NYC DEPARTMENT OF
CITYWIDE ADMINISTRATIVE SERVICES (DCAS)
TESTIMONY
OVERSIGHT HEARING REGARDING MAINTENANCE OF THE NYC UNIFIED FLEET BEFORE THE CITY COUNCIL COMMITTEES ON GOVERNMENT OPERATIONS AND SANITATION AND SOLID WASTE MANAGEMENT
January 29, 2020

Good morning Chairs Cabrera and Reynoso and members of the Government Operations and Sanitation and Solid Waste Management Committees. I am Keith Kerman, Chief Fleet Officer for the City of New York and a Deputy Commissioner at the Department of Citywide Administrative Services (DCAS). I'm joined today by Assistant Commissioner Greg Anderson of the Department of Sanitation (DSNY). Thank you for the opportunity to discuss the citywide fleet program which plays an essential role in supporting the delivery of public services and emergency response 24/7 in the City.

NYC operates the largest municipal fleet in the United States. As of the Preliminary FY20 Mayor's Management Report, there were 30,717 total fleet units with 25,104 on-road vehicles and 5,613 off-road equipment pieces. The fleet is operated across 50 agencies and additional offices including elected officials. The City operates light, medium, and heavy-duty vehicles, off-road equipment pieces, police, and emergency response units.

Historically, City fleet operations were very decentralized. Beginning 2008, an effort began to establish a common management approach led through DCAS. Two Mayoral Executive Orders have furthered this effort: Mayor de Blasio's EO 41 of 2019 on Fleet Sustainability, Right-Sizing, and Efficiency; and EO 161 of 2012 regarding Shared Services and Consolidation of Fleet Operations and Maintenance.

In the last decade, the citywide fleet program, NYC Fleet, has implemented a wide-ranging set of initiatives, impacting almost all areas of fleet, and establishing NYC as a leader in many aspects of fleet operations nationally. These include:

- We are reducing emissions and greenhouse gasses through the NYC Clean Fleet initiative. NYC operates one of the nation's largest electric vehicle fleets, with over 2,600 plug-in units, and is also one of the nation's largest adopters of cleaner biofuels. In FY19, our fleet did 2.3 million miles on all electric vehicles, tripling the usage from just FY17. In total, nearly 20,000 vehicles operate on some type of fuel alternative. The average fuel economy for our new light duty vehicles in FY19, as reported through Local Law 38 of 2005, was 107 miles per gallon (MPG). We recently announced a transition to hybrid police cars with our first orders of 700 units, and most of our ambulances now have hybrid and plug in capacity. We have electric sedans, SUVs, cross-overs, and mini-vans on contract now, as well as solar carports, light towers, electric forklifts, electric carts, and more. We are also taking our first steps in electric garbage trucks, busses, and vans. NYC Fleet is also one of the nation's largest public adopters of car and fleet share. DCAS Fleet offers 70 all electric vehicles as citywide shared units.

- In FY19, we used our first 1 million gallons of renewable diesel fuel and we are currently working on a citywide contract to replace all diesel fossil fuel with biofuels including renewable diesel and biodiesel. Fleet is committed to reducing 50% of greenhouse gasses by 2025. Our plan is to replace all vehicle models with electric and plug in options where available and to use biofuels where the market for electric is not yet in place. NYC must set the example in making this critical transition away from fossil fuels and to electric vehicles and sustainable fuel options.

- DCAS has implemented a Safe Fleet Transition Plan as part of Vision Zero. DCAS and partner agencies, including DSNY, have trained over 60,000 fleet operators in defensive driving since Vision Zero was announced. We have implemented the nation's largest truck side-guard program, with over 3,700 units installed and counting, and have placed real-time tracking devices on 23,000 fleet units to date. Among many benefits, this real-time tracking can provide alerts to speeding, harsh cornering, failure to use seatbelts, and improper use of City vehicles. The system also produces instant and automatic crash alerts when a City vehicle is in a collision. Real-time tracking offers enormous potential benefits to make our fleet safer for our own drivers and for pedestrians and bicyclists. This is a big change for fleet and City operations, but one we must take as we pursue a safer, more sustainable, and efficient future.

- The City is also procuring automatic braking, driver alert systems, high-vision trucks, dash cams, and making other design changes to safeguard our City drivers, pedestrians, and bicyclists. Since FY17, we have implemented 50,000 safety improvements to our fleet and will have installed over 100,000 safety improvements by FY22. Working with City DOT, we published a truck safety video titled "I see you" in November 2019. We have made some progress, but we know it's still not enough. We are all committed to redoubling these efforts especially as focused on truck safety as we pursue Vision Zero. These efforts include pushing the fleet industry to offer high vision trucks, intelligent speed assist, automatic braking in trucks, and improving driving alert systems. We welcome the Council's support in this effort.

- Consistent with EO 161 and in partnership with OMB, DCAS has implemented a citywide acquisitions and vehicle replacement program. Since FY14, the City has spent over $2 billion to upgrade and improve its fleet of vehicles and trucks including the City's 3 largest historic annual investments in fleet units in FY16 through FY18. City fleet age has improved from 6.2 years on average in FY14 to 5.4 years in FY19. DSNY fleet age went from 5.9 years to 5.4 years during that period. These investments ensure City employees have updated vehicles to perform their critical roles and enable us to transition to cleaner, safer, and more efficient fleet units.

- In partnership with NYC Emergency Management (NYCEM), DCAS has implemented a post-Sandy resiliency program to increase resources in critical emergency equipment areas including light towers, generators, fuel trucks, message boards, forklifts, tow trucks, and water pumps. DCAS implemented a $20 million program to expand resources in these areas, most of which gets tracked in the off-road component of the fleet. In 2016, a separate investment was made for 140 additional DSNY snow removal units after the Jonas Storm.

- EO 161 established shared servicing for the City fleet. To enable shared servicing, DCAS upgraded the City's fleet management system, now called NYC Fleet Focus, which is our tool for tracking fleet assets, work orders, repairs, state and preventive inspections, and auto parts. DCAS had put in place a fleet system for the use of most agencies for decades, and it has been standard practice for our skilled mechanics and tradesmen to record their direct and indirect work time and complete vehicle specific work orders. However, shared servicing required this tracking to be universal, standardized, and for repair agencies to be able to look

up and record work on fleet units from other now client agencies. Our new fleet system has been in full operation since 2013. In 2013, DCAS also completed a first citywide Fleet Management Manual to set the guidelines for a common fleet management approach.

- Vehicles require parts and fuel daily. NYC fleet procures nearly $80 million in auto parts per year. We operate one of the largest fueling programs in NY State with over 400 liquid fueling locations, as well as the largest EV charging network, with nearly 700 chargers and growing. We auction up to 3,000 end of life vehicles each year. To support these aspects of fleet services, DCAS has also implemented new and improved systems for managing parts inventory and delivery, on-line auctions, and fuel management. These systems both improve support services in these areas and also increase transparency in the use of fleet resources. DCAS works closely with DOI and fleet agencies to monitor the use of fleet resources including cars, fuel, and parts. Fleet reports extensively on performance and resources through a dedicated section of the Mayor's Management Report (MMR).

