

COUNTY OF EL PASO

Fleet Operations Plan and Policies



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Executive Summary

Authority

The El Paso County, Texas Commissioners Court directs the County Fleet Operations Director to develop a Fleet Management Plan with recommendations for improving the administration and operation of the County's vehicle fleet. The County Vehicle Fleet Strategic Management Plan addresses each component specified in, and provides additional direction to implement provisions of the plan. The plan uses holistic approach to fleet and equipment management.

Plan Scope

The Plan applies to all county owned and operated vehicles. Leased vehicles may have different reporting requirements than County-owned vehicles. The Plan addresses:

- The number and types of vehicles owned by each department and the purpose each vehicle serves
- Procedures to increase vehicle use and improve the efficiency of the County vehicle fleet
- Procedures to reduce the cost of maintaining County vehicles
- Lower-cost alternatives to using County-owned vehicles
- Opportunities for consolidating and "pooling" of vehicles

All County owned vehicles to include Law Enforcement, emergency, and heavy commercial vehicles are subject to all requirements of the Plan. Departments' vehicles purchased with non-appropriated funds (such as grants) are subject to all requirements of the Plan, plus grant specific requirements.

Plan Administration

Provides necessary management and support for all Fleet Operations functions. Ensure adherence to all County directives and policies, provide guidance and oversight for all fleet functions, ensure compliance with all Federal, State, and Local standards and regulations, and maintain required documentation and record keeping.

Plan Maintenance

Monitors and advice on all aspects of vehicle and equipment repairs, preventative, general and vendor maintenance. Ensure all El Paso County vehicles and equipment are functional, safe, and dependable.

Plan Organization and Operations

This plan is organized to reinforce a Fleet Vehicle Life Cycle management process and provides recommendations on how departments may standardize their respective Fleet Vehicle Life Cycle management processes. This process incorporates all major facets of vehicle life cycle management from needs determination, maintenance, to retirement of the acquired vehicle. The Plan analyzes and provides recommendations on all aspects of vehicle and equipment acquisition and disposal; to include safety, utilization, depreciation, maintenance costs, replacement costs, standardization, and determines best methods for replacement, acquisition, and financing of vehicles. Analyzes and makes recommendations regarding requests for vehicles for standardization and optimal match of needs and resources. Evaluates contracted work and invoices for work performed on County's vehicle fleet for compliance, resolves discrepancies, and makes recommendations for contract modifications. Communicates with County departments who utilize County vehicles to explain policies and programs, secure acceptance of, and support on the policies and programs, ensure compliance, and respond to complaints and requests for information. Analyzes departmental equipment needs and advises operating departments on equipment suitability, and possible use of alternative types of equipment by considering cost, and use factors and other available information. Projects future fleet replacement requirements.

Appendix A provides departments with a graphic representation of the Fleet Vehicle Life Cycle summarizing key phases of the life cycle that will be utilized as the overall organizational structure for this plan. Each section of the plan provides departments with a summary of the phase of the Fleet Vehicle Life Cycle, and provides an overview of key inputs, processes, Associated Policies and Guidelines, best practices and outputs, where applicable, for each phase.

Fleet Management (operations director)

The office of the Fleet Management (manager) plays a central role in the support of the Fleet Vehicle Life Cycle. Key functions of the Fleet Operations Director includes:

- Create and implement the County Fleet Management Plan with approval of the Commissioners Court. Review the Plan annually
- Collect and analyze fleet data
- Establish, implement, and monitor County Fleet Management guidelines
- Assist as needed in the development of budgetary reports
- Serve as focal point of contact between departments and the County for fleet reporting and other fleet management related responsibilities
- Assist with developing contracts to provide for acquisition of low emissions vehicles and other fleet related commodities and services
- Offer fleet management support through publications, web page, meetings, and other forms of communication as needed
- Identify and share best business practices for fleet management activities

Phase I: New Vehicle Requirement/Replacement Analysis

In this phase of the Fleet Vehicle Life Cycle, the Fleet Operations Director is tasked with evaluating departments' fleets to determine if the number and types of vehicles currently deployed in the fleet are meeting the departments' mission. The Fleet Operations Director utilizes data from both internal and external sources, as well as established criteria, policies and procedures to perform a detailed analysis of the fleet toward this effort. (See Appendix B)

A. Inputs

Internal data related to department fleet vehicles.

County established policies, procedures, criteria or best practices.

B. Activities

1. Perform a Vehicle Replacement Evaluation

Departments along with the Fleet Operations Director will evaluate their fleet vehicles to determine which vehicles need to be replaced in accordance with established County replacement policies. Departments should evaluate their entire fleet to identify vehicles meeting the County established replacement criteria, or vehicles with excessive repair, maintenance, or operating costs. Departments should utilize all available data on their fleet vehicles, including internally tracked data in evaluating vehicles for replacement.

2. Conduct Fleet Right Sizing Evaluation

Departments along with the Fleet Operations Director will perform a fleet "rightsizing" or optimization evaluations to help determine their appropriate fleet size and composition. Factors to consider in sizing a department fleet (in terms of both overall number of vehicles and vehicle type) are the department mission and whether the need will be short-term (perhaps met by rentals or "pool" units) or long-term (perhaps met by lease or purchase). When conducting a "rightsizing" or optimization evaluation, one of the main factors considered should be whether current vehicles are being fully utilized; if it is not, then the vehicle should be considered for reassignment or disposal.

In analyzing fleet composition, departments should evaluate the vehicle application, number of passengers typically carried, special needs of the operator, and any limiting factors (i.e., towing, payload, seasonal use) of current vehicles.

3. Develop a Fleet Assessment Report

The Fleet Operations Director will document findings derived from the Vehicle Needs Evaluation and Right Sizing Evaluation in a report. The report should outline recommendations for replacement, realignment or disposal of existing fleet vehicles and any identified needs for new fleet vehicles. The report should include details of the

analyses performed, and policies, criteria and/or best practices used in developing recommendations.

Development of a vehicle replacement plan that addresses both short and long-term replacement needs helps the County to prevent and/or eliminate backlogs of deferred replacements and provides management with a predictable level of annual funding requirements.

C. **Associated Policies and Guidelines**

1. **Vehicle Utilization and Minimum Use**

Minimum use guidelines apply only to vehicles with a Primary Purpose, and are established to ensure departments are getting the optimal use for their vehicles. The minimum mileage target for vehicles (sedans, pick up, carryalls, vans and other vehicles intended primarily for carrying passengers to include Law Enforcement) is 5,000 miles annually. The Fleet Operations Director shall develop and distribute department-specific annual reports, based on reported fleet data, to flag vehicles that have accumulated less than the minimum mileage for the designated reporting period. This minimum mileage amount may be amended by Fleet Operations Director with Commissioners Court approval. The Fleet Operations Director may establish other suitable minimum use criteria for specific departments when appropriate.

