hour block task allocations)	Empty work days (87 possible)	% of days unused	Minutes in use (87*540= possible)	% Usage based on minutes in use	average usage of 2 columns (2, 8)	Personal usage % (Codes=K, O)	Work miles driven per work day
		39	24	15	17%	8222	18%	21%	12.6	21.0
		82	19	24	28%	7912	17%	18%	0	15.1
		66 div	13	32	37%	2770	6%	10%	72.9	5.2

Location:	Police Dept	Vehicle #	Average % daily usage (derived from ½ hour block task allocations)	Empty work days (87 possible)	% of days unused	Minutes in use (87*540= possible)	% Usage based on minutes in use	average usage of 2 columns (2, 8)	Personal usage % (Codes=K, O)	Work miles driven per work day
		100 lg	9	52	60%	3007	6%	8%	0	5.7

Chart 1

Fleet Vehicles

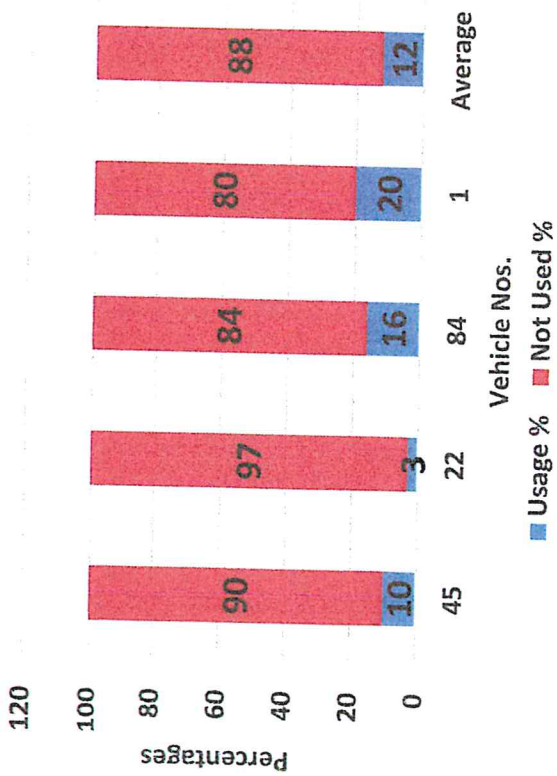


Chart 2

Field Service Vehicles

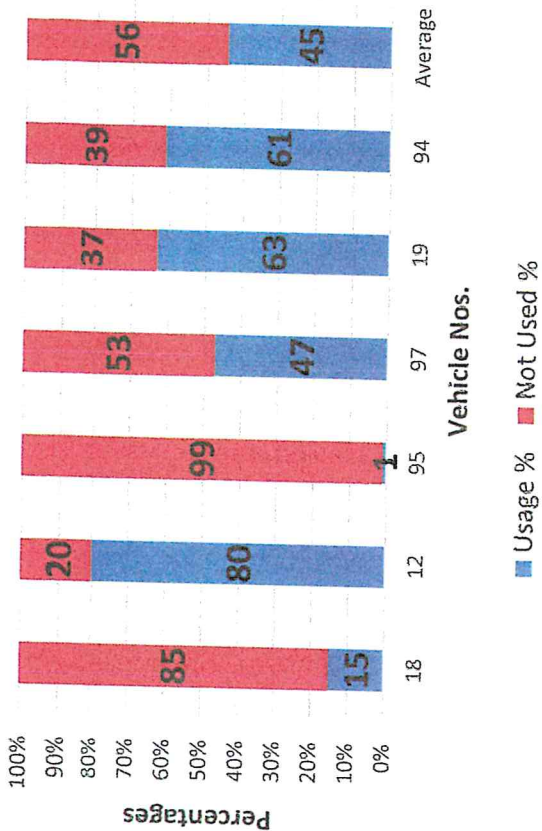


Chart 3

PB & G Vehicles

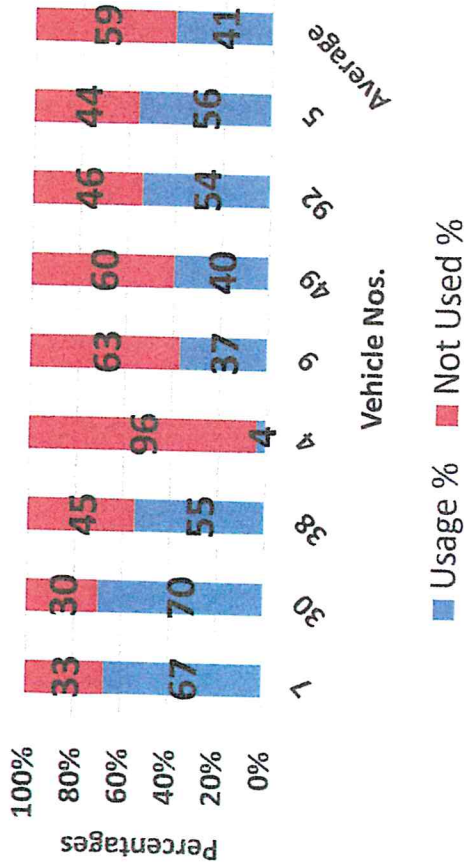


Chart 4

Streets Vehicles

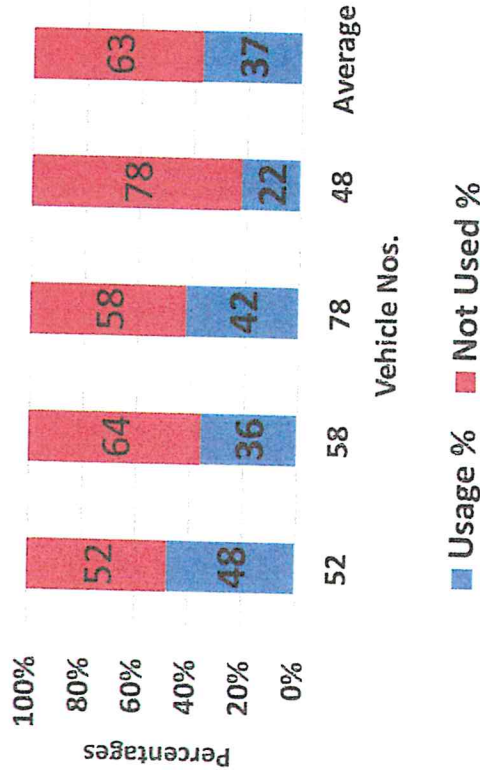


Chart 5

City Hall Vehicles



Chart 6

Water Treatment Plant Vehicles

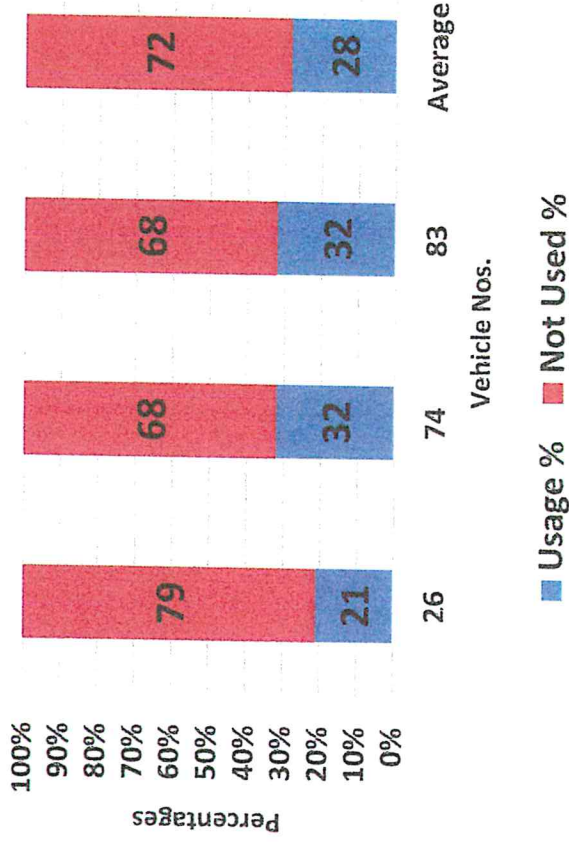


Chart 7

Waste Water Treatment Facility Vehicles

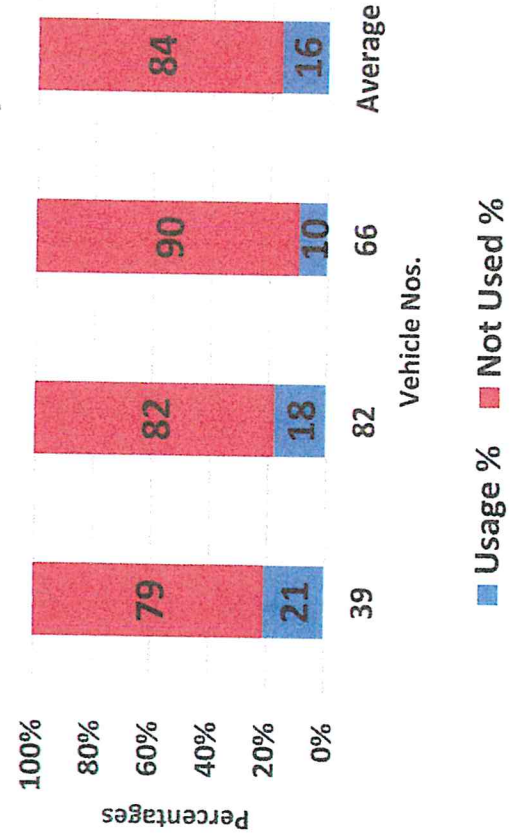


Chart 8

Police Department Vehicle

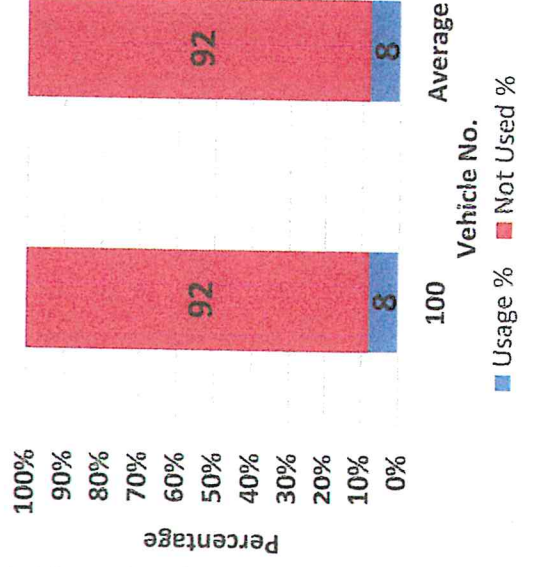
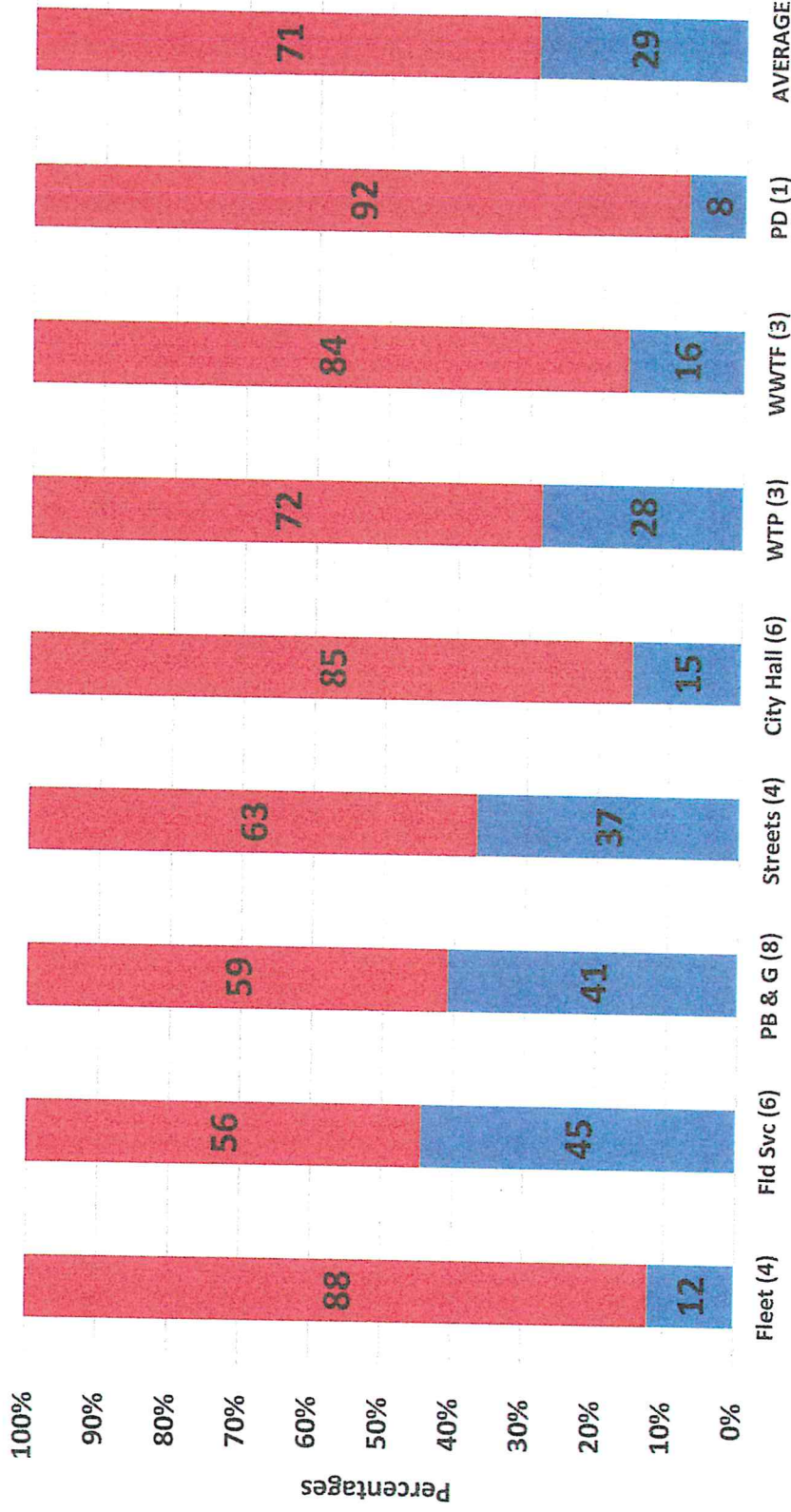


