

CONTRA COSTA COUNTY GRAND JURY REPORT NO. 1103

County and City Vehicle Maintenance and Usage

FINDINGS AND RECOMMENDATIONS

Finding #1. The City of Richmond fully utilizes their maintenance management system which the Grand Jury identifies as a best practice for the County and all of the cities located within the County.

Recommendation #1. Available maintenance management software should be fully utilized.

No response required for Finding #1 or Recommendation #1

Finding #2. Exiting the leased Martinez maintenance facility and consolidating maintenance operations with the County facility could result in cost savings to Martinez.

Response:

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
Contra Costa County Board of Supervisors	<i>Agree</i>	
City of Martinez	<i>Disagree</i>	<p><i>At the direction of the City Manager, our Maintenance Superintendent looked into the feasibility of consolidating our vehicle maintenance program with the County program approximately a year ago. The County maintains a large fleet of vehicles and equipment from internal groups such as, Sheriff, Fire, Public Works and Inspections. They do preventative maintenance and repair on an estimated 1400 units with nine mechanic. The Facility is approximately 6 miles from downtown and not in the City limits.</i></p> <p><i>The City of Martinez vehicle program is responsible for preventative maintenance and repair of 128 unit (sic) of equipment with two full time mechanics. They also outfit all of our police department vehicles with necessary lights, computers, cages and other required safety equipment. Our Police Department is extremely pleased with (sic) high quality of their vehicles and the timely response to needed repairs. The single facility houses the City's entire maintenance operation which includes Streets, Water System, Parks and Fields, Building, Parking Meter and Vehicle maintenance. Thirty-three employees work from this facility and only two full time employees do vehicle maintenance.</i></p>

Recommendation #2. That the County Board of Supervisors and the Martinez City Council consider identifying representatives to explore the feasibility of consolidating their maintenance facilities and maintenance management systems.

Response:

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
Contra Costa County Board of Supervisors	<i>Will implement</i>	<i>The recommendation has not yet been implemented, but will be implemented by June 30, 2011. The County administrator will identify County staff representatives to initiate initial communication with the Martinez City Manager to evaluate the feasibility (sic) of consolidating fleet maintenance facilities and maintenance management systems.</i>
City of Martinez	→	<i>Moving vehicle maintenance to a more remote location would not save the City of Martinez any money and would likely add equipment down-time and inconvenience to the city's maintenance programs and police staff. The maintenance superintendent and staff currently track our preventative maintenance and repair costs on computers and spread sheets. The process works well but needs improvement. They have looked at several maintenance management programs over the past several years and recently chose one which is used by a neighboring city. It is planned to purchase software and implement it in fiscal year 2011-2012.</i>

Finding #3. Spare parts inventories in Contra Costa County, Richmond, Brentwood, and Martinez are much higher than the \$206 average of all agencies reporting such inventories.

Response:

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
Contra Costa County Board of Supervisors	<i>Partially disagree</i>	<i>The County has a very unique Fleet, which includes specialized equipment such as trailers (See attachment A), forklifts, golf carts and brush chippers (See attachment B). This additional equipment has many parts included in our inventory, which inflates the value of our inventory. If the County includes this type of equipment, the County's total vehicle count is 1,301 and the inventory value per vehicle is reduced to \$234 per vehicle.</i> <i>In the "Grand Jury Request for Fleet Services Information" dated August 11, 2010, the Grand Jury requested that the County "please provide the number of vehicles by type, i.e. automobiles, (break out police vehicles separately) pickup trucks, light utility trucks, and heavy trucks (those requiring a Class A or B</i>