The intent of this requirement is to call attention to vehicles that may not be fully utilized. It is not to direct departments to drive vehicles solely for the purpose of putting mileage on them to attain a minimum mileage level. A six month reports will assist departments evaluating their vehicle utilization to ensure that all vehicles are being effectively used and identify vehicles may not meet the annual utilization requirement.

a. **The following vehicles are exempt from minimum use criteria:**

Vehicles with a manufacturer's Gross Vehicle Weight Rating (GVWR) of more than 8,500 pounds, construction heavy equipment (Road and Bridge), vehicles purchased with federal, state or local grants; and vehicles granted waivers by the Fleet Operations Director.

Departments will have 60 days from the Fleet Operations Directors end of fiscal year report date to submit written justification for retaining vehicles that fail to meet minimum mileage criteria. Extensions may be granted by the Fleet Operations Director for departments to justify special use vehicles not identified in the exemptions list

b. **Departments justification information may include, but is not to be limited to:**

- How does the vehicle help accomplish the core mission of the department?
- What services are provided through use of the vehicle?

- What is the primary function of the vehicle and how does this relate to the core function of the department?
- Is the vehicle complex-bound (Golf Course, Sport Park etc.)? If so, how many trips per day or day per month is the vehicle used?
- How many passengers per month are carried?
- How many trips per month are logged?
- What is the cost to rent a comparable vehicle for the same number of days or trips compared to the cost of ownership?

The Fleet Operations Director may provide waivers for specific time periods for individual vehicles based on justification information submitted by a department. The Fleet Operations Director may grant a lifetime waiver to a vehicle determined to be so unique in its function or design that a department is unable to use the vehicle for any other purpose, or to rotate the vehicle within the fleet. Should the Fleet Operations Director disagree with a department justification, he/she will provide the department a written rationale for the disapproval.

2. Replacement Guidelines

The following guidelines provide criteria for routine vehicle replacement.

Replacement following these guidelines is intended to minimize fleet capital and operating costs.

Passenger vehicles should be evaluated for replacement when they reach ten (10) years of service and accrue 225,000 miles. Buses, Heavy Cargo vehicles and Construction vehicles should be evaluated when they reach 12 years of service and accrue 300,000 miles.

For a more comprehensive set of guidelines, see the Texas Department of Transportation's equipment replacement model (TERM) (http://www.window.state.tx.us/procurement/tools/TXDOT_TermSummaryandModel.pdf) that uses age, usage and repair costs for vehicle replacement decisions. This is only a guide.

Fleet Operations Director may make exceptions to the replacement guidelines on a case-by-case basis. For example, vehicles may be replaced sooner if they incur excessive maintenance or repair costs or may be retained longer if they have unusually low maintenance costs. Specialized equipment, such as heavy highway construction equipment, may require the use of customized replacement guidelines. **(See Appendix C)**

3. Disposal of County Vehicles

Departments shall dispose of vehicles through standard County surplus and salvage property disposal means as directed by the Purchasing Department. A leased vehicle is not subject to these requirements at the termination of the lease period because it is not a purchase or capitalized asset. Certain grant funded vehicles will have unique disposal requirements. Departments will turn in all fuel card(s) associated with a County owned / operated vehicle to the Purchasing department; that has been turned in for disposal.

D. Best Practices

Vehicle Replacement and Disposal

Establish clear replacement criteria for each type of fleet vehicles maintained by the department based on the guidelines provided.

Dispose of surplus vehicles promptly, in accordance with County surplus property procedures. The longer they sit, the more they depreciate.

Prepare vehicles for disposal by using the least amount of resources for the best sales price.

E. Outputs

Report providing recommendations for realignment or replacement of existing fleet vehicles, or procurement of new fleet vehicles. Associated analysis documentation providing an overview of the analysis performed and the policies, procedures or criteria utilized in developing the report recommendations.

Phase II: Budgeting

In this phase of the Fleet Vehicle Life Cycle, the Fleet Operations Director is tasked with reconciling the recommendations derived from the analysis performed in Phase I; with available budget in an effort to construct a fleet related budget request. Departments, the Fleet Operations Director and staff should work closely with budget staff to be certain to meet all requirements, both internal and external; to properly prepare short term and long fleet vehicle replacement.

A. Inputs

Fleet Assessment Report
Available fleet budget
Vehicle Request Form

B. Capital Improvement Plan (CIP) Activities

1. Develop Business Case

The CIP process is the primary method of requesting funding to purchase vehicles.

- Review recommendations/ request for new vehicle
- Determine the number and types of vehicles to be replaced. Acquire pricing for those vehicles and formulate an estimate of the amount of funding needed to replace those vehicles
- Determine if the types of vehicles considered for acquisition meet, if any; current statutory requirements for alternative fuel usage and greenhouse gas emissions ratings

Departments should make all efforts to avoid requesting new vehicles to their fleet and should consider the following when contemplating requesting vehicles:

- Can an existing vehicle be reassigned to fill the need?
- Will the new vehicle meet minimum use requirements where applicable?
- Is there is a cost savings (e.g., normally a personally owned vehicle is used, but it is more cost effective to provide a County-owned vehicle rather than reimburse for mileage)?

2. Vehicle Request Form (See Appendix D)

C. Outputs

Approval / disapproval to purchase new or replacement vehicle. Departments will be given a written summary from the Fleet Operations Director on the CIP committee decision within 30 days of their decision.

Phase III: Acquisition

In this phase of the Fleet Vehicle Life Cycle, the Fleet Operations Director and Purchasing Department is tasked with acquiring fleet vehicles authorized through the CIP budget process, in the most cost effective manner available that meets department's needs.

A. Inputs

Approval by Commissioners Court to acquire new or replacement fleet vehicles.

B. Activities

1. Acquire Vehicle

Departments, the Fleet Operations Director, and Purchasing Agent will identify the specifications of the vehicle needed and seek to acquire that vehicle in the most cost effective manner available. Options for acquisition include:

- Purchase through State Contract or other approved method
- Purchase of surplus or seized vehicles
- Purchase of GSA/ Rental Agencies vehicles
- Acceptance of a donated vehicle.

2. The County should consider alternatives to vehicle acquisition including:

- a. **Leasing of vehicles.** The Fleet Operations Director will perform a detailed buy-versus-lease study prior to entering into a lease arrangement to ensure the most cost-effective method of acquisition is utilized. Vehicles leased shall be subject to all data collection and use requirements of the Plan.
- b. **Rental of vehicles.** It is highly recommended that rentals be used only to meet temporary, short-term, and/or seasonal requirements. Departments should consider vehicle acquisition if the requirement for transportation is on-going. Vehicles rented by departments for short term requirements (generally shorter than one month or for a specific requirement, e.g. contingency operations) are not subject to data collection and Plan requirements.
- c. **Use of utility carts instead of licensed vehicles where appropriate.** Utility or golf cart type vehicles can be useful instead of trucks or other licensed vehicles when used exclusively on complex environments.
- d. **Outsourcing special purpose vehicles.** It may be more cost effective to outsource special purpose vehicle (e.g. forklift) through a contracted vendor on an as-needed basis rather than to own such a vehicle.
- e. **Mileage reimbursement for the use of personal vehicles when this option is more cost effective.** Fleet Operations Director shall conduct reviews of the feasibility of alternatives to County-owned vehicles, including leased and rental vehicles and reimbursement for the use of employee owned vehicles. Review findings shall be presented to the Commissioners Court.

