



**Snohomish County  
Auditor's Office**  
*Performance Audit Division*

**ER&R USAGE AUDIT**

**Final Report**

**June 1, 2006**

**Project Team:**

Connie Barndt, Theresa Muscat, Kymber Waltmunson

**Performance Auditor:**

Kymber Waltmunson

**Bob Terwilliger**  
*County Auditor*  
**Carolyn Ableman**  
*Chief Deputy Auditor*

(425) 388-3006  
FAX (425) 259-2777  
M/S #505  
3000 Rockefeller Avenue  
Everett, Washington 98201-4046

# TABLE OF CONTENTS

<b>1</b>	<b>INTRODUCTION .....</b>	<b>- 1 -</b>
1.1.	SUMMARY OF RESULTS .....	- 1 -
1.2.	AUDITEE STRENGTHS .....	- 1 -
1.3.	GOVERNMENT AUDITING STANDARDS COMPLIANCE STATEMENT .....	- 1 -
1.4.	OBJECTIVES, SCOPE AND METHODOLOGY .....	- 2 -
1.5.	LIMITATIONS .....	- 2 -
1.6.	NOTES .....	- 2 -
<b>2</b>	<b>BACKGROUND.....</b>	<b>- 3 -</b>
<b>3</b>	<b>FOCUS ISSUES AND RECOMMENDATIONS.....</b>	<b>- 6 -</b>
3.1	RESPONSIBILITY FOR OWNERSHIP AND MANAGEMENT OF ROLLING STOCK IS LARGELY ALLOCATED IN THE MOST COST EFFICIENT AND SAFE MANNER.....	- 6 -
	<i>Recommendation 1</i> .....	- 7 -
	<i>Recommendation 2</i> .....	- 7 -
3.2	ER&R, DEPARTMENTS, AND OFFICES SHOULD HAVE ACCESS TO ACCURATE AND COMPLETE VEHICLE DATA.....	- 7 -
	<i>Recommendation 3</i> .....	- 8 -
	<i>Recommendation 4</i> .....	- 8 -
3.3	AN EFFECTIVE MAINTENANCE PROGRAM ENSURES MAXIMUM EQUIPMENT EFFICIENCY AND ECONOMICAL RENTAL RATES.....	- 8 -
	<i>Recommendation 5</i> .....	- 9 -
	<i>Recommendation 6</i> .....	- 10 -
	<i>Recommendation 7</i> .....	- 11 -
	<i>Recommendation 8</i> .....	- 11 -
3.4	RULES SHOULD GOVERN FLEET DECISIONS EFFECTIVELY.....	- 11 -
	<i>Recommendation 9</i> .....	- 12 -
	<i>Recommendation 10</i> .....	- 12 -
	<i>Recommendation 11</i> .....	- 12 -
	<i>Recommendation 12</i> .....	- 13 -
	<i>Recommendation 13</i> .....	- 13 -
<b>4</b>	<b>AREAS FOR FURTHER STUDY .....</b>	<b>- 14 -</b>
<b>5</b>	<b>OFFICIAL RESPONSES.....</b>	<b>- 15 -</b>
5.1	SHERIFF RESPONSE:.....	- 15 -
5.2	PUBLIC WORKS RESPONSE: .....	- 17 -
5.3	FACILITIES MANAGEMENT RESPONSE:.....	- 19 -
5.4	ROAD MAINTENANCE RESPONSE: .....	- 19 -
<b>6</b>	<b>APPENDICES.....</b>	<b>- 20 -</b>
6.1	APPENDIX A: OFFICIALS INTERVIEWED .....	- 20 -
6.2	APPENDIX B: ER&R USAGE-ROAD MAINTENANCE, SHERIFF’S OFFICE AND SOLID WASTE .....	- 21 -
6.3	APPENDIX C: SHERIFFS OFFICE RERENTERS.....	- 22 -
6.4	APPENDIX D: INVENTORY NOT OWNED BY ER&R .....	- 23 -
6.5	APPENDIX E: ROLLING STOCK NOT OWNED OR MAINTAINED BY ER&R .....	- 24 -
6.6	APPENDIX F: COMPARISON OF OUTSIDE VENDORS – MAINTENANCE AND OTHER SERVICES .....	- 25 -

# 1 INTRODUCTION

## *1.1. Summary of Results*

The Performance Audit Division completed an audit of the usage of ER&R by the Sheriff's Office, Solid Waste, and Road Maintenance. In general, we found a solid foundation from which to build. We are making fourteen recommendations for improvement in the areas of vehicle ownership, information access, maintenance, and rules. We determined that:

- Responsibility for ownership and management of rolling stock is largely allocated in the most cost efficient and safe manner.
- ER&R, Departments, and Offices should have access to accurate and complete vehicle data.
- An effective maintenance program ensures maximum equipment efficiency and economical rental rates.
- Rules generally govern fleet decisions effectively.

## *1.2. Auditee Strengths*

Overall, things are going well regarding the usage of ER&R by the Sheriff's Office, Solid Waste and Road Maintenance. During the course of our audit, staff were very helpful in gathering information and making themselves available for questions. We found an unprecedented level of responsiveness to audit concerns; most issues noted by the auditors were resolved or a resolution was set in motion before the draft report was even disseminated. Fleet Management and representatives of the Sheriff's Office, Solid Waste and Road Maintenance Divisions have a number of strengths that were observed during the course of the audit, including:

- In each of the departments, fleet staff were competent, long-term employees.
- Sheriff's Office, Road Maintenance, Solid Waste, and Property Management were cooperative and eager to rectify any shortcomings or issues of concern brought forth by audit staff.
- There appeared to be effective communication among individuals involved in fleet issues between entities.
- One division representative stated that they are fortunate that their equipment is in such good shape. They like the ER&R system and compared to other jurisdictions have good equipment.
- There was a focus on customer service by maintenance staff. Praise was given to shop supervisors by individuals from the audited entities.
- ER&R has conducted customer service surveys; the most recent was distributed April 2006. The Fleet Manager plans to continue to improve and utilize this important tool.
- The quality of ER&R's maintenance program is demonstrated by the fact that eleven outside agencies/jurisdictions utilize ER&R maintenance services for their vehicles.
- The Fleet Manager makes use of ER&R's computerized inventory system to make data driven decisions to calculate rental rates, fuel prices, equipment usage analyses, and life cycle forecasts for new equipment.

## *1.3. Government Auditing Standards Compliance Statement*

This audit was performed in compliance with Government Auditing Standards (GAS) for Performance Audits.

#### *1.4. Objectives, Scope and Methodology*

This audit of ER&R usage was initiated in response to a concern that the ER&R budgets of the Sheriff's Office, Solid Waste, and Road Maintenance Divisions were higher than other departments. The audit was approved by the Performance Audit Committee.

Objectives for this audit included:

- Determine the amount of rolling stock inventory owned by ER&R vs. the amount that is owned by departments or offices.
- Determine the amount of rolling stock inventory maintained by ER&R vs. the amount that is maintained by departments or offices.
- Identify opportunities for increased efficiency and effectiveness in rolling stock ownership.
- Identify opportunities for increased efficiency and effectiveness in responsibility for rolling stock maintenance.

We reviewed ER&R usage practices in 2005 for the Sheriff's Office, Road Maintenance and Solid Waste and reviewed background data from 2000-2005. Rolling stock is defined as all cars, light and heavy duty trucks, heavy equipment, boats and aircraft. This does not include items such as riding lawn mowers or mules<sup>1</sup>.