Chart 9

All Vehicles by Location



Weighted usage average for all 35 vehicles for Mar-Jun is 29%, and vehicles are not used 71% of the workdays

Vehicle Locations

■ Usage % ■ Not Used %

Common header data needed in any vehicle log are vehicle identification information which may include **City vehicle ID number**, (**VIN**, **license plate number**, **vehicle make**, **vehicle model**, and **dedicated department** for this vehicle if appropriate – **cross referenced on a separate inventory list is acceptable**). Each trip log entry needs **Basic Trip Data** including **date and time of each trip start and end**, **odometer trip start and end**.

Hypothesis, justification, or assumption	Data needed for analysis
City vehicle needed for a Work Purpose by an employee.	Trip start location , trip ending location , work related purpose of trip, driver name and signature/initials .
Specific vehicle type needed for mounted equipment or to carry tools.	Description of trip purpose could include tool/function specific to this vehicle inferred, such as “snow shoveling” or “landscaping” or “disabled vehicle repair” or “towing” or “snow plowing” or “carcass removal” etc. or explicit tool(s) if an action noun or verb is insufficient or unavailable.
Emergency (& on-call) response requires dedicated vehicle.	Description of the event (purpose) and the specific reason this vehicle (on-board tools/equipment) satisfies this need as opposed to another transport vehicle. City manager vehicle exempted. <i>Police cruisers exempted-TBD by VURC?</i>
Certain vehicles must be dedicated to a specific employee	Basic trip data will reinforce this assumption with frequency, distance, time on site per employee as considerations for analysis.
Multiple vehicle functions may be merged to a single vehicle.	Trip purpose with implied tools/functions , frequency , and vehicle identifications needed for this analysis.
Vehicle pooling for some fleet vehicles more efficient practice.	Unique vehicle ID information, unique trip purpose , frequency needed for this analysis.
Multiple vehicles driven to a single destination not always necessary or efficient.	Basic Trip Data and Vehicle Work Purpose data needed. Passengers listed if any, when appropriate.
Mileage reimbursement for personal vehicle use gains fleet efficiency with fleet reduction.	Basic Trip Data and Vehicle Work Purpose data needed.
A surplus of vehicles is best for citizen service \$.	Basic Trip Data and Vehicle Work Purpose and frequency data needed.
Take home vehicles optimize cost effectiveness.	Basic Trip Data and Vehicle Work Purpose and frequency data needed.



ALL VEHICLE USE MUST BE FOR APPROVED CITY BUSINESS ONLY

Vehicle #/Make/Model _____ / _____ / _____ VIN _____ Plate # _____ Department _____

[illegible]

Examples:

City of Woodland Park, CO



VEHICLE USAGE LOG

ALL VEHICLE USE MUST BE FOR APPROVED CITY BUSINESS ONLY

(Return to Department/City Manager at end of month or as soon as all rows are fully filled) Vehicle # _____

Date	Time		Odometer		Journey Details (from; to; purpose with tools implied OR on-board tools used, if any clarification needed; passengers-who – use multiple lines if needed)	Print Name	Driver Sign / Initials
	Start	End	Start	End			
1/31	1300	1425	12395	12398	WWTP to CH; staff meeting	???	Myth
2/5	0900	1418	45920	46098	Fleet to Napa-Denver RT; pickup parts	???	Myth
11/15	0630	1020	24879	24900	Fleet to Memorial Park; snow shovelling	???	Myth
7/6	1120	1245	33878	33879	CH to Bergstrom Park; landscaping	???	Myth
7/6	1245	1250	33879	33880	Bergstrom Park to CH; return	???	Myth OR
7/6	1120	1250	33878	33880	RT - CH to Bergstrom Park; landscaping	???	Myth
8/4	0900	1200	56923	56925	RT - CH to Historical Preservation mtg. @ Vectra; w/ J. Mannon	Sally Riley	SR
8/28	0800	1300	66920	66963	RT - CH to PPACG Colorado Springs; w/ D. Buttery + N. Levy	Dan Munn	DM
9/15	2110	2325	56289	56296	RT - PWF to Mem. Park - repair broken bathroom pipes w/ pumps & generator; w/ John Doe + Jacque Frost + George Smith	???	Myth
2/7	1300	1445	1278	1281	RT - CH to Vectra Bank for EVC meeting	Jane Mannon	JM
4/7	0900	1415	32890	32898	CH to Mem. Park to Fleet; pick up trash	???	Myth