- As mentioned, NYC Fleet has implemented shared servicing across agencies since 2012. Each day, City employees from NYPD, DSNY, Parks, DOT and DCAS work to service their own agency vehicles and also units from other agencies. There are nearly 7,000 fleet units maintained through shared servicing arrangements. Shared servicing was part of a broader consolidation and efficiency effort that saved or avoided $367 million through FY16. NYC was able to reduce its fleet facility portfolio by 10 and share 2 other garages. In FY19, over 30,000 work orders, or about 12% of total work orders, were shared service jobs with agencies serving other agencies.

- In 2011, FDNY was looking to spend over $200 million to build a new ambulance shop. This project would have taken years to complete. Instead, through shared services, the City transferred the main DEP repair shop at Review Avenue in Queens to FDNY in 2012, with NYPD, DSNY, Parks, DOT, and DCAS all assuming roles in DEP fleet servicing. DCAS then sold the aging FDNY ambulance shop. This project saved and avoided over $210 million and launched a new era of inter-agency servicing.

- Working with the Mayor's Office, OMB and Fleet agencies, DCAS has also implemented a new series of efficiency and savings initiatives starting FY17 and going through FY22. Through EO 41 of 2019, we will reduce at least 1,000 vehicles by June 30, 2021, focusing on low use units and commuting cars. We are increasing fleet revenue from the auction of used fleet cars and from the aggressive pursuit of crash claims. We are also working to reduce fuel use, with nearly one million fewer gallons used in FY19 than FY18. We know that fuel efficient vehicles reduce maintenance as well as fuel costs. We are also working to have a consistent mix of mechanical staffing across fleet servicing agencies.

- In one of our most important programs, NYC Fleet has partnered with the City's automotive high schools. In 2019, we provided 79 paid summer and year-round internships in our shops and fleet offices for students working to become mechanics and fleet professionals. We more than doubled this program from 2014. We provide the schools with over 20 fleet units for hands-on repair and laboratory work. We provide 7 all electric fleet units so students at public high schools can learn to drive and do so in all electric vehicles. We have also worked to provide a direct

pipeline, so students can graduate and have opportunities to join City employment as auto service workers, our entry level mechanics title. We want to build a diverse workforce for the future of fleet and the Department of Education has been a terrific partner in this effort.

Currently, there are nearly 1,900 staff who work full time in fleet administration, servicing and dispatch citywide. Of these, 1,436 are in repair related titles. From 2014 through today, Fleet – with the support of OMB, has increased the total number of repair staff by 179 or 14%. This responds to an increase in fleet size of 13% during this same period as reported in the MMR.

The main fleet agencies, which we refer to as the Fleet Federation, are NYPD, DSNY, DCAS, FDNY, DOT, DPR, DEP, DOC, and NYCHA, which consolidated fleet services with DCAS in 2018. DCAS manages fleet services directly for agencies with smaller fleets including TLC, DOE, DOHMH, Sheriff, NYCEM, OCME and others, and supports DOE's Office of Pupil Transportation in various areas.

The City operates 36 dedicated repair facilities and also has fleet repair capacity at 62 DSNY collection garages and through 17 FDNY mobile servicing trucks. Over 267,000 servicing work orders were completed in FY19. As part of this work, fleet completed over 29,000 NY State motor vehicle inspections and 72,000 preventive maintenance inspections. The vast majority of fleet servicing is performed in-house with more than 93% of fleet resourcing dedicated to in-house repair as opposed to commercial service vendors.

The fleet out of service for all agencies is reported each workday to the main fleet agencies and also publicly on the Mayor's Office of Operations and DCAS websites. The out of service was 10.3% for CY2014 and improved to 9.3% for CY2019 which was just completed. DSNY was at 17.4% in CY14 and 17.9% in CY19. In December 2019,

the last complete month, the citywide fleet out of service was at 8.8% and DSNY at 15.3%, showing continued improving trends. We use the daily reporting to help us quickly identify concern areas in fleet servicing and focus efforts to improve these areas.

City fleet operations are a backbone for the provision of emergency and critical services citywide. The City's trained and skilled mechanics, service workers, tow truck operators, specifications writers, claims staff, administrators, supervisor of mechanics, managers, procurement staff, quality assurance specialists, dispatchers, and trainers provide vital, if often behind the scenes, work to keep NYC running. Fleet equipment is one of our primary support resources. For many of our 80,000 qualified fleet operators, the vehicle is their office and primary work station. We are proud of the work that our fleet service professionals and our fleet operators do to take care of NYC each day.

Today, fleet agencies also work together in ways never before imagined much less achieved. The biweekly Fleet Federation meetings are models of collaborative government, breaking down silos, and pursuing positive change. None of this is easy or given. Fleet faces resource and other challenges, along with the agencies we serve. We continue to work together to make NYC's Fleet the most sustainable, safe and efficient fleet in the country.

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January 29, 2020

Good afternoon Council members,

My Name is Michael Schreiber. I'm the Health & Safety Officer for the Uniformed Firefighters Association. I'm here to give you insight from a firefighter's perspective on the issue of our out of service rigs. FDNY rigs are out of service for months at a time. The Department has purchased Ladders, Engines and specialized rigs since September 2001 that include: High Pressure pumpers, Rescues, Squads, Satellites, Foam Tenders, Brush Fire and Collapse rigs to name a few some of which are currently sitting in yards waiting on simple repairs that should have only taken days to fix. It is a travesty the City has spent 10s of millions of dollars on new state of the art equipment but put no apparent consideration into maintaining this fleet so it can serve the public for which it was intended. I'm not a mechanic but I don't think it should take 3 months to replace a radiator on a ladder truck or breaks on an Engine. Truth is, it doesn't it takes one day; in this case it took 10 weeks to sit in the yard before the ladder got its turn in the shops. In the interim the company was given a spare rig that was way past its prime and would never have been used except as a last resort to keep the company in service. Spare rigs can be up to 20 years old and made by a variety of manufactures that use subtle but important differences in the rigs; Such as turning radius, breaking distances, location of controls to active hydraulics and putting engines in "pumps" to get water to the fire. These small nuances create delays that our members must overcome. This scenario plays out every single day in the FDNY. This is the greatest Fire Department in the world and should be supported as such. Firefighters appreciate the hard work our mechanics do every day and we understand they need help in their mission to assist firefighters in keeping all New Yorkers safe.

Thank you,

Michael Schreiber

Testimony of

HARRY NESPOLI

Chair, Municipal Labor Committee
& President, Uniformed Sanitationmen's Association, Local 831
Before the
Committee on Sanitation and Solid Waste Management &
the Committee on Government Operations
January 29, 2020

- First, I want to express my appreciation to the City Council for addressing this issue and in particular thank Chairpersons Reynoso and Cabrera for holding this hearing.

- Fleet management and maintenance may not be the flashiest issue, but it is vital to the City being able to properly serve the public.

- Our members can't fight fires, drive the ill to hospitals, pick up refuse, patrol the streets, and do all the work requiring transportation without proper equipment and an adequate staff to maintain these vehicles in working order.