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
		<i>operating permit).” This resulted in the County providing a total vehicle count of 1,162. Upon further review the total vehicle count should have included the specialized equipment vehicles discussed above increasing the total vehicle count to 1,301, when comparing on-hand inventory on a “per vehicle” basis.</i>
Brentwood City Council	<i>Partially agree</i>	
City of Martinez	<i>Disagree</i>	<i>The report (page 2) states that the City of Martinez reported inventories valued at \$20,000 which equaled \$465 per vehicle. The \$20,000 estimate that we provided was for our “entire” fleet of 128 pieces of equipment owned by the City; (Police units, City vehicles, pick-up trucks, backhoes, dump trucks, riding mowers, street sweeper, and a variety of other equipment). The Grand Jury only used a select few vehicle types in their survey and calculations (autos, vans, SUVs and pickups only), which led to the extremely high spare parts per vehicle inventory figure in the report. When using only those types of vehicles, our spare parts per vehicle amount would be closer to \$200 per vehicle.</i>
Richmond City Council	<i>Partially disagree</i>	<i>The \$470,000 originally reported to the Grand Jury was an error in the way our parts were being received into stock. The correct figure should have been \$250,000. All parts, regardless of actually being in-stock items or non-stock items, were being processed as in-stock items. The dollar amount listed as spare parts inventory was for all 493 vehicles belonging to the City of Richmond. The city did not exclude police and fire spare parts from the total inventory amount.</i>

Recommendation #3. That Contra Costa County, Richmond, Brentwood, and Martinez should review their spare parts purchasing practices and determine what steps can be taken to permanently reduce on-hand inventories.

Response:

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
Contra Costa County Board of Supervisors	<i>Implemented</i>	<i>The County’s purchasing practices are constantly being reviewed for best steps, as distributors frequently change, practices are updated. The County is currently in the process of conducting the annual inventory of on-hand replacement parts and has begun to identify obsolete equipment. As obsolete inventory is reduced, the average value of on-hand inventory is anticipated to fall below \$206 per vehicle.</i>

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
City of Brentwood	<i>Implemented</i>	<p><i>The City of Brentwood is unique in that it provides Solid Waste, Wastewater, and Water services directly to the residents of Brentwood. The City of Brentwood is the only City in Contra Costa County to own and operate its own Solid Waste Enterprise. The City's response to the Grand Jury inquiry reported a vehicle count of 149 automobiles, pick-up trucks, light utility trucks, and heavy duty trucks. This count excluded 101 pieces of vehicles/equipment including power equipment/generators, motor cycles, heavy duty trucks, and trailers. The number of vehicles/equipment the City of Brentwood owns is a total of 250. The City's Fleet/Facilities Maintenance Division provides a majority of the fleet services for their vehicles/equipment.</i></p> <p><i>The reported inventory amount of \$110,000 includes the above listed 250 vehicles/equipment. Of the \$110,000, approximately \$66,000 is dedicated to 18 Solid Waste refuse collection vehicles and equipment. The remaining inventory amount of \$44,000 includes the remaining 232 vehicles/equipment. The City's inventory amount per vehicle is \$190, when excluding Solid Waste refuse collection vehicles/equipment. It is the city's opinion that due to the daily demands placed on these vehicles, coupled with required service to the residents, adequate inventory is required to maintain service levels and reduce fleet downtime due to maintenance and repairs.</i></p> <p><i>The City makes adjustments to its Fleet/Facilities Maintenance Divisions' inventory daily based upon non-use, overstock, and parts availability. It also performs an annual inventory audit.</i></p>
City of Martinez	→	<i>Our spare parts per vehicle amount for the vehicles evaluated are approximately \$200 per vehicle which is under the County's average of \$206. (Also see comments under Finding #3 above).</i>
City of Richmond	<i>Will implement</i>	<i>The recommendation will be implemented by August 31, 2011 by returning all obsolete stock items to vendors for a credit. We will also be moving all parts that are non-stock items from stock inventory over to non-stock inventory.</i>

Finding #4. The number of city and county vehicles being taken home after work results in significant taxpayer expense.

Response:

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
Contra Costa County Board of Supervisors	<i>Partially disagree</i>	<i>It should be noted that the total number of autos, vans, SUVs and pickups for the County is 1,022. The chart listed on page 2 of Grand Jury Report No. 1103 shows 803 as the “Number of autos, vans, SUVs and pickups for the County, however, the 219 vans on the list of vehicles provided by the County to the Grand Jury on September 10, 2010 were not included. Adding the 219 vans brings the total number of autos, vans, SUVs and pickups for the County to 1,022, and lowers the percentage of County vehicles taken home from 16% to 13%.</i>
City of Antioch	<i>Partially agree</i>	<i>The City of Antioch has implemented a practice of permitting city vehicles to be taken home for the purpose of standby call-outs and emergency operational needs. Presently, no take-home vehicles are being driven more than fifteen miles from the location where the employee would report to work.</i>
City of Brentwood	<i>Partially agree</i>	
City Concord	<i>Agree</i>	
Town of Danville	<i>Agree</i>	<i>The practice of home garaging vehicles does result in incurring an expense. Danville permits home garaging of vehicles assigned to certain Police and Maintenance personnel for purposes of emergency response and after hours callouts. The operational expense associated with this practice must be balanced with the need to provide a rapid response to preserve public safety and property.</i>
City of El Cerrito	<i>Disagree</i>	<i>The City of El Cerrito disagrees that these take-home vehicles are a “significant taxpayer expense”. The average additional cost to the City is approximately \$325.00 per month per person based on our \$0.37 per mile operating expense. The cost of the vehicle would still be the same or possible (sic) higher as the City would still be required to provide these for each individual during their normal work schedule and past history has shown that the pool vehicles incur higher operating costs and are required to be replaced more than twice as often due to increased maintenance costs.</i>
City of Hercules	<i>Agree</i>	
City of Lafayette	→	<i>No response to Finding. See comments in Recommendation below.</i>

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
City of Martinez	<i>Agree</i>	<i>The City of Martinez has nine vehicles that are taken home after working hours. Five of the vehicles are Police Department vehicles and four are in Public Works Department. The City has allowed take-home vehicles for the purpose of standby call-outs and emergency operational needs. This practice will be reviewed during budget preparations to determine if continued use is justified.</i>
Town of Moraga	<i>Partially agree</i>	<i>Agree with the finding and need to reduce the number of vehicles being taken home; but disagree that it results in “significant taxpayer expense”. The Town of Moraga has amended its current practice and has reduced the number of vehicles being taken home by one, since the responsibilities for “on-call” and emergency response are now being rotated to increase efficiency and equality in the Public Works Department. Three police vehicles still need to be taken home in order to expedite emergency response. Victim trauma and damage to public and private property and crime scenes can be minimized by immediate response by the Town’s limited staff resources.</i>
City of Oakley	→	<i>No response to Finding. See comments in Recommendation below.</i>
City of Orinda	<i>Partially disagree</i>	<i>As the finding relates County-wide it does appear that there is a significant expense to support this practice. However, as it relates to Orinda, there are 4 City Police vehicles that are assigned to Police personnel who are on-call and must respond from home. The 4 Police representatives who are allowed to take home vehicles are:</i> <ol style="list-style-type: none"> <i>1. Orinda Police Chief</i> <i>2. Orinda Police Detective Sergeant</i> <i>3. Orinda Police Detective Officer</i> <i>4. Orinda K-9 Officer</i> <i>No other City vehicles are assigned for take-home after work.</i>
City of Pinole	<i>Partially agree</i>	
City of Pittsburg	<i>Agree</i>	<i>The City notes, however, that the Grand Jury did not indicate whether this was a reasonable or unreasonable expense. Respectfully, the City firsts seeks to correct inaccuracies in the survey results contained in the initial report. The City’s motor pool of autos, vans and trucks currently numbers 154 vehicles, not the 115 listed on the table on Page 2 of the report. Of these, 26 are taken home at times by on-call personnel. Therefore, the percentage of take-home vehicles is 17 percent of the motor pool. The table in the initial report showed 27 percent. The City would appreciate the modification of the table to reflect these corrections.</i>

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
City of Pleasant Hill	<i>Partially agree</i>	<i>The City of Pleasant Hill has implemented a practice of only permitting City vehicles to be taken home for the purpose of police standby call-outs and emergency operational needs. These vehicles are used rental cars obtained through auction and at a considerably lower cost than unmarked police cars. The vehicles have not been replaced in almost four years and their use does not result in "significant taxpayer expense."</i>
City of Richmond	<i>Partially disagree</i>	<i>The number of take-home vehicles listed for the City of Richmond is 24 take-home vehicles out of 355 autos, vans, SUV's and pickups also includes 11 police and fire emergency response vehicles. The number of take-home vehicles that are autos, SUV's and pickups, not including police and fire, is 13, for a total of 4% take-home vehicles.</i>
City of San Ramon	<i>Partially agree</i>	<i>The City of San Ramon has implemented a practice of permitting city vehicles to be taken home for the purpose of standby call-outs and emergency operational needs.</i>

Recommendation #4. That Contra Costa County and cities which allow take-home vehicles (Antioch, Brentwood, Concord, Danville, El Cerrito, Hercules, Lafayette, Martinez, Moraga, Oakley, Orinda, Pinole, Pittsburg, Pleasant Hill, Richmond, and San Ramon) should review this practice and determine what steps can be taken to reduce the number of take-home vehicles and specify the circumstances when take-home vehicles may be used.