Abbreviations:

PWF	Public Works Facility on Rampart Range Road	WTP	Water Treatment Plant on Rampart Range Road
WWTP	Waste Water Treatment Plant on Hwy 67	Fleet	Fleet Maintenance Facility on Rampart Range Road
PD	Police Department on Hwy 67	CH	City Hall
DWWT	Divide Waste Water Treatment Plant	RT	Round trip

OUR CORE VALUES: CUSTOMER SERVICE, INTEGRITY, STEWARDSHIP, TEAM BUILDING, RESPECT, LOYALTY, TRUST

Vehicle #

return to Department Head at end of month

Appendix C – page 1

SAMPLE

VEHICLE USAGE LOG (Pen only please)

OUR CORE VALUES: CUSTOMER SERVICE, INTEGRITY, STEWARDSHIP, TEAM BUILDING, RESPECT, LOYALTY, TRUST

February 24, 2017

Vehicle # 111 return to Department Head at end of month

Day	Date	Time		Odometer		Weather	Print Name	Initial	Trip Details: from/to; purpose; passengers; other equipment; use multiple lines as needed.
		Start	End	Start	End				
M	mar 6	7:30 AM	9:00 AM	1234	1260	sunny	doe	jd	to MWP for lining fields
Tu	3/7	0730	0900	1269	1275	snow	doe	jd	to shovel sidewalks
wed	8-Mar	all day		1275	1275	snow	doe	jd	no travel today, work at PWF

ABBREVIATIONS

AQC Aquatic Center	RT Round Trip
BP Bergstrom Park	WTP Water Treatment Plant
CH City Hall	WWTP Wastewater Plant
DWWT Divide Wastewater Plant	
FLT Fleet Maintenance	
MEM Memorial Park	
MW Meadow Wood	
PD Police Operations Center	
PU Personal/Commuter Use	
PWF Public Works Facility	

Task functions:

A	pickup parts/supplies	R	Sewer camera inspection trip
B	Non-vehicle maintenance	S	Site inspection/locate trip/mapping/PSO work/code enf.
C	repairs to City asset (non-vehicle)	T	Training meeting
D	get gas	U	Meter reads/service
E	transit to/from overnight parking location	V	Vehicle repairs - not @ FMF
F	pick up trash	W	deliver/pickup parts/supplies to/from work site
G	snowplowing/street sweeping	X	Unknown task
H	snow shoveling	Y	Dropping off employee(s)
I	landscaping	Z	Pothole Patrol
J	transit for a City business related meeting	AA	Deliver/pickup diesel fuel
K	transit to/from home	AB	Cemetery
L	Lunch or meal or break	AC	Pick up or drop off personnel or equipment
M	Zamboni work	AD	Lift Stations
N	Fleet maintenance at FMF	AE	Water Lab
O	Personal or off-duty time	AF	Out-of-service due to weather
P	Pickup dead animal or heavy item	AG	Water quality testing
Q	Paving/chip seal/road repairs	AZ	Field service