- Three questions must be answered: (1) are there enough working vehicles, (2) are they properly maintained, and (3) are we provided with honest and accurate data. The Union Presidents who will shortly testify will indicate that we have an unacceptable down time of vehicles, insufficient staff to meet the needs, and the lack of full disclosure of current conditions.

- For me, as president of the Uniformed Sanitationmen's Association, it is particularly troubling to see high down rates as we are now in the snow season and while the winter has thus far seen less snow, we are only one blizzard away from a possible catastrophe.

- This issue has been going on a while. I wrote to my agency more than a year ago about the high and worsening down rate resulting in large part from a lack of qualified mechanics citywide. At that time, the out of service rate was about 24% and I understand it has been growing.

- This is a major operational problem. The City and its residents depend on these vehicles to collect garbage, clear snow, respond to fires, medical emergencies, and other services.

- To operate properly the City needs an adequate fleet **that is properly maintained.**

- To do that you need qualified people to service the fleet, otherwise you just pay for vehicles that sit and don't provide services.

- The only way to properly maintain the fleet is to maintain adequate staffing in the titles needed to fix the vehicles that do the City's work.

- Rather than hire qualified mechanics, the City has tried to apply a band aide to the problem by outsourcing the work. Not only is outsourcing bad policy because you want accountability for the work in house but it isn't working. A significant percentage of the work being done by the private sector is not being done properly and causes further delays and expense.

- Now I'm going to turn it over to the Union leaders who can speak directly to the situation.

Regarding Delayed Repairs To A Fire Company's Assigned Apparatus.

Hi I am George Farinacci, Vice President of the UFOA.
Spare apparatus (old fire trucks) serve a crucial purpose of keeping a fire company in service when their rig breaks down, however there is a downside. There are a variety of manufacturers and model years of fire apparatus. Each apparatus differs to varying degrees in the way they operate and how their compartments are arranged. These compartments secure the emergency equipment required at fires, car accidents, drowning persons and other life saving emergencies.

COMPARTMENTS:

Spare apparatus have different sizes, shapes and number of Compartments. These variations will often not allow tools and equipment to be stored in the same way or in the same place as a company's assigned apparatus. Companies take great pride in creating clever solutions to how they store equipment and improve efficiency in their assigned apparatus.

Spare apparatus are for temporary use, they are shared throughout NYC as needed. Modifying the compartments to improve the efficiency and storage of a spare for specific company is not permitted as the area and tactics of the next location may differ. This can result in reduced efficiency of tools and equipment placement and storage.

When using a spare, some equipment may have to be stored in such a way that it is less readily accessible. Safe and secure storage takes priority over convenient accessibility; this less than ideal storage solution will result in delays. i.e. storing equipment in the back of, or on the bottom of a full compartment, or on the top of the apparatus.

The above small inefficiencies can result in a loss of precious seconds; those seconds may be the difference between life and death.

Providing the necessary number of mechanics will reduce the time an assigned fire apparatus is out of service. Having an assigned apparatus in service is good for the fire company and most importantly is good for the community they serve.

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Stronger Together

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TESTIMONY OF
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JANUARY 29, 2020
NEW YORK CITY COUNCIL

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PRESIDENT LOCAL 246 SEIU
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NEW YORK CITY COUNCIL

Good afternoon. My name is Joseph Colangelo, I am the President of Local 246, SEIU. I represent 1,377 auto trade workers employed by the City of New York. I want to thank this committee for holding this hearing on such an important matter. I am here to voice my genuine concern over the deterioration of the City's ability to maintain and repair its essential motorized fleet. And I am here to shed light on the City's wasteful and potentially dangerous new efforts to utilize private vendors to repair sophisticated and complicated equipment and to replace experienced auto mechanics with my union's auto service worker title. A title which is not trained or qualified to perform auto repair work.

Before I detail my concerns, I want to provide you with a brief outline of my background. I began my career with the New York City Department of Sanitation in 1981 as a Senior Auto Service Worker and a member of SEIU NYC Local 246. Three years later in 1984, I was promoted to Auto Mechanic. I worked as an auto mechanic for 43 years. In 20 years in the garage at Sanitation I worked on every piece of Sanitation equipment. During this period of time I worked my way up the ranks of the union until I became president in 2004. In addition, I am currently a Vice Chair of the New York City Municipal Labor Committee and

- Chairman of the Municipal Labor Sub - Committee on Civil Service
- Chairman of the Civil Service Coalition of Building Trades and Municipal Union
- A member of NYC Central Labor Council Executive Board

I grew up in Queens, New York. I attended Aviation High School and Teterboro School of Aeronautics receiving an Aircraft, Airframe and Power Plant license. I also obtained my Private Pilot's license in 1999.

The testimony and reports that will be submitted to this committee today will only just begin to show the problems with Fleet Services. What is going to be presented today is only the tip of the iceberg.

I have provided a handout that you may wish to look at during my testimony. It should help you understand the seriousness of these problems.

My members repair and maintain all Department Sanitation vehicles such as salt spreaders, dual bin collection trucks, street sweepers, and snow equipment. In the Fire Department we repair all vehicles including pumpers, ladder trucks, ambulances and utility trucks. In the Police Department we repair patrol cars, emergency service trucks, bomb protection vehicles and more. For the Department of Environmental Protection, we repair sewer vacuum trucks, environmental safety trucks and an array of other sophisticated vehicles. In fact, we repair all vehicles from every City agency. These vehicles serve on the front line in protecting our citizens in snow storms, fires, medical emergencies, civil unrest, law enforcement, public health, and sanitation. I fear that the City's fleet is not being properly maintained to meet these critical pubic functions.

The life blood for all vehicles is their proper maintenance. It goes without saying that the older the vehicle, the more work is required to keep them running. And the City's wide variety of vehicles -- many of which require specialized expertise to maintain and repair- demand an experienced and specialized workforce of which outside vendors cannot provide.

As you are aware, over recent years the City's fleet has been consolidated into DCAS. DCAS reports that the City owns and operates over 30,000 vehicles, many of which require specialized skills and expertise to repair and maintain. What you may not be aware of is the fact that the size and complexity of the City's fleet has expanded dramatically. For example, the

total number of vehicles in the Department of Sanitation went from 5,984, in 2011, to currently 7,050. Alarmingly however, the number of auto mechanics employed by Sanitation has not increased commensurately. Prior to the consolidation of Fleet services, Sanitation had 529 auto trades. After consolidation, Sanitation picked up an additional 1066 vehicles but only got 31 auto trade workers. Of the 31, 13 retired and Parks Dept. was to transfer 11 personnel, but none were transferred. Currently there are only 575 auto trade personnel in Sanitation. Based on widely accepted industry standards for staffing auto repair and maintenance operations published in Government Fleet, most notably known as Maintenance and Repair Unit (MRU) factors, Fleet Services is short 208 auto trade workers. Common sense tells us this deficiency in staffing can only lead to failure. This same type of understaffing also plays out in the FDNY and NYPD.