Response:

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
Contra Costa County Board of Supervisors	<i>Requires further analysis</i>	<i>On October 5, 1993 the Finance Committee recommended to the Board of Supervisors a policy for the garaging of County vehicles at an employee's home. The County Administrator is recommending that this item be referred to the Internal Operations Committee for review of current practice and potential update and return to the Board by October 15, 2011.</i>
City of Antioch	<i>Implemented</i>	<i>The very few cases where vehicles are taken home is revisited annually by the department heads during the budget preparation process to assure that the permission in each case is justified and a good business practice.</i>
City of Brentwood	<i>Implemented</i>	<i>City of Brentwood Council/Administrative Policy 10-9, Policy and Procedures for the Use of Vehicles and Related Equipment provides the procedure, guidelines and conditions that must be followed for staff to take home vehicles. The Policy is reviewed annually. Vehicles are taken home to respond in the assigned vehicles to official after-hours emergencies/assignments at</i>

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
		<i>different locations. The City currently has nine vehicles equipped for after-hours emergency/assignment response that are utilized by the Police Department and Public Works. The City is of the opinion that the benefit realized by allowing the authorized staff to respond directly to emergencies/assignments justifies the additional minimal costs associated with the take-home vehicles.</i>
City of Concord	→	<i>The City has an established administrative directive in place which defines the City's vehicle take home policy. The City reviews this policy periodically.</i>
Town of Danville	<i>Will implement</i>	<i>By September 30, 2011, Danville's current practice will be formalized into a policy that specifies the purpose for this practice and specifies criteria to be considered in determining which Police and Maintenance personnel should be permitted to home garaged Town vehicles.</i>
City of El Cerrito	→	<p><i>Of the 13 vehicles that are taken home, 12 of these are in the public safety department, split evenly between fire and police. On both sides, the vehicles are assigned to the Chief's of the Department and their management staff. These staff personnel are the key positions in the City's Emergency Operations Plan and must have the ability to return to the City promptly in the event of a major emergency or disaster. Secondly, due to reduced staffing, each of these management people are also on call to return in the event of a large fires (sic), shootings or other higher profile incidents that require additional overhead to insure control and safety of the incident operations.</i></p> <p><i>The other vehicle is used by the Public Works Maintenance Supervisor who is the sole person responsible to deal with any problems with the City's infrastructure as there are no public works personnel after hours or on weekends.</i></p> <p><i>All take-home vehicles are used strictly for City business per City policy and thus are not providing any additional benefit to assigned individuals other than transportation to and from the City. It is the City's opinion that the additional cost is fiscally more responsible to insure that key management personnel are able to respond back to the City when needed, providing additional overhead and insuring a safer community.</i></p>
City of Hercules	<i>Implemented</i>	<p><i>At the time of this report's creation the City of Hercules allowed seven employees to use take-home vehicles.</i></p> <p><i>Of the seven (7) take-home vehicles identified in this report, the City of Hercules has eliminated two (2). The remaining five (5) are assigned to the following Hercules Police Department positions and will continue to be evaluated and adjusted as</i></p>