Task distribution for 35 City transport vehicles

#	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AZ	
01	15.4%	0.0%	0.5%	2.5%	0.0%	0.0%	0.0%	0.0%	0.0%	24.9%	39.3%	0.5%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.7%	1.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	8.2%	1.2%	0.0%	0.0%	0.0%	0.0%	
04	2.4%	0.0%	0.0%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	
05	7.7%	15.7%	21.7%	0.0%	3.4%	10.4%	10.0%	0.0%	13.2%	1.6%	1.1%	4.6%	0.0%	0.4%	0.0%	0.0%	0.2%	0.0%	1.4%	2.5%	0.0%	0.0%	3.8%	0.0%	0.0%	0.0%	0.0%	0.3%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
07	1.4%	28.7%	8.2%	0.9%	0.0%	27.9%	0.1%	5.3%	15.3%	0.5%	0.0%	11.1%	0.0%	0.1%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
09	1.6%	3.8%	0.4%	0.7%	2.0%	7.7%	0.0%	0.4%	55.7%	1.1%	0.0%	9.5%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	1.1%	0.0%	13.4%	0.0%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	
12	0.3%	0.0%	9.1%	0.3%	0.0%	0.0%	0.2%	0.0%	0.0%	3.7%	12.2%	10.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	54.2%	
17	0.2%	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	88.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
18	0.5%	44.3%	6.3%	0.9%	0.9%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.5%	0.0%	7.2%	0.0%	0.9%	0.0%	0.0%	7.2%	0.9%	27.6%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
19	4.1%	18.9%	1.0%	0.3%	1.1%	0.0%	0.0%	0.0%	0.3%	1.1%	0.0%	3.7%	0.0%	0.0%	0.0%	0.0%	3.8%	0.0%	17.1%	0.0%	48.4%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
21	0.0%	0.0%	0.0%	0.0%	0.0%	8.7%	0.0%	0.0%	0.0%	11.9%	48.4%	0.8%	0.0%	3.2%	7.9%	0.0%	0.0%	0.0%	0.8%	18.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
22	31.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	26.2%	4.8%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	
26	0.0%	18.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
30	1.6%	0.7%	0.9%	1.6%	2.3%	71.6%	2.1%	0.4%	5.0%	0.6%	0.3%	8.5%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	14.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
38	0.6%	1.8%	0.0%	0.3%	1.8%	79.9%	2.7%	0.0%	0.0%	0.6%	0.0%	9.9%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	
39	0.7%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	12.6%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
43	17.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	3.3%	3.3%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	23.9%	14.1%	0.0%	0.0%	0.0%	6.5%	0.0%	0.0%	0.0%	8.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
45	10.2%	0.7%	2.2%	8.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	47.4%	6.6%	19.7%	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
48	1.9%	20.1%	0.3%	0.6%	0.0%	3.9%	14.6%	0.0%	2.3%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	43.5%	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	6.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
49	0.4%	3.8%	0.0%	1.3%	0.0%	1.5%	0.2%	0.0%	87.0%	0.2%	0.0%	0.4%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
50	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	88.2%	3.2%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
52	2.1%	2.4%	3.6%	0.6%	0.0%	1.3%	0.7%	0.0%	2.1%	2.1%	1.9%	0.0%	0.0%	0.6%	0.0%	1.7%	37.3%	0.0%	6.8%	0.7%	1.1%	0.0%	0.0%	3.4%	3.6%	24.6%	0.0%	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
58	6.1%	30.3%	0.0%	0.8%	0.2%	1.3%	0.5%	0.5%	2.6%	1.5%	0.0%	12.3%	0.0%	1.0%	0.0%	0.0%	13.6%	0.0%	2.6%	0.2%	0.0%	0.0%	0.2%	0.0%	0.7%	22.4%	0.0%	1.5%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	
66	0.0%	0.0%	0.0%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	6.8%	72.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
68	4.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	22.3%	3.4%	0.0%	3.4%	0.0%	0.0%	0.0%	0.0%	40.6%	13.1%	0.0%	0.0%	0.0%	0.0%	0.7%	22.4%	0.0%	1.5%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	
74	3.6%	12.5%	0.2%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	1.7%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	19.3%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.6%	0.0%	0.0%	0.0%	0.0%	0.0%
78	1.3%	1.3%	6.8%	0.9%	0.0%	1.1%	0.9%	0.0%	0.2%	9.6%	23.9%	0.4%	0.0%	0.7%	0.0%	0.0%	22.3%	0.0%	13.6%	0.6%	0.0%	1.1%	1.1%	2.0%	0.0%	5.9%	0.0%	5.3%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
82	6.0%	0.4%	8.5%	1.1%	0.7%	0.0%	0.0%	0.4%	3.9%	16.4%	0.0%	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	1.1%	2.5%	0.0%	0.7%	0.7%	0.0%	1.1%	0.0%	0.0%	0.0%	1.8%	44.5%	3.6%	0.0%	5.7%	0.0%	0.0%
83	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	1.8%	0.0%	0.0%	14.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	58.7%	0.0%	0.0%	0.0%	0.0%	16.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
84	8.4%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	47.1%	0.9%	0.4%	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	35.7%	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	5.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
92	5.2%	41.7%	3.9%	0.6%	0.1%	0.1%	4.5%	0.0%	5.3%	11.0%	14.6%	3.5%	0.0%	0.0%	0.0%	0.0%	1.4%	0.2%	28.3%	1.4%	43.4%	0.0%	0.2%	0.0%	2.5%	0.0%	0.6%	0.2%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
94	2.2%	14.5%	0.0%	0.9%	0.3%	0.0%	0.0%	0.0%	0.0%	3.8%	0.0%	2.2%	0.0%	0.4%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
95	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
97	1.6%	16.4%	8.5%	0.1%	1.0%	0.0%	0.0%	0.0%	0.7%	3.0%	0.0%	5.1%	0.0%	0.0%	0.0%	0.0%	0.1%	15.6%	0.0%	47.5%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
99	18.2%	0.0%	0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.9%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	5.5%	0.0%	5.5%	0.0%	3.6%	0.0%	0.0%	0.0%	5.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
100	18.9%	0.0%	0.0%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	54.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	18.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

VEHICLE USAGE LOG (Pen only please)

OUR CORE VALUES: CUSTOMER SERVICE, INTEGRITY, STEWARDSHIP, TEAM BUILDING, RESPECT, LOYALTY, TRUST

March 1, 2017

Vehicle # 1

return to Department Head at end of month

Day	Date	Time		Odometer		Weather	Print Name	Initial	Trip Details: from/to; purpose; passengers; other equipment; use multiple lines as needed.
		Start	End	Start	End				
W	3-15	11:03	11:36	98226	98231	clear	Mackel	MM	Flt- Pike Peak auto body - CH - Flt RT
W	3-15	11:41	4:35	98231	98238	clear	Mackel	MM	Flt- Nap - CH - Pike Peak Auto Body - Home Pu Home - Flt Pu
Th	3-16	06:21	06:39	98238	98245	clear	Mackel	MM	Flt - Dmc RT
Th	3-16	07:06	07:35	98245	98249	clear	Mackel	MM	Flt - ch - PD RT
Th	3-16	07:41	09:51	98249	98255	clear	Mackel	MM	Flt - wwtp - gestation RT
Th	3-16	09:59	11:03	98255	98265	clear	Mackel	MM	Flt - ch - Home Pu
F	3-17	15:35	16:07	98265	98271	clear	Mackel	MM	Home - Flt Pu
F	3-17	06:20	06:37	98271	98278	clear	Mackel	MM	Flt - CH RT
F	3-17	11:12	11:49	98278	98284	clear	Mackel	MM	Flt CH - Home Pu
M	3-20	06:17	06:35	98284	98290	clear	Mackel	MM	Home - Flt Pu
M	3-20	09:51	09:59	98290	98296	clear	Mackel	MM	Flt - wwtp -
M	3-20	10:07	10:16	98296	98304	clear	Mackel	MM	wwtp - Home-to
M	3-20	10:21	10:38	98304	98308	clear	Mackel	MM	Home-to - wwtp

Example of task purpose lacking.