The out-of-service rate of City vehicles proves beyond measure that Fleet Services is a disaster waiting to happen. The hand-out I am providing you contains a DCAS report from 2019, titled "Work order length of time open by work order agency", which indicates the number of vehicles and days they are out of service by City Agency/Department. I will refer to this report as the "Work Order Report." Oddly, the DCAS Fleet Services report indicates the Department of Sanitation has a fleet of vehicles of 1585. However, a separate DCAS report titled NYC Fleet Daily Service Report: Critical Fleet Summary, indicates over 2,000 vehicles, not including street sweepers. The inconsistent fleet size numbers should raise suspicion.

The significance of these differences impacts the vehicle out-of-service rates. I suspect DCAS is trying to paint a rosier picture than reality. What is important to understand is that the Sanitation Department reports a vehicle is out-of- service as soon as it breaks down and cannot be operated. Which makes sense as the vehicle is not able to used. However, DCAS reports the out-of-service date, not when the vehicle breaks down and cannot be operated, but the

date it is placed in the work bay of a City garage or a private vendor which gives the perception of a lower out-of-service rate. This is obviously wrong, deceiving and needs to be corrected. It seems clear to me and my members that the out-of-service rate must be for the entire time the vehicle cannot be operated.

The out-of-service rate is important because, for example, in Sanitation there are approximately 450 Collection trucks out of service daily, which is approximately 20% of the collection vehicles. Further, DCAS has reported that 165 vehicles are out of service for over 60 days. I submit to you the reason for this long delay is that the parts needed for repair are not available. And the agency does not have enough auto mechanics to keep up with the work. I will testify about hiring later.

DCAS Fleet Services has attempted to address the poor of out-of-service rate by ordering agencies to send vehicles to outside vendors for repairs. My members have informed me that often times the equipment is returned to fleet services without being repaired properly. As a result, my members have had to repair the work the City has already paid an outside vendor to do. For example, prior to the last significant snow storm, Sanitation took the unprecedented step of sending many salt spreaders to outside vendors despite warnings by my union that private sector mechanics are not qualified to perform this work. Sadly, our warnings proved true. During that storm, a significant number of salt spreaders which were sent out to outside vendors for repair broke down because they were not serviced properly. Needless to say, this compromised public safety. It was a waste of taxpayer dollars as my auto mechanics had to repair the work the City already paid to have done. And it impacts the out-of-service rates of critical equipment.

DCAS Fleet Services has also taken the ill-advised approach of implementing a plan to replace auto mechanics with auto services workers. While I also represent the auto service worker title, it is a fact that the title does

not provide the skills, training and experience necessary to repair and maintain the City's vastly diverse fleet. Auto service workers basically serve as a helper to the auto mechanic. While this is a critical and important role, there is no mistaking the fact that the two titles are not interchangeable. Auto service workers cannot do the work of an auto mechanic and cannot be expected to do so with any success. DCAS Fleet Services' decision to backfill auto mechanics with auto service workers will further increase the out-of-service rates to dangerous levels. It will not save any money as that title is not able to perform the work of an auto mechanic. As the saying goes, "penny wise, pound foolish."

Make no mistake about it, I want my auto service workers to have a career path to becoming an auto mechanic. Not to be thrown into a job that are not properly trained to perform at half the pay of an auto mechanic. Provide my auto service workers with training to become auto mechanics and then promote them to the title. That is a solid way to create a true career path and a successful model to building a professional repair workforce. It would also help to further diversify the workforce.

Further impacting out-of-service rates is the lack of adequate facilities to service the fleet. For example, the Department of Sanitation's Central Repair Shop is being overhauled and there is a need for additional space to work on vehicles. I am informed DCAS is in charge of leasing space and that DCAS has not signed-off on leasing additional facilities. The lack of adequate repair facilities also increases the out-of-service time as the number of service bays is being reduced to unacceptable levels.

Another reason for high out-of-service rates is the lack of supplies to make necessary repairs. The City contracted with Genuine Parts/ NAPA to supply parts for all City Vehicles. I urge this committee to review the Genuine Parts/NAPA contract. I am informed by some of my members that the parts are not arriving

on time and frequently the wrong parts are delivered causing a further delay in getting the vehicles back in service.

It is important to note that I am also informed by my members that this vendor is not complying with the contractual time periods in which to deliver the requested parts. There is no oversight to ensure the vendor is in compliance with its City contract or if the City demanded and/or received the agreed upon penalties if the contract is breached for the late delivery of supplies.

I also want to highlight that I believe that NAPA has instituted quotas and sales goals to its employees serving in City facilities. I believe that this for-profit sales program will result in wasteful and unnecessary City costs for parts. I urge the City Council to further investigate this sales practice.

I am further informed that a Director and Chief in the Department of Transportation visited two NYCDOT Fleet Services Repair facilities on Webster Ave. in the Bronx and Maspeth Queens. Deficiencies that were found in the Bronx facility demonstrate a gross mismanagement of the tire room that has led to an unusual and inefficient tire supply chain, unavailable truck parts and uncontrolled access to bolts and nuts. I am further informed these DOT officials reported that in Maspeth, there was a lack of established oversight for documentation of part charges.

Even when the City does decide to hire an auto mechanic, the process is so cumbersome and slow that the ability to maintain staffing levels is compromised. For example, if there is a civil service list, those on the list are hired in accordance with civil service law. If the list is expired, then a person can be provisionally hired. After 30 days, if any position is not filled, the process must start over again. This process takes a long time and the requisite number of auto trade workers is not being replaced in a timely manner.

Proof of this failure to hire timely is the fact that in the Department of Sanitation, 75 auto trades personnel retire each year. The current process does not result in the timely replacement of those members that retired. Further, the Police Department's hiring process may take up to six months.

I would like to point out that the staffing currently in effect at the Department of Sanitation is unsafe. On the night tours in 39 districts there is only one auto trade worker on duty for an entire shift in these garages. It is clearly unproductive and unsafe to have one auto trade worker to be alone doing maintenance work. In some cases, the maintenance work requires two workers. Being alone results in he/she cannot do their job. If the auto trade worker is underneath a vehicle changing oil or working on brakes and the vehicle falls on him/her there is no one around to help him or call for help.

We should all be concerned that the public is at risk if a Fire Department ladder, pumper or ambulance or a Police vehicle cannot get to the emergency in a timely manner because of uncleared roads during a snow storm. Clearly the public expects and deserves that the City can clear the streets of snow by having the necessary equipment available. For example, in 2016 to 2020, Department of Sanitation added 248 pieces of snow equipment which would have necessitated and additional 28 mechanics to adequately service this new equipment. Shockingly, Sanitation was not able to hire any new personnel. If our First responders cannot navigate City streets during a snow storm, the public is put at risk.

I have been telling the City, DCAS and anyone else who would listen that fleet consolidation was built to fail. And I am sorry to say it has. I think if you were able to get the commissioners of the line agencies to tell you what they honestly feel and not what the party line is, they will tell you it simply is not working. While you have heard me point out the problems, I am also here to offer some solutions.

1. Revamp the reporting of all areas covering fleet services to ensure accurate uniform reporting of out-of-service rates.

2. Properly track the ordering of parts and the delivery to ensure a vendor is meeting its contractual obligations to deliver on time. And if they are not, the City can be compensated for a breach of the contract.

3. Independent auditing of DCAS reports to ensure they are truthful and accurate.

4. Eliminate the use of outside venders for repair and maintenance.

5. Hire additional auto mechanics to meet the industry-wide standards for staffing levels for auto repair and maintenance.