C. Associated Policies and Guidelines

1. Operational Fleet Size

The Fleet Operations Director shall monitor fleet size and make the necessary recommendation to Commissioners' Court to reduce, maintain or increase the County current fleet size.

2. Pools Vehicles

Department's not currently operating pools should consider pools consisting of all vehicles except vehicles whose regular duties require work in locations other than departments headquarters or regional offices, and who regularly require a vehicle for ongoing daily duties. Departments shall review, on a regular basis, the use of all vehicles and implement opportunities for reduction/consolidation or establishment of pools or other sharing mechanisms.

Pool vehicles shall be available for checkout as needed and as available. Consistently underused pool vehicles shall be evaluated for reassignment or possible transfer or disposal.

The Fleet Operations Director will periodically evaluate opportunities to consolidate multiple departments within the same geographic area. Such methods are enacted to increase vehicle use and improve the efficiency of the County fleet.

Departments with existing pools shall make use of pool vehicles whenever possible, rather than relying on rental vehicles or employee reimbursement for use of personal vehicles; except in cases where pool vehicles are unavailable or there is a more cost-effective alternative.

3. Outputs

County acquired fleet vehicle or alternative

Phase IV: Vehicle Preparation

In this phase of the Fleet Vehicle Life Cycle, the Fleet Operations Director and departments are tasked with preparing the vehicle, as necessary, for active use in the agency fleet. This includes the addition of such equipment as seals, stripes, radios, computers, emergency lights, logos, decals and painting as applicable. Departments should allow for the necessary preparation time to ensure all added equipment and features are installed and tested properly.

A. Inputs

Department acquired fleet vehicle or alternative.

B. Activities

1. **Receive Vehicle into Fleet.** Department personnel and Fleet Operations Director must inspect and accept vehicle into the department fleet. Special care should be taken to

make certain that the vehicle meets all specifications requested during acquisition process prior to accepting the vehicle

2. **Register Vehicle.** Departments are required to keep department vehicles properly registered with the State. Fleet Operations must submit paperwork to their local titling authority, based on assigned location, to obtain title and license plate. The Department must coordinate with the Risk Manager to ensure that the vehicle is added to the County vehicle insurance policy prior to placing the vehicle into the active fleet. Most County owned, leased or rented vehicles are required to obtain exempt plates. Where applicable, alternative fuel permits shall be obtained as required.
3. **Prepare/Retrofit Vehicle.** Prior to placing vehicles into active use in the fleet, Fleet Operations should make the vehicle ready for service by installing any required aftermarket equipment thru the approved vendor and apply County and department required logos, per Texas Transportation Code Section 721.004 (inscription required on municipal and county owned motor vehicles and heavy equipment) on All vehicles and equipment with exempt plates. Certain unmarked Law Enforcement vehicles and vehicles with Non –Exempt plates are exempt from this requirement. Marked Law Enforcement vehicles have their unique templates. **See Appendix E**
4. **Assign Vehicle.** Departments are required to assign the fleet vehicle to a specific using location, unit and/or individual in an effort to properly account for, track and monitor the vehicle.

C. **Associated Policies and Guidelines**

1. **Individual Take Home Vehicle Assignment Policy**

Assignment of a vehicle to an individual employee on a permanent or daily basis is prohibited without written documentation on file with the department signed by the departments' director stating that the assignment is critical to the mission of the department. **(See Appendix F)**

Department assigning a vehicle to an individual employee shall document the following information at a minimum: Vehicle Identification number, license plate number, year, make and model. Name and position of the individual to whom the vehicle is assigned (except in case of law enforcement officers where disclosure of this information could jeopardize the individual's safety or security) Justification of the assignment with regard to the mission of the department or agency.

D. **Outputs**

Agency fleet vehicle prepared for active use in agency fleet.

Phase V: Fleet Operations

In this phase of the Fleet Vehicle Life Cycle, departments are expected to operating their fleet in accordance with County policies and guidelines.

A. Inputs Fleet

Vehicles are operated and maintained according to County policies and guidelines.

B. Fleet Operations Director Activities

1. **Develop County Policies and Procedures.** Fleet Operations Director/ Risk Manager shall develop and maintain written policies and procedures governing operations. These policies and procedures will be made available online and kept current. Departments are encouraged to adopt practices specific to their fleets. Any additional policies and procedures must be consistent with the requirements of the plan, and be vetted by the Fleet Operations Director and Risk Manager prior to adoption. Vehicle operation policies and procedures shall address, but are not limited to:

- Develop County Policies and Procedures
- Assist with Driver eligibility requirements
- Use of personally-owned vehicles
- Vehicle acquisition
- New vehicle delivery and acceptance
- Vehicle replacement schedules
- Disposal of used vehicles
- Preventive maintenance
- Warranty tracking
- Repairs
- Safety training and accident reporting
- Traffic violations
- Responsibilities of drivers
- Vehicle assignment or motor pool procedures
- Appropriate use of County vehicles
- Commitment to provide Staffing Support
- Timelines for performing Replacement Analysis
- Procedures for determining Vehicle Needs

2. **Department Staffing Responsibilities.** Each department shall appoint an individual as the point of contact (POC) for their department's fleet. This/these person(s) shall serve as the principal point of contact for the Fleet Operations Director with regard to anything fleet related. Each department director is responsible for ensuring that the Fleet Operations Director is supported in implementing and enforcing the Plan.

3. **Vehicle Maintenance and Repair.** Departments are required to properly maintain and repair County fleet vehicles as necessary to keep fleet vehicles in proper working condition. Proper maintenance and repair of vehicles includes the following:
 - a. **Scheduled/Preventive Maintenance.** Departments will maintain a scheduled/preventive maintenance schedule for all vehicles in accordance with manufacturer's recommended service intervals and/or Fleet Operations Director's directives, and will coordinate scheduled/preventive services to those vehicles.
 - b. **Warranty Service.** Departments will maintain warranty information on all vehicles and coordinate all warranty service required during the life of each vehicle warranty.
 - c. **Unscheduled Maintenance and Repair Services.** Departments will coordinate service with the Fleet Operations Director for all vehicles in cases of unscheduled breakdown or in cases where the vehicle requires repairs due to collision.

Departments should utilize the most cost effective means available to maintain fleet vehicles including, but not limited to, County owned and/or managed maintenance shops (motor pools), contracted vendors, or other retail maintenance facilities. Department employees are NOT authorized to perform their own vehicle repairs; the performing of minor repairs (changing a flat tire, adding oil and wiper fluid) is authorized.