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
		<p><i>appropriate.</i></p> <ol style="list-style-type: none"> <i>1. Police Chief</i> <i>2. Investigations Commander</i> <i>3. Patrol Commander</i> <i>4. Detectives (2)</i> <p><i>Police Department Policy regarding take home vehicles is as follows:</i></p> <p><i>Section 706.3 ASSIGNED VEHICLE AGREEMENT:</i> <i>City owned vehicles assigned to personnel for their use within their job assignment may be used to transport the employee to and from their residence for work related purposes. Vehicles assigned to personnel for take home use may be used off duty if the employee is on-call and thereby required to respond directly to the police department or other location determined by the nature of the incident.</i></p> <p><i>Take-home vehicles for employees not on call shall only be used for work related purposes and shall not be used for personal errands, or transports, unless special circumstances exist and the shift sergeant gives authorization. Assigned employees are responsible for the vehicle's care and maintenance. The Department will provide necessary care/maintenance supplies.</i></p> <p><i>The Assignment of vehicles is at the discretion of the Chief of Police. Assigned vehicles may be changed at any time and/or permission to take home a vehicle may be withdrawn at any time.</i></p>
City of Lafayette	<i>Implemented</i>	<p><i>This recommendation has already been implemented as the City only allows two City-owned vehicles to be taken home – one by the City Manager and one for the Chief of Police – and has policies that significantly limit the use of City vehicles to prevent unnecessary taxpayer expense. The City's Policy on the Use of City Vehicles (Administrative Regulation No. 510, attached) which has been in effect since 1998, limits the use of City vehicles to those operations that support the City's citizens. Similarly, its policy on the use of Police Department motorcycles by the Police Department's Motorcycle Unit (Administrative Regulation No. 524, attached), which was adopted in June 2011 at the time the City added the motorcycles to its fleet, prohibits off-duty use of motorcycles except for authorized training exercises, and the taking home of motorcycles unless directed to do so by the Chief of Police or supervisor.</i></p>
City of Martinez	→	<p><i>The number of take-home vehicles will be reduced for the fiscal year 2011-2012 budget.</i></p>

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
Town of Moraga	<i>Implemented</i>	<i>One less vehicle is now authorized to be taken home – the Public Works Superintendent will no longer be taking his Town-assigned vehicle home since the Town now relies on rotating staff for on-call public works response. The following three vehicles will continue to be allowed to be taken home, the Police Chief, Police Lieutenant, and, when the position is filled, Police Detective. Each of these is called upon to report directly to the scene of an accident, crime, local hospital or emergency situation. Each vehicle is equipped with the items needed to provide an emergency response while other personnel may be gathering additional equipment, if needed. The Police vehicles being taken home, must stay within 25 miles of the Town limits, unless on official Town business, and are prohibited to be used for personal trips.</i>
City of Oakley	<i>Implemented</i>	<i>We have implemented the recommendation relating to Finding #4 and have determined that the three take-home vehicles are compliant with City policies and with wise practice. The three vehicles are for on-call public safety personnel.</i>
City of Orinda	<i>Will not implement</i>	<i>Because the Police personnel noted above are on call, they respond from home to emergencies and to conduct investigative work. With that said, if the K-9 program is eliminated in the future, the Officer assigned to this function will no longer have a take home vehicle as it will no longer be warranted without the canine. Additionally, an Orinda family is making a financial donation to support the Orinda K-9 program and has agreed to pay the difference in the cost to provide the vehicle and fuel for the K-9 vehicle. This generous donation will provide the City with \$22,000 to pay for the take-home use of the Police vehicle along with other expenditures associated with the program.</i>
City of Pinole	→	<i>The City of Pinole does allow the use of take-home vehicles for a very limited number of classifications in the City. These vehicles are assigned to the Police Department and Fire Department who are 24 hour emergency responders.</i> <ul style="list-style-type: none"> • <i>Police</i> <i>Included are the Police Chief, two Police Commanders and the on duty Sergeant-Detective. One Commander position is vacant right now so the vehicle is not used for overnight purposes. All of these positions are emergency responders on a 24 hour basis and must be immediately available to respond at all hours and from any location.</i> • <i>Fire</i> <i>Included is the Fire Battalion Chief on duty. This is a critical position where a take-home vehicle is required as this person responds to Battalion 7 which includes serving with Contra Costa</i>