6. Ensure that civil service examinations for all auto trades titles are administered so that there will always be a list of qualified personnel which will eliminate the need for provisional hires.

7. Ensure safe staffing on all shifts.

8 Require DCAS to lease additional space to meet the needs of the City.

9. Establish a formal training program for auto service workers so that there is a true career path for those who wish to advance themselves. It will also address the shortage of mechanics.

As President of SEIU Local 246 and a Chair of the MLC Civil Service Committee, I stand ready to assist in resolving the issues that we have brought up today. Thank you,

Exhibit A

SEIU Local 246

JOSEPH A. COLANGELO
PRESIDENT

Auto Trades Hiring Shortfalls and the Impact on Fleet Maintenance & Employee Safety

Duties & Responsibilities

REPAIRS

ORDER PARTS

transfusions

Redline down book twice a day

Road calls

OPEN WORK ORDERS

Call in afternoon report

TRAVEL TO BOROUGH SHOPS FOR PARTS

Go over shift to shift book

Assist BCC

Clean & tag parts cores

Check down book

Close work orders

Open work orders

Answer phone

Spreader upgrades

Clean and secure tools

Call in morning report

Maintenance

State inspections

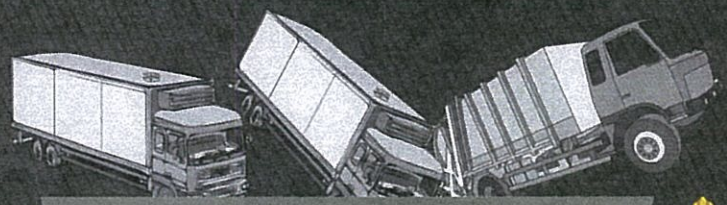
Assist BME supervisor with special projects

Fill out P.M.

The Problem

Fleet Consolidation

In 2011, the City of New York's Fleet Consolidation moved 1,066 vehicles from **DEP, DPR, DOE and DoHMH** into Sanitation ... but only increased manpower by 27 Auto Mechanics and 4 Auto Service Workers.



DEP
525 Vehicles
x18

DPR
306 Vehicles
x3

DOE
145 Vehicles
x3

DoHMH
90 Vehicles
x3

SANITATION
Total Vehicles transferred
1,066

x27
Total Number of AMs transferred

x4
Total Number of ASWs transferred

Ratio of Equipment to Auto Mechanics

Standard Approved Ratio is **9:1**

Actual (current) Ratio

DEP Actual Ratio is **30:1**
3X the approved Ratio

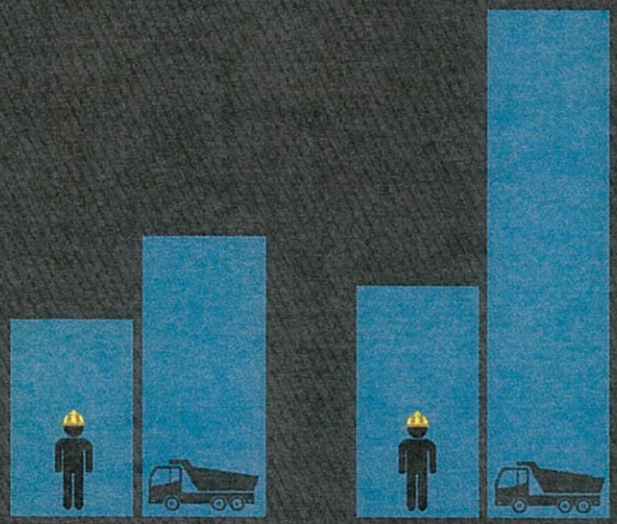
DPR Actual Ratio is **116:1**
13X the approved Ratio

DOE Actual Ratio is **30:1**
5X the approved Ratio

DoHMH Actual Ratio is **16:1**
2X the approved Ratio

The total amount of personnel transferred from Other City Agencies are not enough for amount of equipment

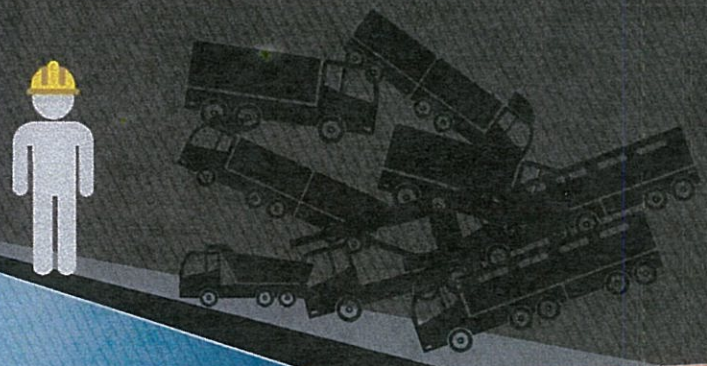
The Result



A drastic increase in the Fleet Maintenance size

Without a corresponding increase in manpower to maintain the growing fleet.

Leaving the Department of Sanitation with
7,050 vehicles and only **560** auto trades working to service them



SNOW FLEET

Fleet Size Increase (FY 2013-2017)

- Since FY 2013 there has been a dramatic increase in the number of vehicles and equipment allocated for snow clearing operations. In the last few years, the snow fleet has grown by nearly 89%. However, BME has NOT received any increase in either PS or OTPS funding to upgrade this equipment after the end of snow season. In FY 2016, even though the overhaul program began early, overhauls were not completed until the start of snow season. Snow season started two weeks later in FY 2018, which is calendar 2017, requiring 37 upgrades to be sent to private repair shops under the ARI contract, of which two were condemned, leaving 35 completed upgrades.

- During the course of this snow season, fleet size for snow clearing vehicles and equipment further increased. This, coupled with increase in non-snow clearing vehicles added to the fleet during this time, are putting a strain on our efforts to maintain, upgrade, and repair both DSNY and OCA vehicles on a timely basis.

SNOW FLEET

Fleet Size Increase (FY' 2013-2017)

- Bureau of Motor Equipment (BME) should not have to be put in the position where the lack of resources forces the delay of snow upgrade program because repairs are deemed a higher priority, or prioritizing equipment upgrades causes unacceptable increase in out of service rates and repair times.

- Fleet increase from FY 2016 to FY 2020 of **248 PIECES OF SNOW EQUIPMENT requires 28 ADDITIONAL AUTO MECHANICS** needed to adequately service the additional snow.