To obtain this information we interviewed key staff<sup>2</sup>, reviewed related documents, reviewed data in the FMS<sup>3</sup> computer system, observed and inventoried a sample of rolling stock, observed maintenance garage practices, interviewed similar jurisdictions and identified best practices and industry trends.

#### *1.5. Limitations*

There were two primary limitations we encountered during this audit:

- inventory was fluid
- the scope of the audit was limited to ER&R usage

The rolling stock inventory was constantly changing during the course of this audit. The Sheriff's Office in particular had a number of vehicles that were sold at auction, new vehicles arrived that replaced old vehicles, some vehicles were transferred to different divisions, and others had been sold months earlier and were still listed in the inventory. We took a snapshot of the inventory as of February 1, 2006 and conducted our inventory analysis based on that data. Since the scope of this audit was the *usage* of ER&R by three entities and not on the specific practices of ER&R, we limited our analysis of ER&R itself.

#### *1.6. Notes*

Communications were sent to the auditees prior to the dissemination of the draft report discussing limitations in internal controls and concerns related to findings of the audit. These issues are detailed in the Focus Issues and Recommendations that follow.

---

<sup>1</sup> Mules are compact platform utility vehicles used to move people and small loads on non-public roads or off road.

<sup>2</sup> See Appendix A for a list of interviewed officials.

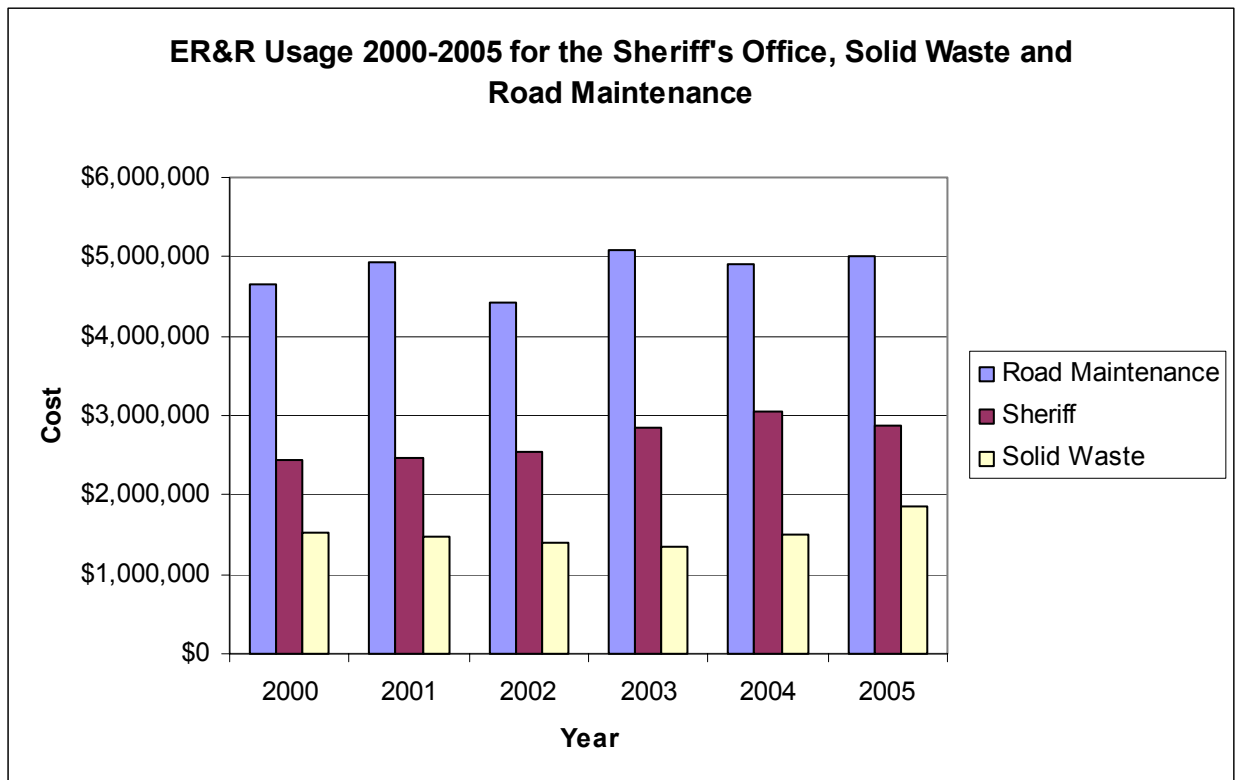
<sup>3</sup> FMS "Ultra Main" is the computer database system that ER&R uses to track county equipment.

## 2 BACKGROUND

Fleet Management, a division of the Public Works Department, maintains an ER&R (equipment rental and revolving) Fund which is used for the purchase, maintenance, repair and disposal of selected Snohomish County equipment.<sup>4</sup> Fleet Management's mission is to effectively deliver fleet services by providing safe, reliable, economical and environmentally-sound equipment and related support services to their clients. Currently ER&R maintains over 1600 light trucks, automobiles and heavy equipment (rolling stock inventory) worth \$45-50 million.

The Sheriff's Office, Road Maintenance and Solid Waste divisions have the highest ER&R budgets in the County. Equipment and maintenance are funded through ER&R rental rates that are charged to user departments/offices. Rental charges include replacement costs, maintenance costs, operating costs and ER&R overhead. Figure 2.1 depicts the level of funding allocated to ER&R services for the Sheriff's Office, Solid Waste and Road Maintenance from 2000 to 2005.

Figure 2.1



Data derived from Finance Department Budget Actuals. See Appendix B for specific costs.

The percent increases of ER&R usage by the three departments over the past five years are:

Road Maintenance	7.8%
Sheriff's Office	17.0%
Solid Waste	22.0%

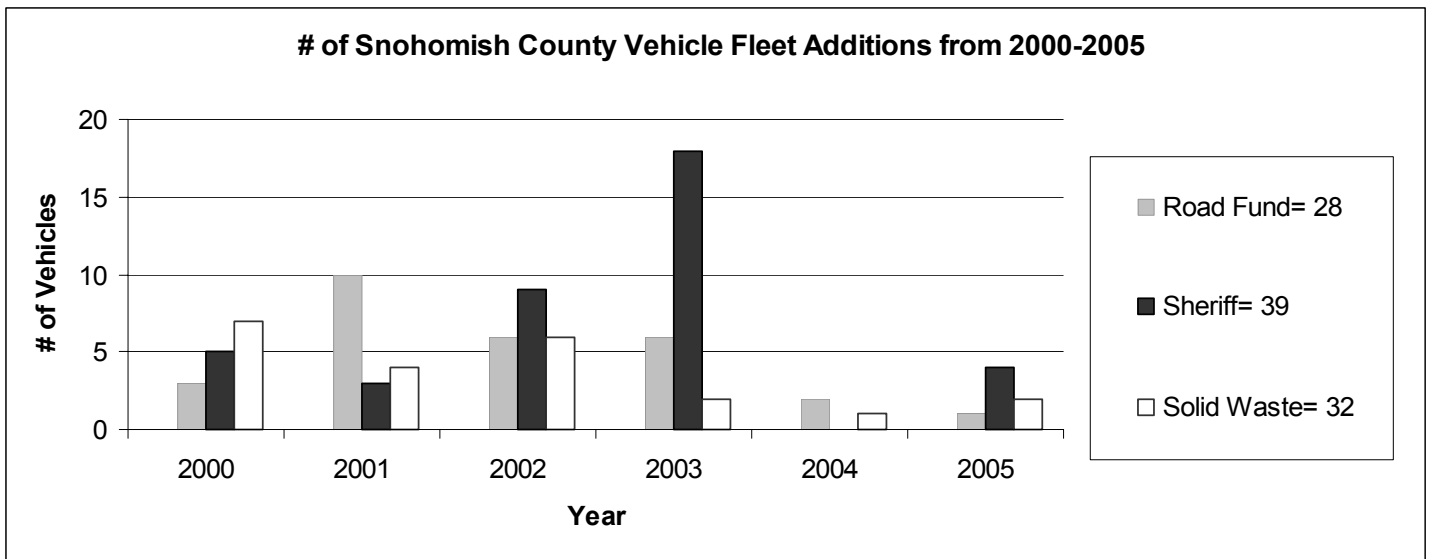
The Fleet Manager and personnel responsible for fleet oversight in each entity gave the following reasons for the increases in ER&R usage:

<sup>4</sup> Snohomish County Code, Chapter 4.34.010

- New programs/projects requiring specific equipment
- FTE growth within departments with field personnel
- Fuel cost increases (approximately 20% over each of the last three years)
- Growth in existing programs
- Increases in maintenance costs (approximately 5% over the last three years)

New additions to the fleet for each department from 2000 to 2005 are depicted in Figure 2.2. These additions are initially fully funded by the individual departments. ER&R purchases new equipment as directed by departments with the approval of the Executive’s Office.<sup>5</sup> Once purchased, ER&R holds title to the equipment and charges a monthly rental rate for the new equipment to the user department.

Figure 2.2\*



\*Data provided by Fleet Management.

Search and Rescue and Drug Task Force

There are two entities associated with the Sheriff’s Office that utilize ER&R differently than other departments; Snohomish County Volunteer Search and Rescue and the Snohomish County Regional Drug Task Force. Due to the specific needs and funding sources of these organizations, the inventory owned by Search and Rescue and the Drug Task Force were not counted as part of the Sheriff’s Office inventory, unless the Sheriff’s Office actually owned the vehicle on behalf of the organization. Snohomish County Volunteer Search and Rescue is a non-profit organization that responds to emergencies requiring search and rescue operations. This organization owns approximately 19 vehicles that are maintained by Snohomish County ER&R pursuant to a written agreement.<sup>6</sup> These vehicles are not part of ER&R’s inventory; however, the Sheriff’s Office does own approximately 9 vehicles for the exclusive use of Search and Rescue. Snohomish County Interagency Drug Task Force is a multi-jurisdiction organization that owns approximately 46 vehicles. These vehicles are not part of ER&R’s inventory, but maintenance is provided by Snohomish County. The Task Force

<sup>5</sup> See Executive Order 04—04B Attachment J, “New and Replacement Equipment Request Form”

<sup>6</sup> The Agreement with Snohomish County Volunteer Search and Rescue for Use of Equipment was signed in 1994. An updated agreement has been drafted but not finalized that reflects how ER&R currently charges the Volunteers directly for services rather than the Sheriff’s Office.

conducts most of its work undercover and operates outside of ER&R established processes for vehicle acquisition. ER&R does own one patrol car that is used exclusively for Drug Task Force operations.

### Rerenters

Rerenters (also called “boneyard renters”) are inventory that has already been replaced with new vehicles but a department still needs the vehicle to carry out their duties. ER&R retains ownership of rerenters until they are sold as surplus. The rental rates are low; departments who use rerenters are only charged for maintenance, mileage and fuel. ER&R discourages the long-term use of rerenters since they become a backdoor method of fleet expansion and their costs can outweigh their benefits. ER&R currently has 16 rerenters in the County fleet, of these, 11<sup>7</sup> are used by the Sheriff’s Office.

### Surplus vehicles

Inventory that has come to the end of its ER&R determined life cycle is replaced with new inventory. After the new inventory is in service the old inventory is taken out of service and sold at public auction as surplus equipment. On rare occasions a department will purchase equipment that another department was preparing to surplus.

### Fleet Management System (FMS)

The data management system that ER&R uses is called “Ultra Main” by FMS. Since 1995 ER&R has utilized this system and the Fleet Manager routinely audits its contents. ER&R’s financial system coordinator is primarily responsible for updating FMS data and for troubleshooting. FMS keeps track of the inventory including replacement cycles, maintenance, and fuel programs.

---

<sup>7</sup> See Appendix C for a list of the Sheriff’s Office rerenters.

### 3 FOCUS ISSUES AND RECOMMENDATIONS

#### 3.1 *Responsibility for ownership and management of rolling stock is largely allocated in the most cost efficient and safe manner.*

Best practices state that all vehicles should be owned and managed with one central organization; however, the author of the *Best Fleet Management Practices and Performance Measures Manual* noted that if the units are few in number, require comparatively little maintenance and it is not necessary to replace the vehicles through ER&R's replacement program, vehicles could be efficiently owned by departments or offices.<sup>8</sup>

The vast majority of rolling stock is owned and maintained by ER&R. A small percentage of rolling stock is owned by individual departments/offices and maintained by ER&R, and a fraction of the rolling stock is owned by individual departments/offices and not maintained by ER &R.

#### Ownership and Maintenance of Rolling Stock

	Owned and Maintained by ER & R	Owned by Department - Maintained by ER & R	Owned by Department - Not Maintained by ER & R
Sheriff's Office	90%	9%	1%
Road Maintenance	99%	1%	0
Solid Waste	95%	5%	0

\*Data derived from a combination of ER&R and Department supplied documents.

Currently the Sheriff's Office has 337 ER&R vehicles, Solid Waste has 82 ER&R vehicles and Road Maintenance has 278 ER&R vehicles. In addition to ER&R owned vehicles, 39 items are owned outright by the Sheriff's Office, 4 by Solid Waste and 3 by Road Maintenance and all but 4 items are maintained by ER&R regardless of ownership. The 3 vehicles owned by Road Maintenance are being acquired through a lease-purchase agreement and will be transferred to ER&R when this agreement is complete. Of the 4 vehicles owned by Solid Waste one is grant funded and Solid Waste reports that the other three vehicles are used very rarely. The Sheriff's Office, who owns the most vehicles internally, has a guideline described below that they use to determine how to own and manage vehicles although this system is not documented.