4. **Roadside Assistance.** Employees should contact the current County contracted towing vendor when operating County owned or operated vehicle, and in need of roadside assistance. Department personnel should inform the vendor that you are a County employee and operating a County owned/ operated vehicle.
5. **State Vehicle Inspection.** Departments are required to ensure that all County fleet vehicles are inspected in accordance with state requirements and that all fleet vehicles maintain current State vehicle registration sticker.
6. **Trip Logging.** Departments will establish procedures detailing requirements for trip logging, where applicable. Departments should clearly outline when trip logging is required and what data elements are required to be logged by department personnel when utilizing fleet vehicles. (See Appendix G)
7. **Moonlighting Policy.** County Law Enforcement or any employee who are authorized by statutory laws to use County vehicles for off duty non- County related work or activities (moon lighting), will reimburse the County for fuel; and if determined any associated maintenance repairs linked to those non-County work. Department heads are required to maintain a log for each employee who utilized County vehicle(s) for personal benefits. (See Appendix H)

8. **Vehicle Idling Policy.** The County has a no idling policy. With few exceptions (traffic accident, K-9 units, apprehensions etc.), gasoline powered vehicles will idle no more than 2 minutes in the summer months, and no more than 5 minutes in the winter months to allow for engine warm up to prevent engine damage before takeoff. Diesel powered vehicles will idle no more than 10 minutes year round to allow for engine warm up and air brake system charge. On average, a vehicle burns about $\frac{3}{4}$ of a gallon of fuel per hour of idling. Excessive vehicle and equipment idling is bad for the vehicle/equipment, the department and County financially; and harms the environment.
9. **Vehicle Fueling.** The County will utilize the most cost effective means available to procure fuel for fleet vehicle including, but not limited to, managed bulk fuel locations, other local government managed fuel locations, or retail fuel establishments which accept the County fuel card and do not charge state tax. The County may also wish to utilize letters of agreement (LOA) or memoranda of understanding (MOU) between agencies or with other local government entities to establish contracted relationships to use fueling facilities on a chargeback basis.
10. **Alternative fuels vehicles.** In an effort to reduce emission and harmful gasses, the County whenever practical will procure alternative fuel vehicles if those vehicles can meet or exceed requirements. Alternative fuel includes: compressed natural gas (CNG), liquefied natural gas (LNG), liquefied petroleum gas (LPG), methanol or methanol/gasoline blends of 85 percent or greater, ethanol or ethanol/gasoline blends of 85 percent or greater, biodiesel or biodiesel/diesel blends of 20 percent or greater, or electricity, including electricity to power a plug-in hybrid motor vehicle.
11. **Fuel Card assignment.** Departments are required to use the County issued fuel card for all fueling. The fuel card will be issued for a specific vehicle or equipment, and not for an individual driver whenever possible. This allows for improved fuel cost management, monitoring of individual vehicles to detect fraud, waste and abuse; and to analyze annual consumption when determining vehicle replacement. Employees will use self-service pumps rather than full service pumps when refueling at commercial service stations. All attempts will be made whenever possible to use stand alone “cardlock” locations as applicable. Departments will turn in all fuel card(s) associated with a disposed or transferred vehicle to the Purchasing Department immediately following a vehicle transfer to another department, or the moment a vehicle is taken off the road pending disposal.
12. **Bulk Fuel Contract.** The Fleet Operations Director will coordinate with the Purchasing Agent for any bulk fuel or lubricants contract implementation, modification or cancelation.
13. **Other Gasoline Fuels.** Unless specifically prohibited by manufacturer warranty or recommendations, all County vehicles operating on gasoline shall use regular unleaded gasoline. Higher octane blends (marketed as premium, super-unleaded, plus, etc.) should be used only when recommended by the vehicle manufacturer or to reduce/eliminate engine clatter on older vehicles to prevent engine damage.

C. Best Practices

1. **Fleet Operator Guidelines.** The Fleet Operations Director and Risk Manager will:
 - a. Offer and track completion of a formal Defensive Driving course for all employees authorized to operate a County vehicle.
 - b. Create a reference card summarizing fleet policies and place a copy of the card in every vehicle, referencing page numbers, fleet policies and procedures that are easy-to-understand and translates complicated policies and procedures into more understandable language.
 - c. Establish minimum driver qualifications for all employees operating County vehicles or motorized equipment. Screen drivers annually through the Department of Motor Vehicles (DMV, formerly DPS) for driving violations and license status. Set clear penalties for failure to maintain an acceptable driving record. Establish a formal training program to familiarize new drivers with the type of vehicle they will be driving. The program should include safe driving techniques, as well as information specific to the area (such as a congested campus or roadways) where the vehicle will be used.

2. **Communications.** Improve communications with departments, drivers and Fleet Operations Director. Institute regular communications such as written memos or newsletters to keep departments informed of changes to fleet practices, policies and procedures. Provide information that drivers and those with vehicle responsibilities can use to improve safety, save money, or efficiently use present resources.

Provide a vehicle user manual/ folder/ envelop with each vehicle. This should be a department specific manual that includes:

- Proof of insurance and registration statement
- Vehicle use rules or policies
- Accident reporting procedures
- Emergency contact telephone numbers

3. **Maintenance and Repairs.** Rotate tires at manufacturer-recommended intervals and require drivers to check tire air pressure monthly. Assist drivers by providing a tire gauge in each vehicle. Properly inflated tires last longer and contribute to fuel efficiency. Read owner's manual for proper inflation guidelines.

Replace brake pads and shoes before they wear disks or drums.

Recycle parts from wrecked vehicles. Reuse driveline components (motors, transmissions) from totaled vehicles, where appropriate. Body components such as sheet metal can also be reused. Savings are compounded when such parts are used to refurbish a unit rather than disposing of them. Motor pools are encouraged to remove usable parts from wrecked vehicles as soon as possible and store for future use. Do not

keep unusable vehicle frames on the premises indefinitely, as they can pose safety and environmental hazards.

Create a specific vehicle maintenance policy or schedule for each class of vehicle operated. Enforce the policies and schedules to ensure routine service is completed on time.

Consider the benefits of establishing relationships with vehicle manufacturers. If your fleet contains several of the same make or model from one manufacturer, you should get to know the manufacturer's representatives in the areas of sales, service and engineering. These relationships can expedite service, warranty claims and information requests. If a manufacturer requests your cooperation in testing new fixes for persistent problems or new equipment, try to accommodate them.

Track vehicle and parts warranties to achieve maximum savings on maintenance and repairs. A good warranty tracking system can prevent the County from paying for repairs or parts that are still covered under manufacturer warranties.

4. **Vehicle Use**. Never overload vehicles; always stay within the manufacturer's gross vehicle weight guidelines. Overloading vehicles stresses body and suspension parts and can be dangerous.

Evaluate vehicle use and rotate underused vehicles within and between departments to achieve maximum use.

Transfer high mileage vehicles to maintenance and grounds departments where they will not be driven as far. This can extend useful vehicle life by several years.

5. **Vehicle Pool Management**. Create a centralized pool(s) to help reduce fleet size. Make it available to all departments on an as-needed basis. Create sub-pools, as needed, for remote locations or departments with special needs.

Investigate partnering with local government entities in close proximity to create a joint use vehicle pool to downsize individual fleets.