SNOW FLEET

Fleet Size Increase (FY 2013-2020)

	FY' 2013		FY' 2014		FY' 2015		FY' 2016		FY' 2017		FY' 2018		FY' 2019		FY' 2020	
FLEET TYPE	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual	Approved	Actual
Salt Spreaders	364	374	364	387	364	385	374	411	400	404	400	405	404	425	408	435
Dual Purpose (F&D)	38	50	50	50	51	50	117	111	117	126	126	130	125	130	126	130
Haulsters	67	73	67	72	67	76	67	82	156	165	156	168	155	166	159	176
FEL, Small (skidders)	0	0	0	0	0	23	50	50	102	102	102	102	102	108	102	110
FEL, Large	44	44	44	49	44	44	44	44	65	63	65	63	65	61	65	61
Pick-ups (plowing)	0	0	0	0	0	0	75	79	75	79	75	79	75	79	75	79
Trailers, Skidders	0	0	0	0	0	0	25	25	57	57	57	57	58	58	58	58
Snow Melter	36	36	36	36	36	36	36	36	36	41	36	36	36	40	36	37
TOTAL	549	577	561	594	562	614	788	838	1008	1037	1017	1040	1020	1067	1029	1086

88% Increase

NYC Hiring Process

This process can take up to 3 months

Cumbersome Bureaucracy & a Lengthy Process

Auto Mechanic retires/resigns

↓

Administration generates a 46

↓

46 goes to Support Services for Commissioner DiRico's signature

↓

46 goes to Human Resources

↓

46 goes to Commissioner Garcia for approval

↓

46 goes back to Human Resources

46 goes to OMB for approval

↓

OMB goes to OFA/DCAS for approval

↓

46 returns to OMB

↓

46 goes to Human Resources

↓

46 goes to BME Administration

↓

E-Hire Posting/ List Call (no resumes)

↓

Resume Review

Interview

↓

Once a candidate is selected

Hiring package goes to OEDI for approval (E-Hire only)

↓

After OEDI approves

Hiring package goes to Human Resources To process (E-Hire only)