VEHICLE USAGE LOG (Pen only please)

OUR CORE VALUES: CUSTOMER SERVICE, INTEGRITY, STEWARDSHIP, TEAM BUILDING, RESPECT, LOYALTY, TRUST
 Vehicle # 30 Cones 4/15/17 return to Department Head at end of month
 March 1, 2017

Day	Date	Time		Odometer		Weather	Print Name	Initial	Trip Details: from/to; purpose; passengers; other equipment; use multiple lines as needed.
		Start	End	Start	End				
	5-10	10:50	11:01 ^{am}	41009	41014	Cloudy	Josh	JC	city hall to MW
	5-10	10:06 ^{pm}	1:20	41012	41017	Cloudy	Josh	JC	MW to Shop
	5-11	7:00	7:14	41018	41023	Cloudy	Josh	JC	Shop to MW
		9:30	9:41	41024	41027	Cloudy	Josh	JC	MW to Kalamazoo
		10:10	10:24	41027	41030	Cloudy	Josh	JC	Kalamazoo to Shop
		10:50	11:08	41030	41034	Clear	Josh	JC	Shop to MW
		1:07	1:16	41034	41037	Clear	Josh	JC	MW to Kalamazoo
		1:40	1:49	41037	41040	Clear	Josh	JC	Kalamazoo to Shop
		4:37	4:51	41041	41044	Clear	Josh	JC	Shop to Shop
	5-12	7:00	7:15	41044	41048	Clear	Josh	JC	Shop to MW
	5-12	9:00	9:06	41048	41049	Clear	Josh	JC	MW to Skate Park
	5-12	9:21	9:31	41049	41051	Clear	Josh	JC	Skate Park to Kalamazoo
	5-12	9:45	9:50	41051	41054	Clear	Josh	JC	Kalamazoo to Berksstrum
	5-12	10:21	10:33	41052	41055	Clear	Josh	JC	Berksstrum to MW
	5-12	3:12	3:25	41055	41059	Clear	Josh	JC	MW to Shop

Another incomplete task purpose accounting example.

VEHICLE USAGE LOG (Pen only please)

OUR CORE VALUES: CUSTOMER SERVICE, INTEGRITY, STEWARDSHIP, TEAM BUILDING, RESPECT, LOYALTY, TRUST

updated for 5/1/2017

Vehicle # 49 return to Department Head at end of month

Date	Time		Odometer		Weather	Print Name	Trip Details: from/to; purpose; passengers; other equipment; use multiple lines as needed.
	Start	End	Start	End			
5/2	1:40pm	1:54	35765.7	35768.8	Rain	Anderson	By O'Keillys here to help with poll ^{from} PWF
	2:05	2:12	35768.8	35771.9			- PWF to prep light pole
5/3	7:15pm	7:23	35772	35773.7	Rainy	Anderson	PWF - Crestwood MC
	7:40	7:43	35773.7	35774.3			- Valley View & 67 A
	7:51	7:59	35774.3	35775.2			- Sour Dough & 67 A
	8:04	8:08	35775.2	35776.5			- Kellys & 67 A
	8:14	8:20	35776.5	35777.3			- County & 67 A
	8:25	8:27	35777.3	35777.8			- Lake & 67 A
	8:32	8:35	35777.8	35777.9			- Lions A
	8:48	8:52	35777.9	35778.9			- Cavalier A
	9:14	9:19	35778.9	35779.6			- Berger King, poop
	9:35	9:42	35779.6	35780.8			- Snickers corner MC
	9:48	9:50	35780.8	35781			- CC A
	10:05	10:08	35781	35781.6			- CH A
	10:25	10:36	35781.6	35784.3	Clear	Anderson	- PWF meet up with Dave & set upright pole
5/5	7:10pm	7:17	35784.3	35786.3	Clear	Anderson	PWF - CW MC

More creative guessing at trip purpose involved.

VEHICLE USAGE LOG (Pen only please)

OUR CORE VALUES: CUSTOMER SERVICE, INTEGRITY, STEWARDSHIP, TEAM BUILDING, RESPECT, LOYALTY, TRUST

March 1, 2017
MAY

Vehicle # 66

return to Department Head at end of month

Day	Date	Time		Odometer		Weather	Print		Trip Details: from/to; purpose; passengers; other equipment; use multiple lines as needed.
		Start	End	Start	End		Name	Initial	
Mon	5/1/17	6:35	8:00	26289.3	26308.1	Sunny	John Sezech		Divide House to TCWWTP to WPLWWTP
	5/1/17	4:50	5:15	26308.1	26335.0	Sunny	John Sezech		WWTP to City Station WWTP to Divide House
Tues	5/2/17	6:30	11:30	26335.0	26353.0	Cloudy	John Sezech		Divide House to TCWWTP to WPLWWTP
	5/2/17	3:50	5:00	26353.0	26371.7	Rain	John Sezech		WWTP to Stores to Divide House
	5/2/17	6:58	26371.7	939	8402.7	Rain	John Sezech		Divide House to WPLWWTP to Divide House
Wed	5/3/17	6:35	8:00	26402.7	26420.3	Foggy	John Sezech		Divide House to TCWWTP to WPLWWTP
	5/3/17	3:45	4:00	26420.3		Clear	John Sezech		WPLWWTP to WPL House
Thurs	5/4/17	6:35	8:15		26444.8	Sunny	John Sezech		WPL House to TCWWTP to WPLWWTP
Mon	5/8/17	3:45	4:05	26444.8	26460.5	Clear	John Sezech		WPLWWTP to Divide House
Tues	5/9/17	6:50	11:35	26460.5	26478.3	Clear	John Sezech		Divide House to TCWWTP to WPLWWTP
	5/9/17	3:40	4:05	26478.3	26493.9	Cloudy	John Sezech		WPLWWTP to Divide House
Wed	5/10/17	6:35	6:50	26511.4	26511.4	Cloudy	John Sezech		Divide House to TCWWTP to WPLWWTP
Thurs	5/11/17	6:35	8:02	26511.4	26535.7	Rain	John Sezech		WPL House to TCWWTP to WPLWWTP
	5/11/17	3:35		26535.7	26568.9		John Sezech		
Wed	5/17/17	3:35	4:10	26568.9	26584.4	Sunny	John Sezech		WPLWWTP to Divide House
Thurs	5/18/17	6:40	7:55	26584.4	26602.1	Snow	John Sezech		Divide House to TCWWTP to WPLWWTP

More creativity of data entry person needed for a trip purpose and times.