The Sheriff's Office has three categories of vehicles: ER&R vehicles, renters, and Sheriff's Office owned. The vast majority of vehicles that the Sheriff's Office uses are owned and maintained by ER&R. These are vehicles such as patrol cars that are used extensively throughout the year. The Sheriff's Office has 11 renters. These are vehicles that get regular but not extensive use; for example, vehicles for reserve deputies and vehicles for volunteers to deliver mail. The Sheriff's Office owns 39 vehicles outright. These are vehicles that are used rarely, are highly specialized, do

<sup>8</sup> See Appendix D for a list of inventory owned by the Sheriff's Office, Solid Waste and Road Maintenance Divisions.



not need to be replaced on a set schedule, or are easy to replace through donations or other means. The Sheriff's Office reports that it would be cost prohibitive to include these vehicles in the ER&R replacement process. Examples of these vehicles include: busses, boats, armored vehicles and helicopters. Law enforcement in Clark and King Counties have similar mixes of ER&R owned and law enforcement owned vehicles

With the exception of two helicopters and two boats<sup>9</sup> owned by the Sheriff's Office, vehicles that are owned by the departments/offices are maintained by ER&R. Helicopters must be maintained by appropriately certified mechanics.<sup>10</sup> ER&R does not have aviation mechanics on staff and it would not be efficient to hire specialized mechanics in order to maintain the helicopters. Maintenance on the Achilles and Zodiac boats has historically been performed as the boats broke down, with little emphasis on preventive maintenance. Sometimes ER&R coordinated this maintenance, but usually the Sheriff's Office took care of it. Other Sheriff's Office boats, however, are maintained by ER&R.

#### Recommendation 1

We recommend that the Sheriff's Office incorporate their two boats into ER&R's maintenance schedule and assign them asset serial numbers<sup>11</sup>. The Sheriff's Office's two helicopters should also be entered into FMS and given asset serial numbers so that all Snohomish County rolling stock is captured in one computer database.

There is no clear process to objectively determine if it is more economical for a department or office to purchase its own vehicles or to use ER&R's vehicle acquisition, rental and replacement process. By having a process in place, the County can ensure that all vehicles are being acquired, owned, and maintained in the most cost-effective manner. An RFQ was issued in April 2006 for a project which will include this analysis and other items.

#### Recommendation 2

ER&R should develop an objective process including an economic analysis to determine whether it is more cost efficient for departments and offices to own a vehicle outright or to rent through ER&R. Department and office input should be sought in the development of this process. Documentation of this analysis should be available for all department and office owned vehicles.

### **3.2 ER&R, Departments, and Offices should have access to accurate and complete vehicle data.**

Data on inventory owned and/or maintained by ER&R is kept in FMS. Solid Waste and the Sheriff's Office keep their own inventory lists in addition to FMS.

The *Best Fleet Management Practices and Performance Measures Manual* states that an information management system should:

- Carefully support multiple locations/sites
- Be a vehicle master file containing detailed identification and descriptive information on each unit in the fleet
- Have a mechanism for scheduling and tracking the maintenance and inspections for each unit

<sup>9</sup> An Achilles boat and a Zodiac boat

<sup>10</sup> Classic Helicopters in Seattle provides maintenance on Snohomish County Sheriff's Office helicopters.

<sup>11</sup> An "asset serial number" is a number assigned to every vehicle owned or maintained by ER&R.

### Preventive Maintenance Tracking

ER&R uses FMS as the primary method of tracking preventive maintenance schedules for its inventory; however, not all ER&R preventive maintenance records are entered into FMS. One shop uses an Access database to track preventive maintenance for most of the approximately 790 vehicles the garage services. They are beginning to utilize FMS to track preventive maintenance for new vehicles and will eventually use FMS as the database for all maintenance. Another shop uses an Excel spreadsheet as a parallel system to ensure that the data in FMS is correct because there is still some concern that there are lingering data errors following an FMS upgrade. ER&R is retaining temporary data-entry help to ensure that FMS contains all preventive maintenance records.

### Recommendation 3

ER&R should continue to work to eliminate the use of parallel systems such as Access or Excel and utilize only FMS as a centralized vehicle master file for all maintenance.

### Inventory Data Errors

As the auditors worked to create a definitive inventory using FMS and department/office inventories we found inconsistencies between inventory lists. FMS data was largely accurate with a few errors. Examples of errors found in FMS are:

- License numbers were not listed for all vehicles
- A few vehicles that had either been replaced or were sold were still active in the FMS system
- A few vehicles were assigned to programs that no longer existed

Solid Waste had minor inconsistencies in their inventories and records. The Sheriff's Office had a number of errors; this is due in part to the fact that the Sheriff's Office has a large and complex fleet that changes frequently. Examples of errors found in their inventory are:

- Vehicles that had been sold still appeared as active inventory
- Incomplete information as to which division within the Sheriff's Office owns and/or who operates the vehicles

Road Maintenance did not keep separate inventory records from ER&R.

### Recommendation 4

To ensure more accurate inventory monitoring, the County should work toward eliminating multiple equipment inventories. ER&R should work with the Department of Information Services to allow the Solid Waste and Road Maintenance Divisions and the Sheriff's Office limited access to FMS. In the interim, Sheriff's Office inventory staff should meet monthly with ER&R staff to compare inventory lists and ensure accuracy. The Sheriff's Office comparison should include Search and Rescue<sup>12</sup> and Drug Task Force inventory.

## **3.3 An effective maintenance program ensures maximum equipment efficiency and economical rental rates.**

<sup>12</sup> Per Agreement with Snohomish County Volunteer Search and Rescue for Use of Equipment, 1994

Maintenance on the rolling stock inventory is currently performed at four County garages located in Arlington, Everett, Snohomish and at Paine Field.<sup>13</sup>

There are two types of maintenance, preventive maintenance (PM) and non-scheduled maintenance. Preventive maintenance refers to performing the tasks indicated by the equipment manufacturer according to a prescribed schedule. Adherence to this schedule provides reasonable assurance that equipment operates at maximum efficiency with minimal breakdowns for the longest period possible, resulting in the highest value for the equipment at the time of disposal and most cost effective resource use.<sup>14</sup> Non-scheduled maintenance is performed as there are breakdowns or other equipment malfunctions.

### Preventive Maintenance

Executive Order 04-02B (6.7.1) states that the department/driver is responsible to ensure equipment is taken to the appropriate ER&R garage for scheduled maintenance. Sheriff's Office Policy and Procedure Manual Chapter 9.03/010 states that the employee assigned to a vehicle, or the primary driver of the vehicle, shall be responsible to see that all scheduled maintenance is performed on the vehicle.

Each vehicle has a sticker in the upper left hand corner of the windshield indicating the miles and/or date that the vehicle is due for service. The Equipment Maintenance Supervisor or Crew Chief informs key personnel from the affected departments as to which vehicles need to be serviced at the beginning of each week. The garage supervisors interviewed indicated that drivers usually bring their equipment in for scheduled maintenance. One shop supervisor stated that they sometimes have to notify supervisors or track down the individual drivers in order to get the vehicles into the shops for service. (C17)

The Fleet Manager stated that three factors will alleviate most issues related to performing timely preventive maintenance in the future:

- The new maintenance facility will be staffed with swing shift personnel that will perform maintenance on equipment after standard working hours to better accommodate heavily used and peak season equipment
- ER&R uses mobile service trucks to accommodate the service needs of equipment in the field
- When all of the preventive maintenance records are loaded into FMS the PM schedules will be tracked more consistently

In addition to these measures, a standard process for preventive maintenance notification should be put in place to document efforts made by ER&R to accomplish timely preventive maintenance.

### Recommendation 5

ER&R should standardize a procedure for contacting responsible parties about bringing in vehicles for preventive maintenance. This will help ensure that all necessary service is performed in a timely fashion.

### Outsourcing and Vendor Contracts

All four County garages outsource specialized services that local vendors can provide more cheaply.<sup>15</sup> A primary responsibility of the shop supervisors is to get the best parts/services for the

<sup>13</sup> Construction is set to begin in late 2006 on a new garage that will combine the Paine Field and Snohomish Shops.