↓

Employee is called in for a medical evaluation

↓

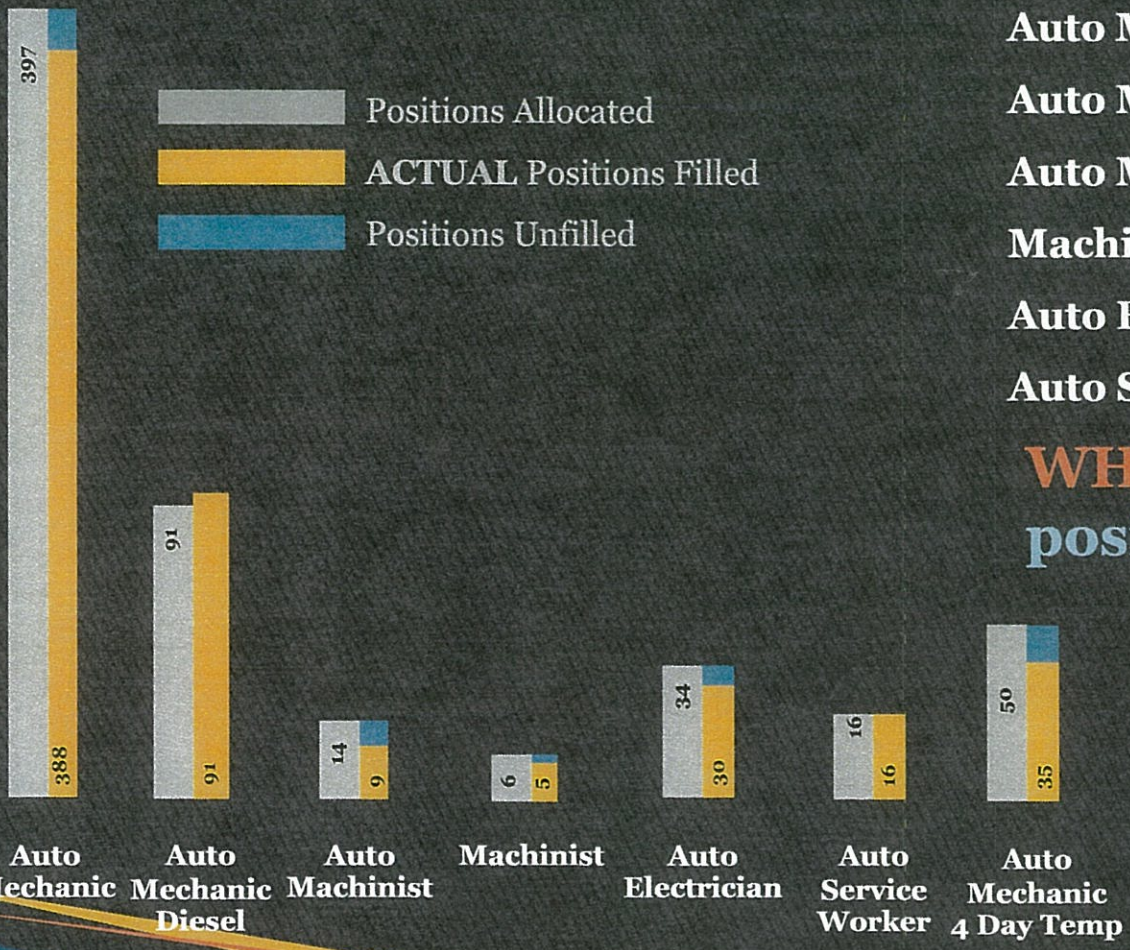
Final processing

↓

Employee receives start date

City is leaving allocated positions unfilled

BME Weekly Headcount Report-Summary



Auto Mechanic = 397 budgeted, 390 filled

Auto Mechanic Diesel= 91 budgeted, 93 filled

Auto Machinist = 14 budgeted, 10 filled

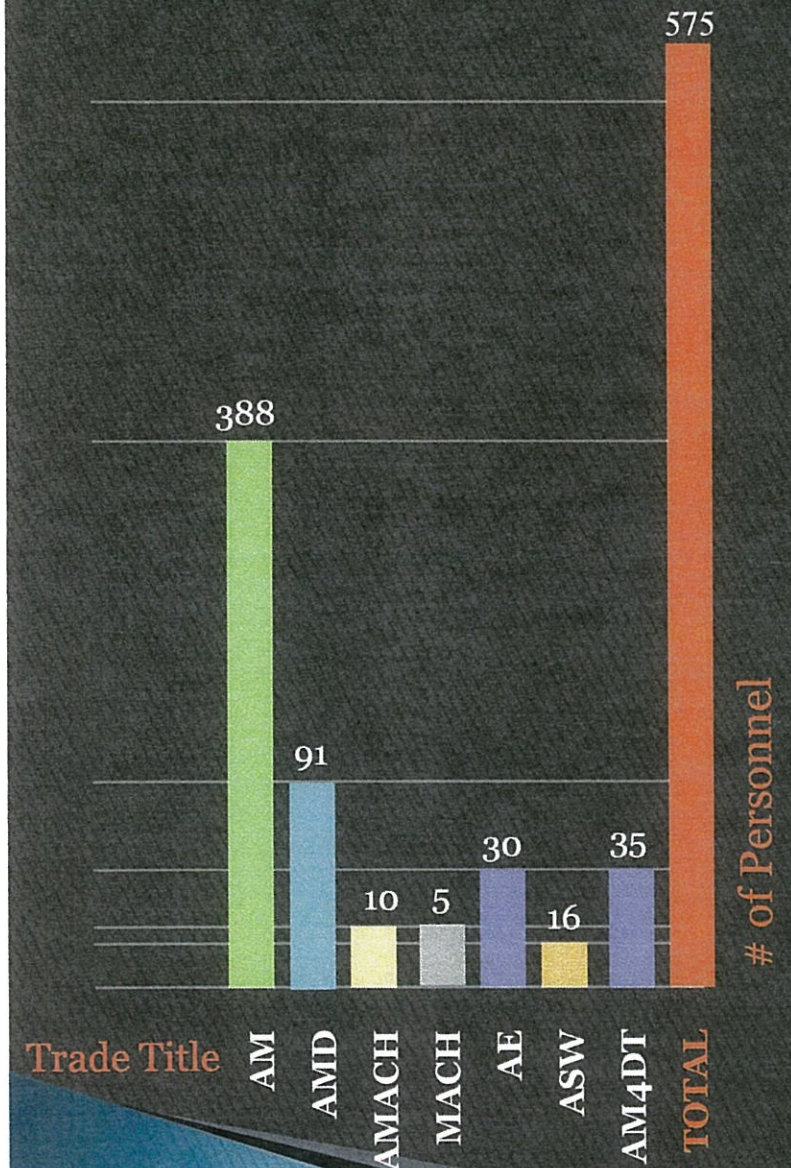
Machinist = 6 budgeted, 5 filled

Auto Electrician= 34 budgeted, 32 filled

Auto Service Worker = 16 budgeted, 16 filled

WHY are all the budgeted positions not filled?

Vehicles: Mechanic Ratio 1/21/2020



Total of Auto Trades Personnel	Total # of Vehicles
575	7,050

# of Vehicles Per Mechanic Ratio **12.1:1**

More than Ideal 9:1 Ratio

However

Of the 575	575
120 night shifts	-120
10/mo in training	-10
Personnel on Terminal Leave	-10
Part Time (AM4DT)	-35
Uncertified Mechanics (ASW)	-16
	384

Real total of Auto Trades Personnel

Making the ACTUAL # of Vehicles Per Mechanic Ratio **18.4:1**

Collection Truck/Dual Bin

Life Extension Savings

Collection Truck/Dual Bin Life Extension Savings

Flat Buy

	Per Vehicle	FY 2017 fleet size	7-Year Replacement	Total for flat Purchase	8-Year Replacement	Total for flat Purchase
Collection Trucks	$327,656	1550	221	$71,869,736	194	$62,886,018
Dual Bins	$395,323	644	92	$35,564,900	81	$31,119,287
TOTAL		2194		$107,434,636		$94,005,306
					TOTAL SAVINGS	$13,429,329

Auto Mechanic Salary:	$90,272
Fringe (46.75%)	$42,202
TOTAL	**$132,474**
Capital Savings	**$13,429,329**

$13,429,329

With this amount of money saved

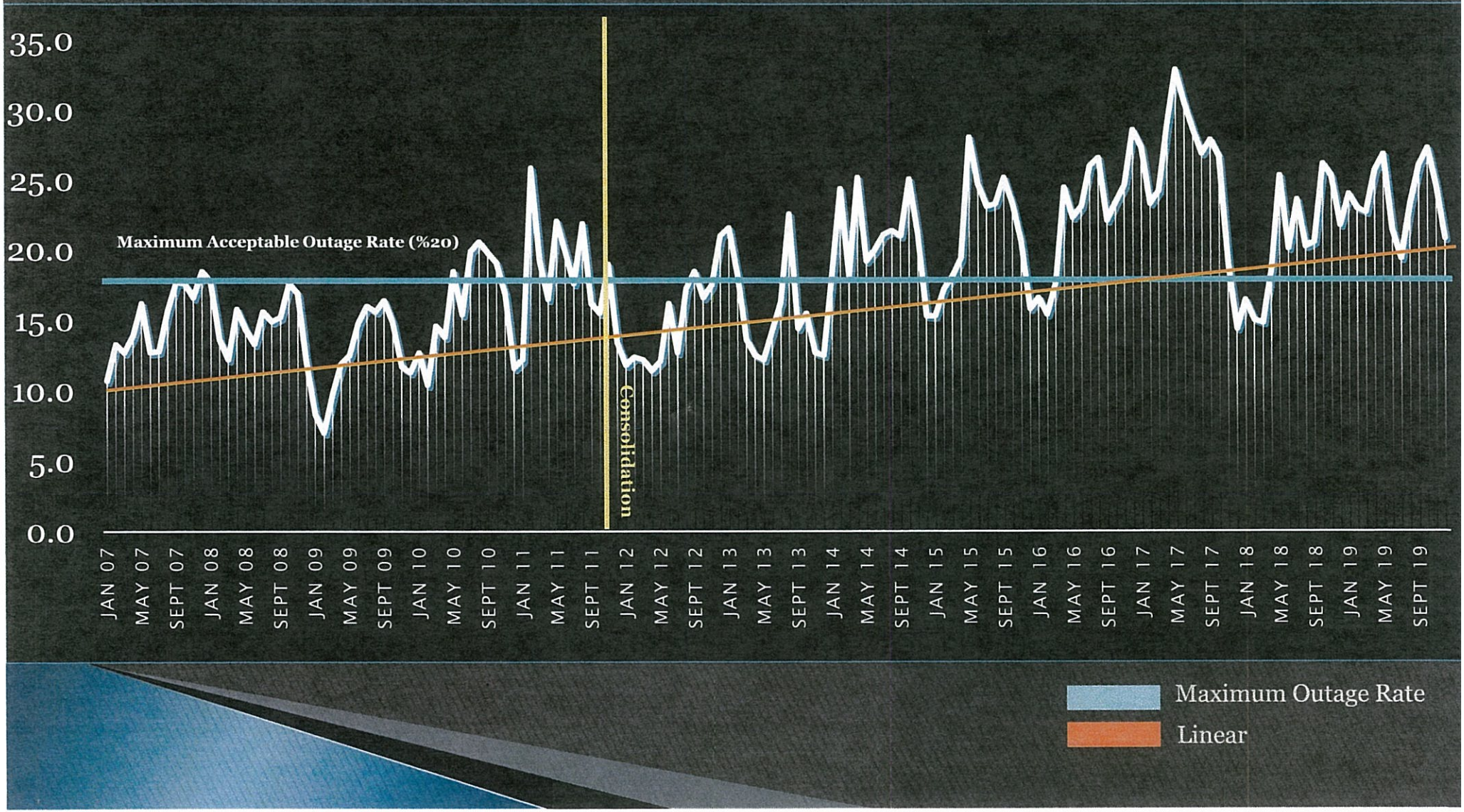
You can hire and pay for:

101 Auto Trade Personnel

Flow and Dump

Outage Rate (2007-present)