6. **Shop Management (Motor Pools)**. Use an automated parts inventory system to track parts availability. Such a system can help guarantee that frequently used parts are available when needed and can simplify ordering procedures and eliminate waste. Use an automated work order system to schedule preventative maintenance, enhance shop productivity, detail repair information and update billing systems.

Use rebuilt or recycled parts and supplies when possible. An example would be re-refined oil. Rebuilt and recycled parts are usually less expensive than new parts and may be preferable for high mileage vehicles. Sell used batteries, oil, tires and scrap metal to firms specializing in recycling these materials.

Train technicians and encourage them to obtain continuing education and certifications. Consider being recognized as a warranty center by an original manufacturer; this will allow you to perform warranty work in your own shop. This requires technicians to be highly trained and to receive additional training directly from the manufacturer.

Review possible cost-savings of consolidating maintenance areas into centralized shops. Possible cost-savings may result from fewer staff, bulk purchases of commonly used parts, decreased need for equipment and tools, and better control of billing procedures.

D. Outputs

County Departments operate within established guidelines and policies.

Phase VI: Fleet Management

In this phase of the Fleet Vehicle Life Cycle, the Fleet Operations Director is tasked with monitoring and tracking the use of fleet vehicles to be certain they are being utilized in accordance with all appropriate statutes, policies and guidelines.

A. Inputs

Fleet Management Plan with department specific policies and procedures

B. Monitoring

1. Data Analysis and Reporting

The Fleet Operations Director will periodically review related fleet vehicle data in an effort to evaluate whether County fleet policies and procedures are being followed by department personnel. In addition, the Fleet Operations Director will also utilize this data in an effort to evaluate vehicle utilization and efficiency.

2. Monthly Mileage Reporting

Departments are required to submit monthly end of month mileage / kilometer/ hours to the Fleet Operations Director if the data cannot be gathered from the GPS tracker or the vendor provided monthly fuel report.

C. Best Practices

1. Fleet Management

2. Fleet Operations Directors will continuously monitor trade publications for improved processes, products and training materials. Recommends environmentally friendly products and processes whenever possible and continuously refine the plan.

3. Outputs

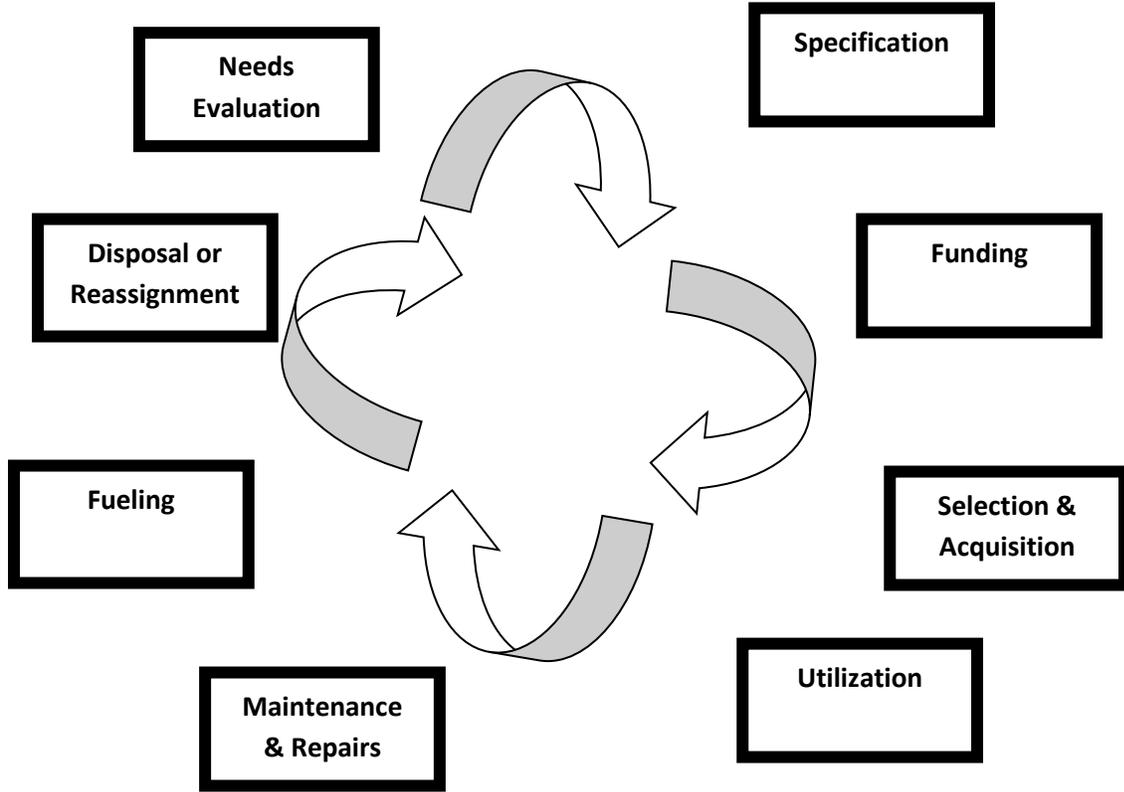
County will operate a relevant, proficient, and cost effective Fleet.

Appendices

- A. Fleet Vehicle Life Cycle**
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- H. Moon Lighting Fuel Reimbursement Log Form**

APPENDIX A

Fleet Vehicle Life Cycle



APPENDIX B

Vehicle / Equipment Evaluation Forms

VEHICLE/EQUIPMENT EVALUATION FORM

Vehicle or Equipment VIN or Serial # _____

Vehicle or Equipment #: _____ Department Assigned to: _____

Make: _____ Model: _____ Year: _____

Mileage: _____ Hours of Operation: _____

Date of Evaluation: _____ Evaluator: _____

System	Diagnosis	Estimated Repair Cost
Engine		
Transmission		
Drive Line		
Differential		
Exhaust		
Pumping System		
Hydraulic System		
Electrical System		
Brakes		
Tires		
Body		
Interior/Exterior		
Front End/Suspension		
Air Conditioning		
Other		
Total Estimated Repair Cost		

Diagnosis Code	Code Description
GOOD 1	System is functioning well, and no repairs expected at this time
FAIR 2	Minor Repairs required
POOR 3	Major repairs needed as soon as possible – consider replacing

Evaluators Comments: _____

VEHICLE/EQUIPMENT EVALUATION SUMMARY REPORT

Vehicle or Equipment #: _____ VIN or Serial #: _____

Department Assigned to: _____

Make: _____ Model: _____ Year: _____

Description of use: _____

SUMMARY OF VALUES

YEARS OF SERVICE _____ USEFUL LIFE _____ YEARS OVER OR UNDER _____

CURRENT MILEAGE _____ MILEAGE THRESHOLD _____ MILES OVER OR UNDER _____

CURRENT HOURS _____ THRESHOLD HOURS _____ HOURS OVER OR UNDER _____

MAINTENANCE/REPAIR COSTS TO DATE: (ATTACHED)