<sup>14</sup> Best Fleet Management Practices and Performance Measures Manual, Spectrum Consultants, Inc., California Fleet News, 1996.

<sup>15</sup> Windshield repair and replacement, body work, most transmission repair, and front-end alignments are currently outsourced.

best price. The shops utilize Washington State procurement contracts<sup>16</sup>, whenever feasible, often resulting in drastically discounted prices. In addition to utilizing state procurement contracts, the process of contracting with outside vendors ranges from formal contracts to informal agreements. Each shop supervisor surveyed appeared to have some flexibility in choosing one vendor over another.

One shop supervisor valued distribution of the work to a number of different vendors throughout the entire County since taxpayers from the entire County are helping to fund the garage's operation. Another supervisor valued choosing the vendor with the lowest price for the best quality, regardless of where the vendor is located. Compared to King and Pierce County, the Snohomish County garages enter into fewer formal contracts for parts and services. Some of the reasons given for not entering into formal contracts were:

- Not enough volume to warrant a formal contract
- Contracts can decrease ability to obtain the best price since the contracted price is fixed for a certain time period

ER&R provided guidance to their shop supervisors and storekeepers with the following guidelines:

- Check the Washington State procurement contracts;
- Check County contracts; and
- Use the competitive bidding process.
- When local source costs are more than or equal to state contracts approval is required.

#### Recommendation 6

ER&R should ensure that their recently developed policy on vendor pricing is implemented.

#### Cost Comparisons for Services

Best practices dictate that any repair/maintenance program should incorporate routine analysis of contract vs. in-house repairs.<sup>17</sup> The Fleet Manager indicated that storekeepers for the four garages are given the responsibility to ensure that the County is paying cost effective prices on parts and services. The auditors conducted comparison pricing on a sample of repairs. We selected in-house lube, oil, and filter (LOF) service with three outside vendors and compared prices on auto glass replacement and tire replacement. See Appendix F for detail on cost comparisons.

*LOF Cost Comparison for Cars and Light Trucks* – The County garages complete a comprehensive safety check with each lube, oil and filter service, as well as rotate tires, and replace air filter and windshield wipers if needed. All three vendors we surveyed charge less than the County, but do not provide the level of service that the County does. Additionally, the County garage provides a level of security that is important when servicing law enforcement vehicles.

*Auto Glass Replacement for Cars* – Even though there is a state procurement contract for auto glass replacement, the current vendor that is used for the majority of passenger cars for the County is competitive in price since they include free chip repair as part of the service provided, while the state contract does not.

*Tire Replacement* – The County uses the state bid list for most tires and no vendor surveyed could match the price that the County pays for tires.

<sup>16</sup> [www.ga.wa.gov](http://www.ga.wa.gov)

<sup>17</sup> Best Fleet Management Practices and Performance Measures, Spectrum Consultants, Inc., California Fleet News, 1996, page 36.

**Recommendation 7**

ER&R storekeepers should conduct and document regularly scheduled analyses of certain contract vs. in-house repairs as well as survey outside vendors to ensure that the prices the County is paying for parts and services are the most cost effective.

**Maintenance Labor Rates**

As Figure 3.1 depicts, Snohomish County has the lowest maintenance labor rate among the jurisdictions sampled.)

Figure 3.1

**ER&R Maintenance Labor Rate Comparison**

<b>Jurisdiction</b>	<b>Hourly Labor Rate</b>
Snohomish County	\$50
King County	\$69
Pierce County - Heavy Equip.	\$56
Pierce County - General Service.	\$72
Clark County	\$81

Low labor rates contribute to lower maintenance costs which decrease the rental rate paid by individual departments for their vehicles. See 'Areas for Further Study' for more on this issue.

**Warranty Issues**

Snohomish County's fleet is continuously in flux. In any given month, there are old vehicles being replaced with new inventory and brand new acquisitions being delivered to the requesting departments. All new inventory comes with warranties. In addition, existing equipment is under warranty for varying amounts of time and for different components and parts. Keeping track of warranty schedules is the responsibility of the shop supervisors who state that they perform this function as effectively as is possible given the magnitude of the job. When warranties are not taken full advantage of, in-house maintenance costs can rise. The city of Everett and other jurisdictions have found that warranty recoveries from manufacturers and parts suppliers can pay for the cost of a dedicated warranty claims manager. (EBP 5.2)

**Recommendation 8**

The Fleet Manager should consider hiring a dedicated warranty/recall coordinator to ensure that all parts and service warranties are being recovered and recalls are being heeded.

**3.4 *Rules should govern fleet decisions effectively.***

Snohomish County Code, Executive Order, and department/office policies and procedures all regulate how fleet decisions are made; however there are minor gaps in the existence of guidelines in some cases and problems with following existing guidelines in others. Fleet Management plans to rework the Executive Order to resolve these issues by September 2006. Snohomish County Code, Executive Order, and department/office policies and procedures should be thorough, effective, and should be followed.

### Departmental Policy

Public Works does not have the policies and procedures prescribed in Executive Order 04-02B. Executive Order 04-02B states<sup>18</sup> that departments and offices must have policies and procedures that address specific issues. Public Works<sup>19</sup> does not have any additional policies written. It has been their understanding that formal policies and procedures in addition to the order would be redundant. The Fleet Manager intends to review and update the Executive Order addressing Snohomish County's Equipment Use Policy.

### Recommendation 9

The Executive should ensure that planned revisions of Executive Order 04-02B eliminate references to the creation of policies and procedures by individual departments. The Executive and the Sheriff's Office agreed that Executive Order does not apply to separately elected officials who have their own policy. References directing "offices" should be removed.

### Sheriff's Office Policy

Policies and procedures exist in the Sheriff's Office for fleet issues, but are not comprehensive. The Sheriff's Office is not subject to Executive Order and is fully reliant on their own policies and procedures to govern processes. The Sheriff's Office reports that they are currently in the process of writing the policies and procedures listed in the following recommendation.

### Recommendation 10

The Sheriff's Office should expand their policies and procedures to include at a minimum:

- Sheriff's Office owned vehicles
- Donated vehicles
- Renters
- Inventory of vehicles
- Boats and helicopter(s)

### Vehicle Titles

Property Management<sup>20</sup> does not hold the titles to vehicles that are owned by Solid Waste, Road Maintenance, or the Sheriff's Office. SCC 4.46.115 states that the property management division shall, "maintain original vehicle and equipment titles except that owned and operated by [ER&R]." Property Management has requested that titles held by departments and offices be forwarded to them and the Sheriff's Office, Solid Waste, and Road Maintenance are in the process of providing the titles to property management. Appendix E shows which vehicle titles are being transferred to Property Management.

We examined the titles held by the Financial Analyst for the Sheriff's Office to compare them to the list of inventory owned by that Office. Approximately 57% of the titles for Sheriff's Office owned vehicles were found in their files. The remaining titles may exist in other areas of the Sheriff's Office, in ER&R, or may be missing.

### Recommendation 11

<sup>18</sup> 5.05.4, 5.3.14, 5.18.2, 7.5.1, 7.7.3, 7.8

<sup>19</sup> Public Works is the "parent" department for the ER&R, Solid Waste and Road Maintenance divisions.

<sup>20</sup> Property Management is a division of the Facilities Management Department.