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
		<i>County Fire, Rodeo-Hercules Fire Protection District and the city of Pinole. This position is the command position for all incidents resulting from calls for service received throughout the jurisdictions of all three agencies.</i>
<i>City of Pittsburg</i>	<i>Implemented</i>	<i>The City allows certain city vehicles to be taken home by staff members who are on call for standby call-outs and emergency operational needs. This expense is balanced with the need for immediate response to emergency conditions. The City, through its department heads, reviews on an annual basis which employees are allowed to take home City vehicles and for what purpose so as to verify there is adequate justification for such practice.</i>
<i>City of Pleasant Hill</i>	<i>Implemented</i>	<i>Over six years ago, the subject of City vehicles being taken home after work was reviewed to assure that in each case the permission was justified and represented a good business practice. The number of take-home vehicles was reduced at that time. The City implemented a practice of only permitting vehicles to be taken home for the purpose of police standby call-outs and emergency operational needs.</i>
<i>City of Richmond</i>	<i>Will not implement</i>	<i>A limited number of vehicles (currently 13) are used as take-home vehicles within the City of Richmond. These vehicles are limited to police and fire personnel, an on-call Public Works Duty Electrician, an on-call Public Works Facility Maintenance employee, and Department/Division Heads only. These employees need to have frequent and easy access to city-owned properties and/or safeguard city-owned property on a 24-hour basis.</i>
<i>City of San Ramon</i>	<i>Implemented</i>	<i>The majority of vehicles taken home are assigned to the police department and each year the practice is reviewed. As a result of this year's review, the number of take-home vehicles was reduced from 13 to 11. In each case the vehicle usage is restricted to only work related functions.</i>

The following table reflects voluntary responses to Findings/Recommendations that were NOT required in Report #1103:

Findings/Recommendations #1 – regarding the use of maintenance management software.

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
Contra Costa County Board of Supervisors	<i>Agree - Implemented</i>	<i>The County has been fully utilizing the fleet management system CCG Faster. The County purchased and installed a new fleet management system, AssetWorks, which is now operating and will be fully utilized by June 30, 2011. This system replaces the County’s old CCG Faster fleet management system.</i>
City of Antioch	<i>Agree - Implemented</i>	<i>No response is requested, but please note that the City of Antioch utilizes a fleet maintenance management software system.</i>
City of Clayton	<i>Disagree - Will not implement.</i>	<p><i>The recommendation will not be implemented because it is not warranted and is not reasonable for the City of Clayton. As noted in Grand Jury Report No. 1103 (page2), our City only has a total of eleven (11) vehicles, vans or trucks (that are not police patrol vehicles serviced by the City of Concord). This fleet is managed by the City’s Public Works Department and the maintenance supervisors have binders on each vehicle with a respective log of maintenance and repairs maintained for each. Most of these eleven (11) vehicles are equipped with electronics that display “maintenance required” or other engine alert icons on the vehicle’s dashboard to assist the Department in its preventive and reactive fleet maintenance needs. Further, our Public Works trucks and vehicles are serviced by a nearby Ford dealership, which private business also retains pertinent records on these City vehicles and routinely sends the City reminders when periodic preventative services are due.</i></p> <p><i>After receipt of Grand Jury Report No. 1103 noting software as a “best practice” for all cities, our City staff contacted the City of Richmond and learned at that time in April 2011 that the City of Richmond had three (3) full time employees to oversee its Fleet Management Division (in addition to 10 mechanics). These Richmond employees’ primary duties include maintaining and updating its fleet maintenance software program, which was purchased at an initial expense of \$44,000 in year 2006. That software is proprietary software carrying annual license fees for 9 user stations which further costs Richmond approximately \$10,000 per year (plus a 3% CPI annual adjustment).</i></p> <p><i>Our City fleet of eleven (11) vehicles is too small in size to warrant additional taxpayer expense for expensive proprietary software for fleet maintenance purposes plus the re-allocation of additional Public Works’ staff time (5 full-time employees and no</i></p>

<i>Responding Agency</i>	<i>Response</i>	<i>Comments</i>
		<i>clerical support position) to continuously update the software data. Grand Jury Report No. 1103 does not reveal any analysis applicable to Clayton's situation to indicate our City's current practices for fleet maintenance have been inadequate or inefficient in managing its limited resources, cut short the useful life of our fleet, or resulted in avoidable repairs or expenses.</i>
City of Concord	<i>Agree - Implemented</i>	<i>The City of Concord agrees with the finding and uses a maintenance management software system. The City has reviewed its practices and ensured the program is being utilized as fully as currently practical.</i>
City of Pleasant Hill	<i>Agree - Implemented</i>	<i>No response is requested, but please notes that the City of Pleasant Hill has utilized a fleet maintenance management software system since 1998.</i>
City of San Ramon	<i>Agree - Implemented</i>	<i>No response is requested; however, please note that the City of San Ramon utilizes a fleet maintenance management software system.</i>