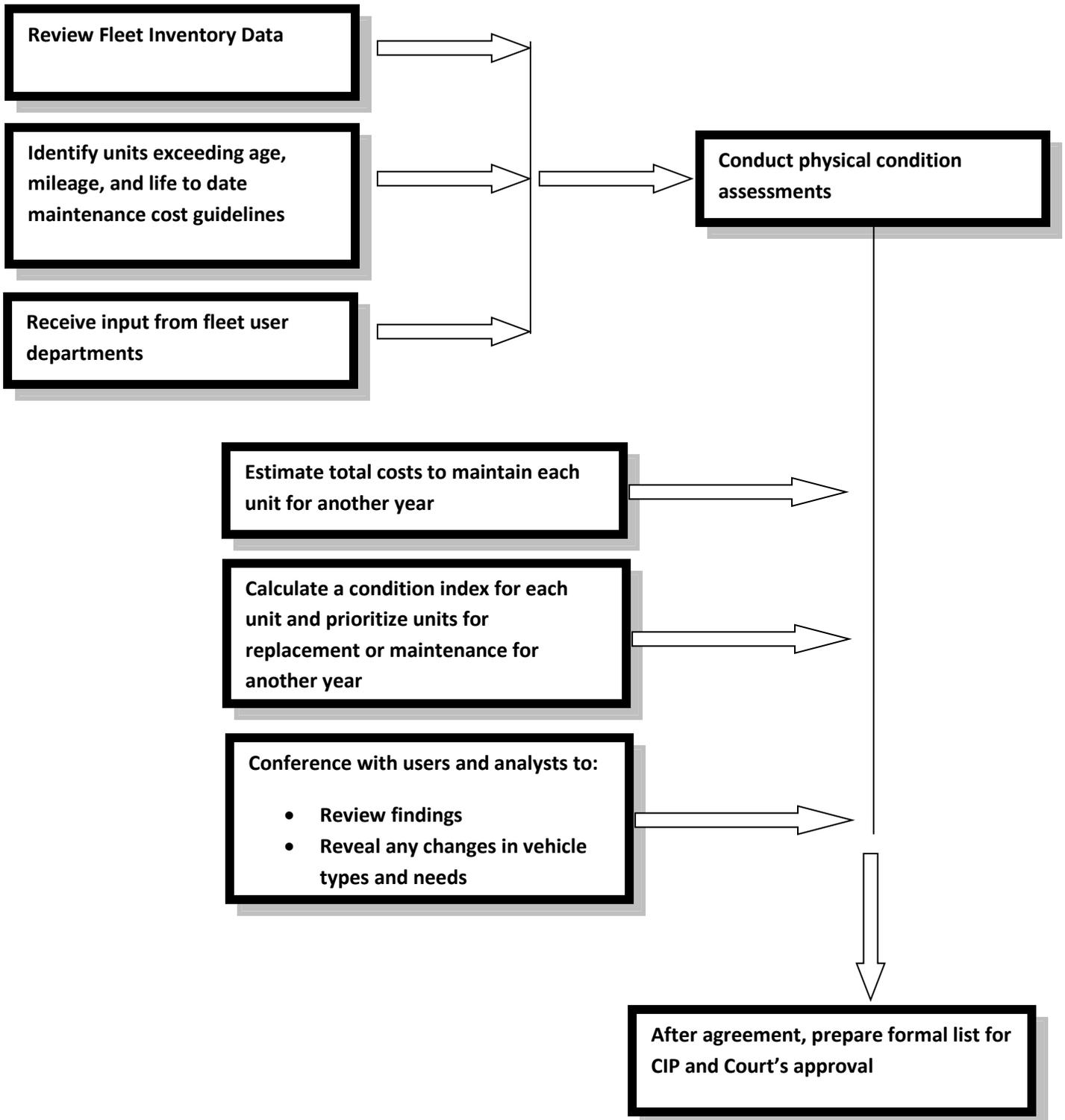
PURCHASE COST: _____ REPAIR COST: _____

REPLACEMENT COST: _____ TRADE IN VALUE: _____

COMMENTS AND OTHER
CONSIDERATIONS: _____

RECOMMENDATIONS: _____

Decision Process



APPENDIX C

Annual Lifecycle Cost Tool Calculator for Fleet Operations Directors

INPUTS

Interest	6%	▼									
	5%	▼	Rate of interest for Capital Expenditures								
Inflation Rate	30%	▼	5%	▼	Rate of inflation for adjusting life-cycle maintenance and operating costs						
	20%	▼									
Depreciation Year 1	30%	Rate of vehicle depreciation in the first year of ownership									
Depreciation Year 2+	20%	Rate of vehicle depreciation in subsequent years of ownership									
Vehicle Purchase Cost	\$ 30,000	Purchase Cost of Vehicle									

EXAMPLE ONLY

Year	1	2	3	4	5	6	7	8	9	10
Estimated Maintenance Costs	\$ 2,000	\$ 2,500	\$ 3,125	\$ 3,906	\$ 4,883	\$ 6,104	\$ 7,629	\$ 9,537	\$ 11,921	\$ 14,901
Estimated Operating Costs (Fuel, Insurance, etc)	\$ 5,000	\$ 5,250	\$ 5,513	\$ 5,788	\$ 6,078	\$ 6,381	\$ 6,700	\$ 7,036	\$ 7,387	\$ 7,757

OUTPUTS

Current Year Mtce & Operating Costs Total	\$ 7,000	\$ 7,750	\$ 8,638	\$ 9,694	\$ 10,960	\$ 12,485	\$ 14,330	\$ 16,572	\$ 19,308	\$ 22,658
Purchase Cost	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Residual (% of Purchase Price)	70%	56%	45%	36%	29%	23%	18%	15%	12%	9%
Current Resale Value	\$ 21,000	\$ 16,800	\$ 13,440	\$ 10,752	\$ 8,602	\$ 6,881	\$ 5,505	\$ 4,404	\$ 3,523	\$ 2,819
Life to Date -- Maintenance (Future Value)	\$ 2,000	\$ 4,600	\$ 7,955	\$ 12,259	\$ 17,755	\$ 24,746	\$ 33,613	\$ 44,830	\$ 58,993	\$ 76,843
Life to Date -- Operating (Future Value)	\$ 5,000	\$ 10,500	\$ 16,538	\$ 23,153	\$ 30,388	\$ 38,288	\$ 46,903	\$ 56,284	\$ 66,485	\$ 77,566
Annual Lifecycle Cost -- Maintenance	\$ 2,000	\$ 2,244	\$ 2,523	\$ 2,844	\$ 3,213	\$ 3,638	\$ 4,128	\$ 4,695	\$ 5,350	\$ 6,109
Annual Lifecycle Cost -- Operating	\$ 5,000	\$ 5,122	\$ 5,246	\$ 5,372	\$ 5,499	\$ 5,629	\$ 5,761	\$ 5,894	\$ 6,030	\$ 6,167
Annual Lifecycle Cost -- Capital	\$ 10,800	\$ 8,208	\$ 7,002	\$ 6,200	\$ 5,596	\$ 5,114	\$ 4,718	\$ 4,386	\$ 4,104	\$ 3,862
Annual Lifecycle Cost -- Total	\$ 17,800	\$ 15,574	\$ 14,771	\$ 14,416	\$ 14,309	\$ 14,382	\$ 14,607	\$ 14,975	\$ 15,484	\$ 16,138
Optimum Replacement Point	X									
Current Maintenance and Operating Costs exceed Annual Lifecycle Cost								X	X	X