VEHICLE USAGE LOG (Pen only please)

OUR CORE VALUES: CUSTOMER SERVICE, INTEGRITY, STEWARDSHIP, TEAM BUILDING, RESPECT, LOYALTY, TRUST

March 1, 2017

Vehicle # 05 PGS return to Department Head at end of month

Day	Date	Time		Odometer		Weather	Print		Initial	Trip Details: from/to; purpose; passengers; other equipment; use multiple lines as needed.
		Start	End	Start	End		Name			
Thurs	3/3	7:00	7:18	4280	4283	Clear	Chris Lane		cl	morning James Shop to shed supplies, stock load supplies
Fri	3/3	7:50	8:05	4283	4286	Cloudy	Chris Lane		cl	Also supplies from City Hall to shop, morning James Route
Fri	3/3	8:40	10:04	4286	4288	Clear	Chris Lane		cl	to trailhead, cleaning
Fri	3/3	10:05	10:29	4288	4290	Clear	Chris Lane		cl	Backed up sink, to stock supplies
Fri	3/3	10:30	11:47	4290	4292	" "	Chris Lane		cl	Going to City Hall, Pat & Ray
Fri	3/3	10:47	12:03	4292	4295	" "	Chris Lane		cl	Back to shop for lunch
Fri	3/3	12:45	1:00	4295	4298	" "	Chris Lane		cl	Back to Park & Rec Storage
Fri	3/3	4:30	4:45	4298	4301	" "	Chris Lane		cl	to continue supply haul
Tues	3/7	7:00	7:20	4300	4303	Windy	Chris Lane		cl	Back to shop for lunch
Tues	3/7	7:20	7:35	4303	4305	" "	" "		cl	From shop to pondwood
Tues	3/7	9:30	9:40	4305	4307	Windy	" "		cl	to pick up cattle
Tues	3/7	9:40	9:52	4307	4309	" "	" "		cl	meadowood to City Hall
Tues	3/7	9:52	10:00	4309	4310	" "	" "		cl	Shed, trimmings, brush
Tues	3/7	10:00	12:19	4310	4312	" "	" "		cl	City hall to Lyons Park, trimmings
Tues	3/7	1:00	1:22	4312	4315	" "	" "		cl	Head back to shop for lunch
Tues	3/7	1:45	2:00	4315	4317	" "	" "		cl	Head back to shop for lunch
Tues	3/7	1:45	2:00	4315	4317	" "	" "		cl	to meadowood, unload
Tues	3/7	1:45	2:00	4315	4317	" "	" "		cl	headstock to Lyons Park to shed & brush

Good VUL example.

VEHICLE USAGE LOG (Pen only please)

OUR CORE VALUES: CUSTOMER SERVICE, INTEGRITY, STEWARDSHIP, TEAM BUILDING, RESPECT, LOYALTY, TRUST
 March 1, 2017

Vehicle # 18

return to Department Head at end of month

Day	Date	Time		Odometer		Weather	Print Name	Initial	Trip Details: from/to; purpose; passengers; other equipment; use multiple lines as needed.
		Start	End	Start	End				
F	4/14	7:15	2:45	106068	106107	455 SUNNY	KARLSON STATE	EK	HYDRANT MAINT. (VARIOUS LOCATIONS)
TU	4/18	7:15	12:00	106107	106123	205 SUNNY	KARLSON STATE	EK	HYDRANT MAINT. (VARIOUS LOCATIONS)
TH	4/20	8:00	3:13	6123	106156	433 "	BOB	2-PROPR	HYDRANT MAINT.
Th	5/4	10:00	1:00	6156	6160	180 Sunny	Bob	2	Raise man Holt
F	5/5	8:00	1:00	6160	6182	180 Sunny	Bob	2	Raise man Holt
TU	5/9	8:00	2:15	106182	106206	375 CLOUDY	BOB+ERIC	2P	HYDRANTS
W	5/10	7:15	10:25	106206	106229	OVERCAST	ERIC	EK	UTILITY LOCATES (VARIOUS LOCATIONS)
W	5/10	10:27	11:25	106229	106235	230 "	"	"	CITY HALL (AUDIT SAFETY)
M	5-30-17	7:30	3:00	106235	106263	450 SUNNY	JOHN HUBER	JH	READ METERS (VARIOUS LOCATIONS)
M	6-5-17	7:40	3:15	106264	106297	455 SUNNY	JOHN HUBER	J.H.	READ METERS (VARIOUS LOCATIONS)
TU	6-6-17	7:45	3:30	106297	106308	CLOUDY	JOHN HUBER	JH	READ METERS (VARIOUS LOCATIONS)
TU	6-6-17	10:55	11:40	106308	106313	CLOUDY	"	"	MAKE MAPS (VARIOUS LOCATIONS)
TU	6-6-17	11:40	11:55	106313	106316	"	"	"	FUEL UP CITY HALL
TU	6-6-17	12:00	NOON	106316	106318	"	"	"	LUNCH
TU	6-6-17	12:30	1:35	106318	106333	"	"	"	MAKE MAPS FOR PSOA (VARIOUS LOCATIONS)
SA	6-12-17	7:35	2:35	106333	106360	SUNNY	JOHN HUBER	JH	READ METERS (VARIOUS LOCATIONS)
M	6-12-17	4:20							

Another clear VUL example.

Take-home auto process needs work

A new audit says Colorado is spending \$1.54 million a year by letting nearly 1,000 state employees have take-home vehicles — but 90 percent of that use is unauthorized.

A recent story in The Denver Post said the usage goes against both state law and federal tax regulations.

Colorado law allows agency executive directors to authorize employees to use a state-owned vehicle for commuting if the use promotes a legitimate nonpartisan state interest, efficient operation of the fleet system and is cost-effective to the state agency.

Employees who get a car are not allowed to use it for personal use, and there are requirements for determining whether the employee will reimburse the state for use of the vehicle in commuting and in what amount.

The audit report said it “found no evidence that the commute had been authorized for any reason other than to promote a legitimate state interest.” But it found “inconsistencies across agencies with respect to how they determined that the commuting arrangements met other requirements” and that the Personnel & Administration “does

not have complete and accurate information about employees with take-home vehicles.”

Part of the problem may be that the State's Department of Personnel & Administration's Fleet Management has less than one full-time-equivalent staff member dedicated to managing the program.

Another problem is that some employees have vehicles to speed up emergency response, but under state law that's not a valid reason for a take-home vehicle.

If emergency response is a priority, and in some cases it should be, the law needs to be changed to allow those employees to use state vehicles.

Many state employees may have a legitimate need for take-home vehicles, but probably not as many as have them.

It's time for the state to crack down on use of state vehicles, ensure rules are being followed and that the employees who have vehicles are paying appropriate taxes for that use.