In the future, Property Management should receive the titles for all items purchased by departments and offices, except for items owned by ER&R.

Title: Vehicle Owner

The titleholder for Sheriff's Office owned vehicles is "Snohomish County Sheriff" and "Snohomish County Sheriff's Office," in Road Maintenance the titles show "Snohomish County, Road Maintenance," and in Solid Waste one of the titles show, "Snohomish County Solid Waste" while the rest indicate "Snohomish County Fleet Management". The Prosecuting Attorney's legal interpretation of SCC 4.46.115 dictates that all titles be in the name of Snohomish County because Snohomish County is the legal entity to whom all property belongs.

Recommendation 12

All newly purchased department/office owned vehicles should be titled to "Snohomish County," and registered to the individual department/office, except vehicles titled to Snohomish County Fleet Management.

Yearly Personal Property Inventory

Past Property Management yearly personal property inventories have not included all vehicles. The 2005 inventory is substantially more accurate due to measures put into place by Property Management when we alerted them to missing data. SCC 3.46.120 states that, "The Property Management division shall prepare an annual inventory, current as of the preceding Dec. 31 of all County owned personal property..." Property Management is implementing the following to ensure inventory accuracy:

1. Working with the Auditor's Licensing Division to get a report of all vehicles for which "Snohomish County" is the title owner to cross reference their vehicle inventory.
2. Contacting all departments and offices to obtain an updated list of vehicles not owned by ER&R and identify any vehicles that departments/offices plan to purchase later in the year.
3. Working with Purchasing<sup>21</sup> to determine a way to copy Property Management on all vehicle purchase orders other than ER&R vehicles.

Recommendation 13

Facilities Management should continue to ensure the accuracy of the yearly Personal Property Inventory.

---

<sup>21</sup> Purchasing is a division of Facilities Management.

## **4 AREAS FOR FURTHER STUDY**

### Rental Rate Analysis

Because this audit was limited in its scope, we believe a more complete review of the charge back system, the computation of rental rates, and an overall review of maintenance and warranty records may reveal additional efficiencies and potential savings. For example, the annual rental rates are partly based on the amount of maintenance performed on each class of vehicle in a given year so it is important to the customers that the amount of labor hours being charged for maintenance are fair and accurate.



## 5 OFFICIAL RESPONSES

### 5.1 Sheriff Response:

SNOHOMISH COUNTY SHERIFF'S OFFICE  
Robert R. Bart, Sheriff

ADMINISTRATIVE SERVICES BUREAU  
Chief Thomas C. Greene, Commander  
Mail Stop 606, 3000 Rockefeller Ave.  
Everett, WA 98201  
Phone: (425) 388-3491  
Fax: (425) 388-3805  
E-mail: Tom.Greene@co.snohomish.wa.us

**TO:** Kymber Waltmunson, Performance Auditor  
**FROM:** Tom Greene  
**CC:** Sheriff Rick Bart  
Undersheriff Steve O'Connor  
**SUBJECT:** Formal Responses to ER&R Usage Audit  
**DATE:** May 15, 2006

Thank you for the opportunity to respond to the ER&R Usage Audit. We appreciate the work you and your staff have done in providing an independent review of the ER&R system and how it is used by its three largest customers. We intend to implement all of your recommendations that relate to the Snohomish County Sheriff's Office.

The following are our responses to the recommendations pertaining to the Sheriff's Office fleet:

#### Recommendations in general

We agree with all the recommendations. Where appropriate, timelines and other pertinent information are noted below by recommendation.

#### Recommendation 10

*The Sheriff's Office should expand their policies and procedures to include at a minimum:*

- *Sheriff's Office owned vehicles*
- *Donated vehicles*
- *Rerenters*
- *Inventory of vehicles*
- *Boats and helicopter(s)*

#### Response to Recommendation 10

We agree and are in the process of revising our policy and procedures to include the suggested topics. The expected timeline for completion is June 30, 2006.

#### Recommendation 11

*In the future, Property Management should receive the titles for all items purchased by departments and offices, except for items owned by ER&R.*

### **Response to Recommendation 11**

We agree. We note that the text of the audit report supporting this recommendation indicates that,

*“We examined the titles held by the Financial Analyst for the Sheriff’s Office to compare them to the list of inventory owned by that Office. Approximately 57% of the titles for Sheriff’s Office owned vehicles were found in their files. The remaining titles may exist in other areas of the Sheriff’s Office, in ER&R, or may be missing.”*

The titles to 23 of the 39 affected vehicles are accounted for. As of this writing we cannot account for the whereabouts of the other 16 vehicle titles. However, we acknowledge our responsibility for these unaccounted-for titles and we are searching other Sheriff’s Office files and ER&R files to locate them. If they cannot be located, we will work with Property Management and the County Auditor to re-title the vehicles as indicated in Recommendations 14 and 15. The expected timeline for completion is June 30, 2006. Furthermore, we shall include titling issues in our policy revisions as noted for Recommendation 10.

## 5.2 Public Works Response:



### PUBLIC WORKS DEPARTMENT

3000 ROCKEFELLER AVE, MS 607  
EVERETT, WASHINGTON 98201  
OFFICE (425) 388-3411  
FAX (425) 388-6449

**TO:** Kymber Waltmunson, Performance Auditor  
**FROM:** Steven E. Thomsen, Public Works Director  
**DATE:** May 18, 2006  
**SUBJECT:** Performance Audit Response

Thank you for the opportunity to respond to the ER&R Use Audit Report dated May 2, 2006. We appreciate your positive comments in section 1.2. Auditee Strengths.

Following is our response to section 3 Focus Issues and Recommendations.

**Recommendation 1:** *"We recommend that the Sheriff's Office incorporate their two boats into ER&R's maintenance schedule and assign them asset serial numbers. The Sheriff's Office's two helicopters should also be entered into FMS and given asset serial numbers so that all Snohomish County rolling stock is captured in one computer database."*

Executive Response: We concur.

**Recommendation 2:** *"ER&R should develop an objective process to determine whether it is more cost efficient for departments and offices to own a vehicle outright or to rent through ER&R. Department and office input should be sought in the development of this process. Documentation of this analysis should be available for all department and office owned vehicles."*

Executive Response: We are aware of no single formula that addresses all of the variables for all types of equipment and department uses. ER&R advises on case-by-case information including funding availability and the use of the particular equipment.

**Recommendation 3:** *"ER&R should continue to work to eliminate the use of parallel systems such as Access or Excel and utilize only FMS as a centralized vehicle master file for all maintenance."*

Executive Response: We concur.

**Recommendation 4:** *"To ensure more accurate inventory monitoring, the County should work toward eliminating multiple equipment inventories. ER&R should work with the Department of Information Services to allow the Solid Waste and Road Maintenance Divisions and the Sheriff's Office limited access to FMS. In the interim, Sheriff's Office inventory staff should meet monthly with ER&R staff to compare inventory lists and ensure accuracy. The Sheriff's Office comparison should include Search and Rescue and Drug Task Force inventory."*

Executive Response: We concur.

**Recommendation 5:** *"ER&R should standardize a procedure for contacting responsible parties about bringing in vehicles for preventive maintenance. This will ensure that all necessary service is performed in a timely fashion."*

Executive Response: The PM scheduling module of FMS has the ability to formalize this.