APPENDIX D



Vehicle request form

Submit requests to:
 Fleet Operations Director's Office
 500 E. San Antonio, Suite 302
 El Paso, Texas 79901-2407 E-mail; hstaple@epcounty.com
 [Phone] (915) 546-2057 [Fax] (915) 546-221

Date		Department (e.g. Road & Bridge)	
Requestor's Name		Section (e.g. Facility Maintenance)	
Address		Telephone	
Fax		E-mail	
I			
Number of unit(s) requested		New or Pre-Owned (used)	
Make (e.g. Ford)		Type (e.g. Sedan, SUV, Van Pick-Up, Bus)	
Model (e.g. F150)		Purchase or Lease	
Engine Size (e.g. V6, V8)		4WD Needed (yes or no)	
Attachments (e.g. cage, light bar)		Funding Source (e.g. capital, grant, operation)	
Vehicle Replacement or Addition		Anticipated annual mileage	
Proposed use/ Justification			
II			

If this request is for a vehicle replacement:

Vehicle/ Unit to replace		Current mileage	
VIN#		Current condition (good, fair, poor)	
Current application			
III			

APPENDIX E

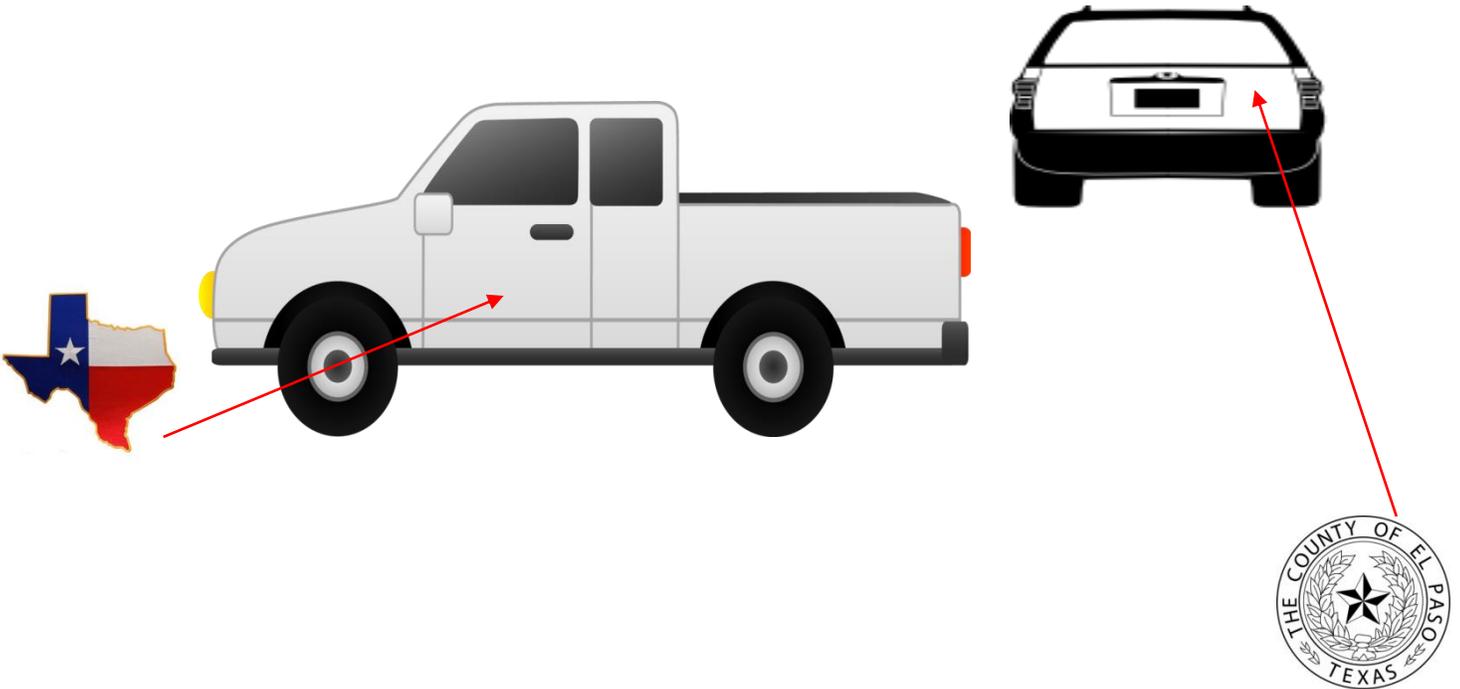
Texas Transportation Code Section 721.004

§ 721.004. INSCRIPTION REQUIRED ON MUNICIPAL AND COUNTY-OWNED MOTOR VEHICLES AND HEAVY EQUIPMENT WITH EXEMPT PLATES.

(a) The office having control of a motor vehicle or piece of heavy equipment owned by a municipality or county shall have printed on each side of the vehicle or equipment the name of the municipality or county, followed by the title of the department or office having custody of the vehicle or equipment.

(b) The inscription must be in a color sufficiently different from the body of the vehicle or equipment so that the lettering is plainly legible.

(c) The title of the department or office must be in letters plainly legible at a distance of not less than 100 feet.



The logo and County Department must be listed on both front doors.



The County seal can be affixed to left side or right side on rear of vehicle depending on vehicle configuration.



APPENDIX F

County of El Paso, Texas

Usage Policy for County or Grant Vehicles (includes leases)

Adopted by the Commissioners Court on December 16, 1996

Internal Revenue Services (IRS) regulations require that usage of a County or grant vehicle, whether it is owned or leased, must be properly and adequately accounted for. The County has a responsibility to monitor vehicle usage and to require that individuals report business and personal usage. Furthermore, the County has an obligation to assure compliance with the IRS vehicle usage guidelines.

It is the policy of the Commissioners Court that all county and grant vehicles be used solely for county business purposes. Employees are prohibited from using (or allowing others to use) any county or grant vehicle for personal purposes, except for *de minimis* personal use (such as to stop for lunch between two business deliveries). All vehicles must be stored on County's premises unless otherwise authorized by county officials or department heads due to the particular nature of that department which may require that vehicles be located otherwise in order to; effectively and efficiently serve the public needs; enhance public safety or specialized needs; allow uninterrupted departmental functions requiring employees on call; and for the purpose of securing county or grant vehicles. This policy is applicable to all functions and activities and is to be enforced by officials and department heads on behalf of the County.

IRS guidelines require that a determination be made of the taxability of usage of County and grant vehicles. Both business and personal usage of county and grant vehicles must be determined each year and shall be reported to the county auditor on a monthly basis. The county auditor is required to report as taxable income of an employee not exempted by IRS code, any benefit received from using a County or grant vehicle for personal use. Various methods may be applied in determining compensation to employees as defined by IRS guidelines and interpreted by the county auditor. Vehicle usage will be classified as follows: Unrestricted (unfettered usage of a county vehicle); Restricted (no personal use); Commute Only, and Qualified Non Personal Use Vehicles (Marked vehicles such as Police or Fire vehicles).