Those actions could help save taxpayers the money that purchase or lease and use of those vehicles costs.

REPORTER-HERALD (LOVELAND)

12/21/16

<http://denver.cbslocal.com/2011/06/30/denver-police-take-home-car-goes-too-far/>

Denver Police Take-Home Car Goes Too Far

June 30, 2011 10:10 PM

Filed Under: [Bill Vidal](#), [Denver Police Department](#), [Elbert County](#), [Elizabeth](#), [Gerry Whitman](#), [Matt Murray](#), [Tracie Keesee](#), [Wellington Webb](#)



DENVER (CBS4) – A high-ranking Denver police commander has been using a city car to commute to and from work from her home in Elizabeth, 40 miles from Denver, even though the daily commute violated a mayoral executive order, city fiscal accountability rule and directives issued by the Denver police chief, all of which prohibit “take home cars” from going to homes more than 25 miles from Denver’s City and County Building.

“That’s a rule we are all subject to,” said Lt. Matt Murray, a spokesman for the Denver Police Department. “There’s a fiscal rule that says you can’t take a car home” if you live beyond 25 miles, said Murray. “If you don’t live within that range, you can’t take a car home,” said the DPD spokesperson. “Who is exempt from that rule?” Murray was asked. “Nobody I know of,” he responded.

“I have approval of the chief,” countered Division Chief Tracie Keesee, who is seen by many as a frontrunner to become Denver’s next police chief.

In a phone interview with CBS4, Keesee said she had been taking a city car home since 2005. She oversees the DPD’s Research, Training and Technology Division. “It’s no surprise to the chief,” said Keesee. She declined to speak on camera with CBS4.

She lives in Elizabeth, deep in rural Elbert County, nearly an hour-long drive from her office at Denver Police Headquarters in downtown Denver. The city rules against long commutes cropped up in the early 2000s to address high gas prices and the dubious benefit of having an emergency responder live so far away in the case of an emergency.

In 2002, Mayor Wellington Webb signed an executive order addressing the city’s vehicle use policies. The order said that to be eligible for a take home car “the driver’s home is within a twenty-five (25) mile radius of the City and County Building.”

Three weeks later, Chief Gerry Whitman issued his own directive writing that, “The employee’s residence, and any personal use, must be confined to a 25-mile radius of the City and County Building.”

In 2006, the city issued a fiscal accountability rule that was updated in 2009 emphasizing take home vehicles can only be taken home if “The driver’s home is within a twenty-five (25) mile radius of the City and County Building.”

Keesee indicated Whitman verbally overrode all those rules and regulations, even though the CBS4 probe found he didn’t have the authority to do so.

In a statement to CBS4 Thursday, Denver Mayor Bill Vidal made it clear Whitman had exceeded his authority and did not have the ability to override multiple city rules and regulations.

“Chief Whitman mistakenly granted permission for Division Chief Keesee to take home her vehicle and waived the mileage requirement,” said Vidal. The mayor’s office said that following the CBS4 probe. Keesee was ordered to cease taking her car home to Elizabeth.

“Chief Whitman has instructed Division Chief Keese to not take home her city vehicle until the proper approval has been secured. Mayor Vidal will consider the waiver request after discussing emergency response policies with the Department of Safety.”

The mayor’s office called Whitman’s actions an “oversight and not an intentional violation ... no discipline is warranted.”

Justin Demello, the former head of Denver’s Office of Emergency Management, was caught violating the 25 mile rule in 2008. Demello was using a city vehicle to commute to and from Fort Collins, about 62 miles. At the time, Demello told KUSA-TV he was unaware of the city executive order and the fiscal accountability rule outlining the 25 mile requirement. Demello resigned his position shortly after details of his unauthorized commute were reported.

Mark Leone, a former Denver police lieutenant, reviewed the evidence gathered during the CBS4 investigation and said what occurred undermines the police departments credibility and accountability.

“It in essence broadcasts to the organization that if you are one of the chosen ones — friends and family — the rules are not applicable to you. Anytime you’re involved with an organization or family or boss, that says, “Do as I say, not as I do,” all it does is permeate the organization that rules don’t apply. It’s a piece of the culture that needs to be changed,” said Leone.

Keese’s commute is costly for Denver taxpayers. Fuel records obtained by CBS4 show that in a typical month, Keese has to fill up her city SUV three times a week. In May, records show the division chief filled up 10 times and put more than 2,000 miles on the Lincoln Aviator. Figuring fuel costs at \$4 per gallon, taxpayers spent more than \$500 in a single month to fuel her commute.

Her take home vehicle is one of about 250 DPD vehicles driven home every night. Each take home car user must have a current authorization form on file to be allowed to take a vehicle home.

CBS4 requested Keese’s take home car authorization forms on June 15. A week later, the department provided two forms for two take home vehicles Keese has driven since June, 2010. The manager of records for the police department said authorization forms for Keese beginning in 2005 could not be located. However both forms provided to CBS4 were dated June 15, 2011 and signed by Chief Whitman that same day. Additionally, both forms for Keese indicated she lived beyond 25 miles from Denver, but that she lived in Parker, which is much closer to Denver than Elizabeth.

In email exchanges with CBS4, Keese wrote that, “The forms were redone by the fleet Sgt. O’Shea, who took them to Chief Whitman for his signature. Parker was not written in by me.”

She did not offer any further explanation for why her subordinate wrote that she lived in Parker instead of Elizabeth. Keese was asked how many times she has been called out from home for emergencies in the past year. She did not respond to that request.

The CBS4 findings echo problems pointed out by the Denver auditor in a report released in January 2011 on city take home vehicles.

“Audit work determined that requirements surrounding take-home vehicles are not being monitored, complied with, or applied consistently. The numerous problems identified by audit work regarding take-home vehicles ultimately create the perception that the city does not view managing take-home vehicle usage as a high priority.”

The audit went on to say, “That there is little oversight and monitoring over take-home vehicles.”

Ann Williams, a spokesperson for Mayor Bill Vidal, told CBS4 that the police department’s public information officer was mistaken when he said there were no exemptions to the 25 mile take home car rule.

“He made an honest mistake,” said Williams, who said the lieutenant was unaware of the deal Whitman had made with Keese.