**Recommendation 6:** *"ER&R should ensure that their recently developed policy on vendor pricing is implemented."*

Executive Response: The priorities governing vendor selection are: (1) Washington State contracts (2) County contracts and (3) competitive bidding. Exceptions require the Fleet Manager's approval. This has been implemented.

**Recommendation 7:** *“ER&R storekeepers should conduct and document regularly scheduled analyses of certain contract vs. in-house repairs as well as survey outside vendors to ensure that the prices the county is paying for parts and services are the most cost effective.”*

**Executive Response:** The cost of parts and service is only one variable to consider in this decision. Both current workload and internal expertise/skills are considered when making these decisions. Equipment Maintenance Supervisors outsource parts and service when down time is not critical to save costs. Outsourcing may also be required when specialty repair equipment is required that the County doesn't have, or when our skill set is lacking. With regard to parts/materials procurement, Fleet Management adheres to County Purchasing Guidelines.

**Recommendation 8:** *“The Fleet Manager should consider hiring a dedicated warranty/recall coordinator to ensure that all parts and service warranties are being recovered and recalls are being heeded.”*

**Executive Response:** ER&R will look at opportunities to imbed this activity within existing staff as well as considering a position in the 2007 budget.

**Recommendation 9:** *“The Executive should ensure that planned revisions of Executive Order 04-02B eliminate references to the creation of policies and procedures by individual departments. The Executive and the Sheriff's Office agreed that Executive Order does not apply to separately elected officials who have their own policy. References directing ‘offices’ should be removed.”*

**Executive Response:** We will review executive order 04-02b with regard to the appropriate authority level to create policies and procedures as well as the issue of separate elected officials.

**Recommendation 10:** *“The Sheriff's Office should expend their policies and procedures to include at a minimum”*

- Sheriff's Office owned vehicles
- Donated vehicles
- Rerenters
- Inventory of vehicles
- Boats and helicopters

**Executive Response:** We will refer this comment to the Sheriff's Office

**Recommendation 11:** *“In the future, Property Management should receive the titles for all items purchased by departments and offices, except for items owned by ER&R.”*

**Executive Response:** We concur.

**Recommendation 12:** *“All newly purchased department/office owned vehicles should be titled to Snohomish County, and registered to the individual department/office, except vehicles titled to Snohomish County Fleet Management.”*

**Executive Response:** We concur.

**Recommendation 13:** *“Facilities Management should continue to ensure the accuracy of the yearly Personal Property Inventory.”*

**Executive Response:** We concur.

cc: Mark Soine, Deputy County Executive

### **5.3 Facilities Management Response:**

Facilities Management agrees to implement recommendations 11, 12 and 13. We have already requested departments to forward all titles to vehicles (not owned by ER&R) in their possession to the Property Management division for safekeeping. We are currently reviewing the titles received to ensure that these are complete, apply for replacement titles for lost titles if needed and will be working with the Licensing Division of the Auditor's Office to change the titles in accordance with recommendation 12. We are also implementing additional steps as outlined in recommendation 13 to ensure the accuracy of the annual inventory report. Our goal is to have recommendations implemented and completed by the end of year 2006.

### **5.4 Road Maintenance Response:**

I have reviewed the post audit report and have the following comment:

1. As it relates to Recommendation 11, the Road Maintenance Division will route titles of rolling stock it owns to Property Management;
2. As it relates to Recommendation 12, while I have some reservations about losing fund ownership identification of the rolling stock, the Road Maintenance Division will make sure that future acquisitions are filled out in favor of "Snohomish County".

## 6 APPENDICES

### 6.1 Appendix A: *Officials Interviewed*

1. Allen Mitchell, Fleet Manager, Fleet Management
2. Brad Graff, McDougal Garage Supervisor, Fleet Management
3. Susan Josephson, Project Specialist, Solid Waste
4. Al Garcia, Administrative Operations Manager, Facilities Management
5. Candy Coomes, Property Coordinator, Facilities Management
6. Neil Brimacombe, Sr. Operations Manager, Road Maintenance
7. Chip Payne, Quartermaster, Sheriff's Office
8. Tom Greene, Bureau Chief for Administrative Services, Sheriff's Office
9. John Flood, Drug Task Force, Sheriff's Office
10. Daniel Wikstrom, Search and Rescue, Sheriff's Office
11. Glen Bergstrom, Search and Rescue, Sheriff's Office
12. Wayne Fincher, Snohomish Garage Supervisor
13. Peggy Thompson, Financial Systems Coordinator, Fleet Management
14. Ken Mathews, Pierce County Fleet Division
15. Bob Toppen, King County ER&R Manager
16. Charley Masco, Clark County Operations Manager
17. Alan Kies, Pierce County Fleet Manager
18. Joanie Fadden, Fiscal Analyst, Sheriff's Office
19. Scott Camp, Fiscal Analyst, Finance Department

6.2 Appendix B: **ER&R Usage-Road Maintenance, Sheriff's Office and Solid Waste**

	<b>Road Maintenance</b>	<b>Sheriff's Office</b>	<b>Solid Waste</b>
<b>1999</b>	\$4,111,240	\$2,110,202	\$1,168,758
<b>2000</b>	\$4,643,101	\$2,445,243	\$1,525,798
<b>2001</b>	\$4,935,264	\$2,469,567	\$1,471,664
<b>2002</b>	\$4,418,150	\$2,533,267	\$1,400,725
<b>2003</b>	\$5,091,394	\$2,849,314	\$1,342,141
<b>2004</b>	\$4,917,601	\$3,048,502	\$1,494,238
<b>2005</b>	\$5,007,415	\$2,864,893	\$1,856,124

Data provided by Finance Department budget actuals.

6.3 Appendix C: **Sheriffs Office Rerenters**

Asset Serial #/ID #	Description	Dept/ Office Using Veh.	How long has it been a rerenter?	What is it being used for?
XA51	99 CHEVY LUMINA SEDAN	<b>Sheriff</b>	3/1/2003	Mail Delivery
XA60	00 CHEVY IMPALA PLICE SEDAN	<b>Sheriff</b>	4/1/2005	Mail Delivery
XDN02	90 CHEV CAPRICE SEDAN	<b>Sheriff</b>	11/1/2003	EVOC Training
XS003	95 FORD CROWN VICTORIA SEDAN	<b>Sheriff</b>	4/1/2003	EVOC Training
XX168	95 FORD CROWN VICTORIA SEDAN	<b>Sheriff</b>		EVOC Training
XX245	98 FORD CROWN VICTORIA SEDAN	<b>Sheriff</b>	3/1/2003	EVOC Training
XX260	98 FORD CROWN VICTORIA SEDAN	<b>Sheriff</b>	9/10/2005	EVOC Training
XX264	98 FORD CROWN VICTORIA SEDAN	<b>Sheriff</b>		Mail Delivery
XX281	99 FORD CROWN VICTORIA	<b>Sheriff</b>	10/22/2002	Reserve Deputy
XX287	99 FORD CROWN VICTORIA	<b>Sheriff</b>	10/23/2002	Reserve Deputy
XX928	99 FORD EXPEDITION	<b>Sheriff</b>	2003	EVOC Training