Employees shall document business and personal usage of County or grant vehicle(s). Failure to maintain such records may result in a taxable benefit to the employee. Periodic monthly reporting of business and total miles driven shall be provided to the county auditor's office. Each employee is responsible for keeping track of miles driven and for annotating business or personal purposes (except where business purposes are truly obvious). Adequate records and sufficient evidence to support the employee's claimed business usage is required via a form prescribed by the county auditor. The county auditor shall retain supporting documentation regarding mileage reported, but in the event that only summary information is provided, the employee shall be responsible for maintaining detail records of business and personal usage. All employees, inclusive of those deemed exempt from reporting vehicle usage, shall annually provide an affidavit affirming that they have read the County's vehicle usage policies and will follow them.

Employee Affidavit of Vehicle Usage

I have read the above policy of the El Paso County Commissioners Court and affirm that I will abide by such rules. Furthermore, I acknowledge my responsibility of providing the aforementioned information of business and personal usage of a County or grant vehicle and that failure to supply such information may result in a taxable event for the benefit received.

Signature

Print Name

Date

APPENDIX F



Employer-Provided Vehicles

Weekly Mileage Log for Business (B) and Personal (P) Usage

Vehicle Information

Department Name: _____

Make: _____

Model: _____

Employee Name: _____

Year: _____

I hereby certify that the classification selected below is true and accurate to the best of my knowledge of my use of the above listed vehicle.

Signature of Employee / Date

Classifications of Vehicle Usage

Treatment

Unrestricted:

Vehicle is within my control to come and go at will, and is not restricted to working hours only.

100 percent taxable to individual, if usage information not provided

Restricted:

Maintain records of business and personal usage, vehicle on employer premises, and employee does not live on employer's premises where vehicle is stored.

Must follow county policies and provide information to county auditor bi-weekly, sign policy affidavit annually, personal usage is taxable as income.

Commute Only:

Vehicle usage restricted to work, but, employee is allowed to take vehicle to and from work.

Must follow county policies and provide information to county auditor bi-weekly, sign policy affidavit annually, personal usage is taxable as income.

Qualified Non Personal Use:

Vehicles qualified as Non-personal:

- ▶ Clearly marked Sheriff Patrol Vehicles
- ▶ Unmarked law enforcement vehicles, in certain cases (Law enforcement usually includes someone who regularly carries firearms)
- ▶ Ambulances, hearses
- ▶ Vehicles with loaded gross weight in excess of 14,000 pounds
- ▶ Miscellaneous Heavy Equipment
- ▶ Delivery trucks with limited seating
- ▶ Utility repair, dump, and garbage trucks
- ▶ Moving vans, passenger buses and school buses

Must submit affidavit annually regarding non-personal usage of vehicle

No requirements

No requirements

No requirements

No requirements

No requirements

No requirements



Employer-Provided Vehicles

Weekly Mileage Log for Business (B) and Personal (P) Usage

Monday: _____					Tuesday: _____				
Explanations	Odometer Readings			(B)	Explanations	Odometer Readings			(B)
	(1) Start	(2) Stop	(2)-(1)	(P)		(1) Start	(2) Stop	(2)-(1)	(P)
Home to Work					Home to Work				
Work to Home					Work to Home				
<i>Total Miles</i> _____					<i>Total Miles</i> _____				
Total Business Miles (B) _____					Total Business Miles (B) _____				
Total Personal Miles (P) _____					Total Personal Miles (P) _____				
Wednesday: _____					Thursday: _____				
Explanations	Odometer Readings			(B)	Explanations	Odometer Readings			(B)
	(1) Start	(2) Stop	(2)-(1)	(P)		(1) Start	(2) Stop	(2)-(1)	(P)
Home to Work					Home to Work				
Work to Home					Work to Home				
<i>Total Miles</i> _____					<i>Total Miles</i> _____				
Total Business Miles (B) _____					Total Business Miles (B) _____				
Total Personal Miles (P) _____					Total Personal Miles (P) _____				
Friday: _____					Saturday: _____				
Explanations	Odometer Readings			(B)	Explanations	Odometer Readings			(B)
	(1) Start	(2) Stop	(2)-(1)	(P)		(1) Start	(2) Stop	(2)-(1)	(P)
Home to Work					Home to Work				
Work to Home					Work to Home				
<i>Total Miles</i> _____					<i>Total Miles</i> _____				
Total Business Miles (B) _____					Total Business Miles (B) _____				
Total Personal Miles (P) _____					Total Personal Miles (P) _____				
Sunday: _____					Department Name: _____				
Explanations	Odometer Readings			(B)	Employee Name: _____				
	(1) Start	(2) Stop	(2)-(1)	(P)	Employee SSN: _____				
Home to Work					<i>Please print</i>				
Work to Home									
<i>Total Miles</i> _____									
Total Business Miles (B) _____									
Total Personal Miles (P) _____									
For Official Use Only					Employee Certification				
					I hereby certify that the mileage information provided herein is true and accurate to the best of my knowledge and reflects an actual record of my use of the above listed vehicle.				
					X _____				
					<i>EMPLOYEE SIGNATURE</i>				
					Summary Totals For The Week				
					Total Miles _____				
					Total Business Miles (B) _____				
					Total Personal Miles (P) _____				

APPENDIX G

Vehicle Trip Usage Log Form



DATE	BEGINNING	ENDING	TOTAL MILES DRIVEN	PURPOSE OF	BUSINESS ONLY	PRINTED NAME	DRIVER	REMARKS
	ODOMETER	ODOMETER		TRAVEL		OF DRIVER	SIGNATURE	
			0					
			0					
3/21/14	65,000	65,100	100	JPD	YES	JANE DOE		0303
			0					
			0	Sample				
			0					
			0					
			0					
			0					
			0					
			0					
			0					
			0					
GRAND TOTAL MILES:			0					

Reviewed by: _____

Submitted by: _____

Employee Certification

I hereby certify that the mileage information provided herein is true and accurate to the best of my knowledge and reflects actual record of use of the above listed vehicle.

**APPENDIX H
Moon Lighting Fuel Reimbursement Form**



DATE	BEGINNING	ENDING	TOTAL	TOTAL FUEL	RECEIPT	PRINTED NAME	DRIVER	REMARKS
	FUEL LEVEL	FUEL LEVEL	FUEL USED (Gal)	REPLACED	PROVIDED	OF DRIVER	SIGNATURE	
			0					
			0					
			0					
8/13/2014	FULL	3/4	8	8	YES	JOHN DOE		0472
			0	Sample				
			0					
			0					
			0					
			0					
			0					
			0					
			0					
			0					
GRAND TOTAL MILES:			0					
					Reviewed by:			
					Submitted by:			
				<u>Employee Certification</u>				
				I hereby certify that the mileage information provided herein is true and accurate to the best of my knowledge and reflects actual record of use of the above listed vehicle.				