6.4 Appendix D: Inventory NOT owned by ER&R

Asset Serial #	Description	Division/ Office	Division	Why Owned?
66-17825	Hughes 500P (Helicopter)	Sheriff's Office	Air Patrol	S/S/E**
70-15757	Bell UH-1H (Helicopter)	Sheriff's Office	Air Patrol	S/S/E
CFR340	ZODIAC INFLATABLE BOAT	Sheriff's Office	Dive Team	S/S/E
SD150	ACHILLES RUBBER RAFT	Sheriff's Office	Dive Team	S/S/E
NN173	2000 FORD CROWN VICTORIA	Sheriff's Office	Drug Task Force	S/S/E
NN68	79 CHEVY FLATBED TRUCK	Sheriff's Office	Search/Rescue	S/S/E
NN69	84 CHEVY BLAZER 4X4	Sheriff's Office	Marine Patrol	S/S/E
NN76	1992 FORD EXPLORER 4X4	Sheriff's Office	EXPLORER	S/S/E
NXU06	97 FORD EXPEDITION 4X4	Sheriff's Office	Marine Patrol	S/S/E
NN04	87 FORD RAMP TRUCK	Sheriff's Office	Search Rescue	S/S/E
NN105	75 DODGE D300	Sheriff's Office	EVOC	S/S/E
NN108	92 FORD AMBULANCE	Sheriff's Office	SWAT	S/S/E
NN119	86 MANN 44 PASSENGER BUS	Sheriff's Office	SWAT	S/S/E
NN120	86 MANN 44 PASSENGER BUS	Sheriff's Office	Training	S/S/E
NN121	86 MANN 44 PASSENGER BUS	Sheriff's Office	Training	S/S/E
NN137	88 CHEVROLET CAPRICE	Sheriff's Office	EVOC	S/S/E
NN138	90 CHEVROLET CAPRICE	Sheriff's Office	EVOC	S/S/E
NN139	92 CHEVROLET CAPRICE	Sheriff's Office	EVOC	S/S/E
NN145	87 CHEV CAPRICE	Sheriff's Office	EVOC	S/S/E
NN157	53 FV603 SARACEN ARMORED VEH.	Sheriff's Office	SWAT	S/S/E
NN165	73 CADILLAC V100 ARMORED VEH.	Sheriff's Office	SPECIAL OPS	S/S/E
NN176	92 INTERNATIONAL 4700LP 4X2	Sheriff's Office	MAJOR CRIMES	S/S/E
NN177	94 INTERNATIONAL 4700LP 4X2	Sheriff's Office	MAJOR CRIMES	S/S/E
NN56	81 GMC P30	Sheriff's Office	DUI PROGRAM	S/S/E
NN97	94 FORD EXPLORER	Sheriff's Office	EXPLORER	S/S/E
NN98	77 FORD VAN	Sheriff's Office	EXPLORER	S/S/E
NS14*	2 1/2 TON MILITARY TANKER	Sheriff's Office	Search/Rescue	S/S/E
NS15*	2 1/2 TON MILITARY TANKER	Sheriff's Office	Search/Rescue	S/S/E
NS16*	2 1/2 TON MILITARY TANKER	Sheriff's Office	Search/Rescue	S/S/E
NS17*	2 1/2 TON MILITARY TANKER	Sheriff's Office	Search/Rescue	S/S/E
NS09	STEP VAN- DIVE TEAM VAN	Sheriff's Office	Dive Team	S/S/E
NS35	85 CHEVY AMBULANCE	Sheriff's Office	Search/Rescue	S/S/E
NS78	21' BAYLINER & TRAILER	Sheriff's Office	Marine Patrol	S/S/E
NS82	92 DARE CAPRI BOAT & TRAILER	Sheriff's Office	Dive Team	S/S/E
NS84	75 CLARK MHE228	Sheriff's Office	Search/Rescue	S/S/E
NS91	1992 BOAT & TRAILER	Sheriff's Office	Dive Team	S/S/E
NS92	1995 21' SAFEBOAT & TRAILER	Sheriff's Office	Marine Patrol	S/S/E
NS98	2000 17' SAFEBOAT	Sheriff's Office	Marine Patrol	S/S/E
NXF01	1980 INTERNATIONAL W/ GLOUGH FUEL	Sheriff's Office	Search/Rescue	S/S/E
NRM100	Truck with Man-Lift 4400 w/Terex	Road Maint.		Lease-purchase
NRM101	Truck with Man-Lift 4400 w/Terex	Road Maint.		Lease-purchase
NRM102	Truck with Man-Lift 4400 w/Terex	Road Maint.		Lease-purchase
NV17	04 FORD E350 VAN	Solid Waste	Litter Control	Grant Funded
NV20	Sweeper (purchased from RM #MO31)	Solid Waste		S/S/E
NV21	93 Cat (Purchased from RM)	Solid Waste		S/S/E
NV22	93 Cat (Purchased from RM)	Solid Waste		S/S/E

\*The military tankers are in the process of being transferred to Search and Rescue, who in turn will send them to auction.

\*\*Seldom Used/Specialty Item/Emergency Use

6.5 Appendix E: **Rolling Stock Not Owned or Maintained by ER&R**

Asset Serial #	Description	Dept/ Office Using Veh.	Why Dept/Office Maintained?
66-17825	Hughes 500P (Helicopter)	<b>Sheriff's Office</b>	Aviation Maintenance - Outsourced
70-15757	Bell UH-1H (Helicopter)	<b>Sheriff's Office</b>	Aviation Maintenance - Outsourced
SD150	Achilles Rubber Raft	<b>Sheriff's Office</b>	Minimal use - Little Maintenance Required
CFR340	ZODIAC INFLATABLE BOAT	<b>Sheriff's Office</b>	Minimal use - Little Maintenance Required

## 6.6 Appendix F: Comparison of Outside Vendors – Maintenance and Other Services

Most vendors will give a government entity a discount on parts and services. From our analysis the discount ranged from 7% to 25% depending on the vendor. This discount is different from the state procurement contract prices.

### Oil Change/Routine 4000 Mile Service

2004 Ford Crown Victoria	<b>\$45.69*</b> (price charged by County)
Jiffy Lube (425-353-5455)	<b>\$32.54</b>
Brien Motors (425-353-7171)	<b>\$37.92</b>
Meineke Car Center (425-303-9500)	<b>\$21.65</b> (oil change only)

\*The County garages complete a comprehensive safety check, rotates tires, and replaces air filter if needed on each vehicle at the time of service.

### Auto Glass Replacement

2002 Ford Crown Victoria	<b>\$217.20</b> (price charged to County)*
NOVUS (425-347-6150)	<b>\$376.05</b>
Clear View Windows (425-258-9399)	<b>\$287.52**</b>
Safelite Auto Glass (425-259-4110)	<b>\$194.37***</b>

\*Rescue Auto Glass is the vendor that currently replaces all windshields for the Everett garage and fixes all chips and cracks at no charge.

\*\*This vendor could match the current price that the County is charged, however, the windshields would be an imported product.

\*\*\*Safelite Auto Glass has the state procurement contract for windshield replacement. They charge \$29 for the first chip on a vehicle and \$29 for any crack repair over 6 inches.

### Tire Replacement

P22560R16 RSA Goodyear Eagle	<b>\$67.45</b> (price charged to County)*
Everett Tire & Automotive (425-252-9100)	<b>\$161.73</b>
Discount Tire Company (425-355-2455)	<b>\$132.00</b>
Les Schwab Tire Center (425-252-4181)	<b>\$167.59</b>

\*Goodyear has the state procurement contract for tires.