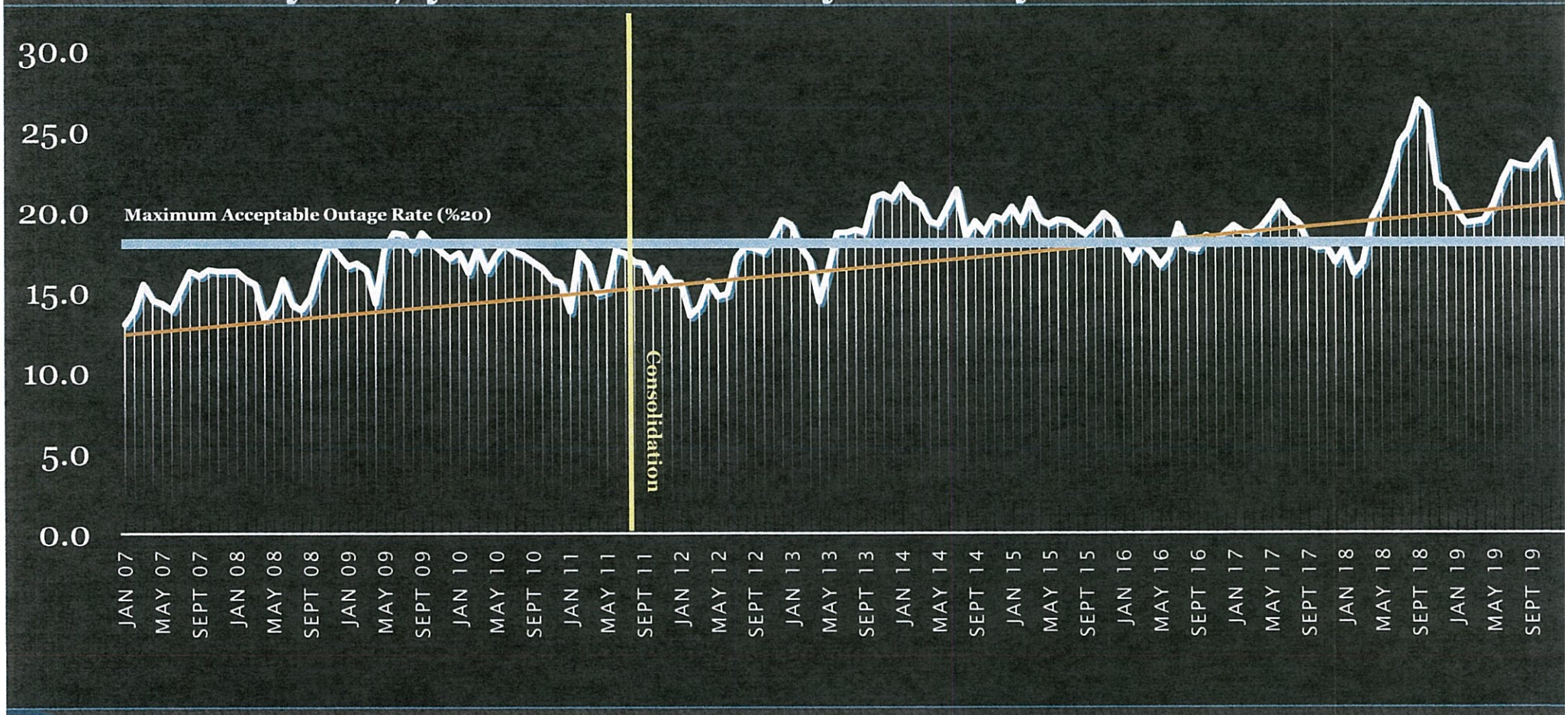
10-Year Life – 130 Fleet Size



Collection Truck

Outage Rate (2007-present) Fleet size = 1550

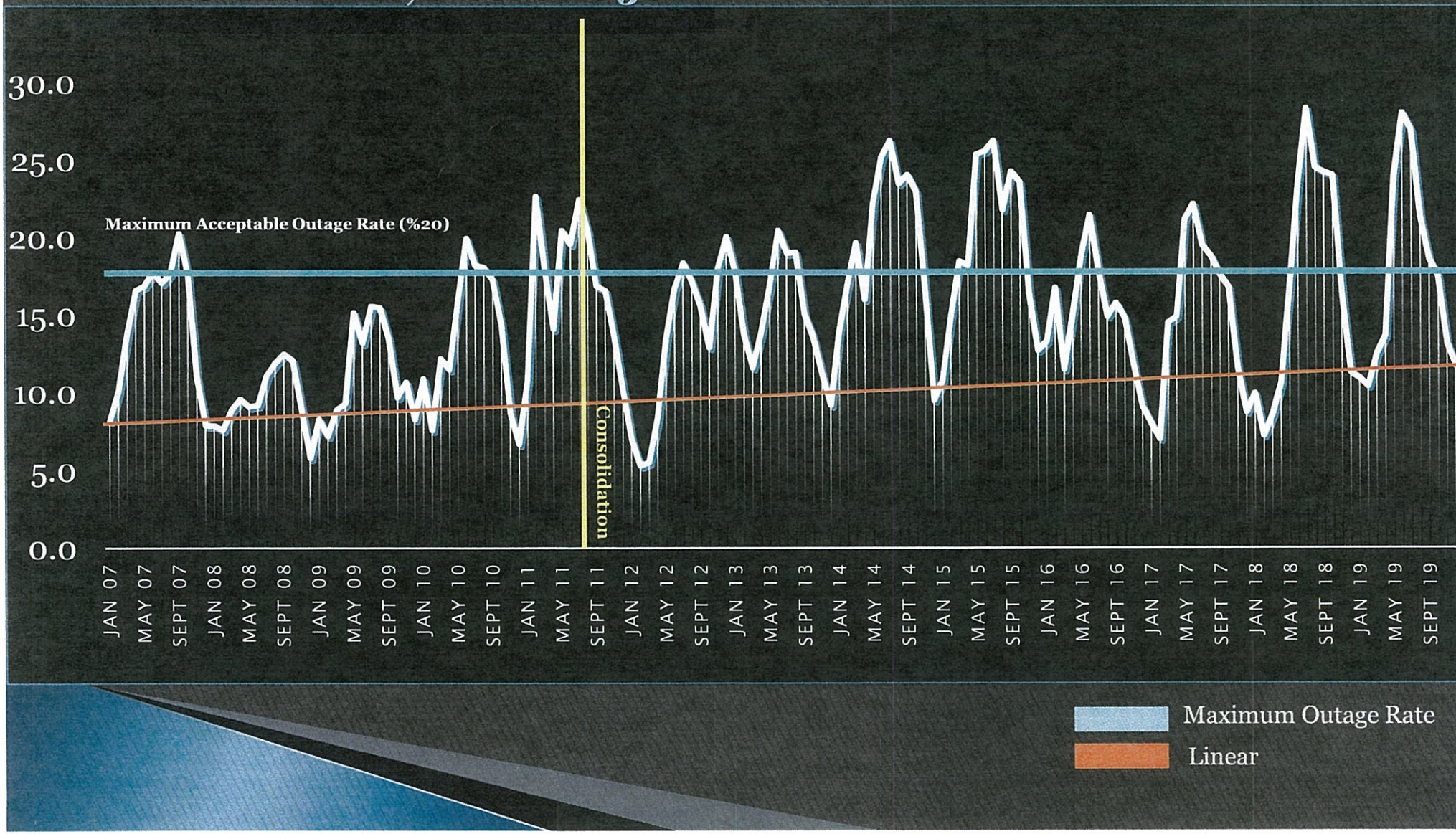
Life cycle: 7-year increased to 8-year life cycle



F.E.L

Outage Rate (2007-present)

10-Year Life; Fleet Size 302

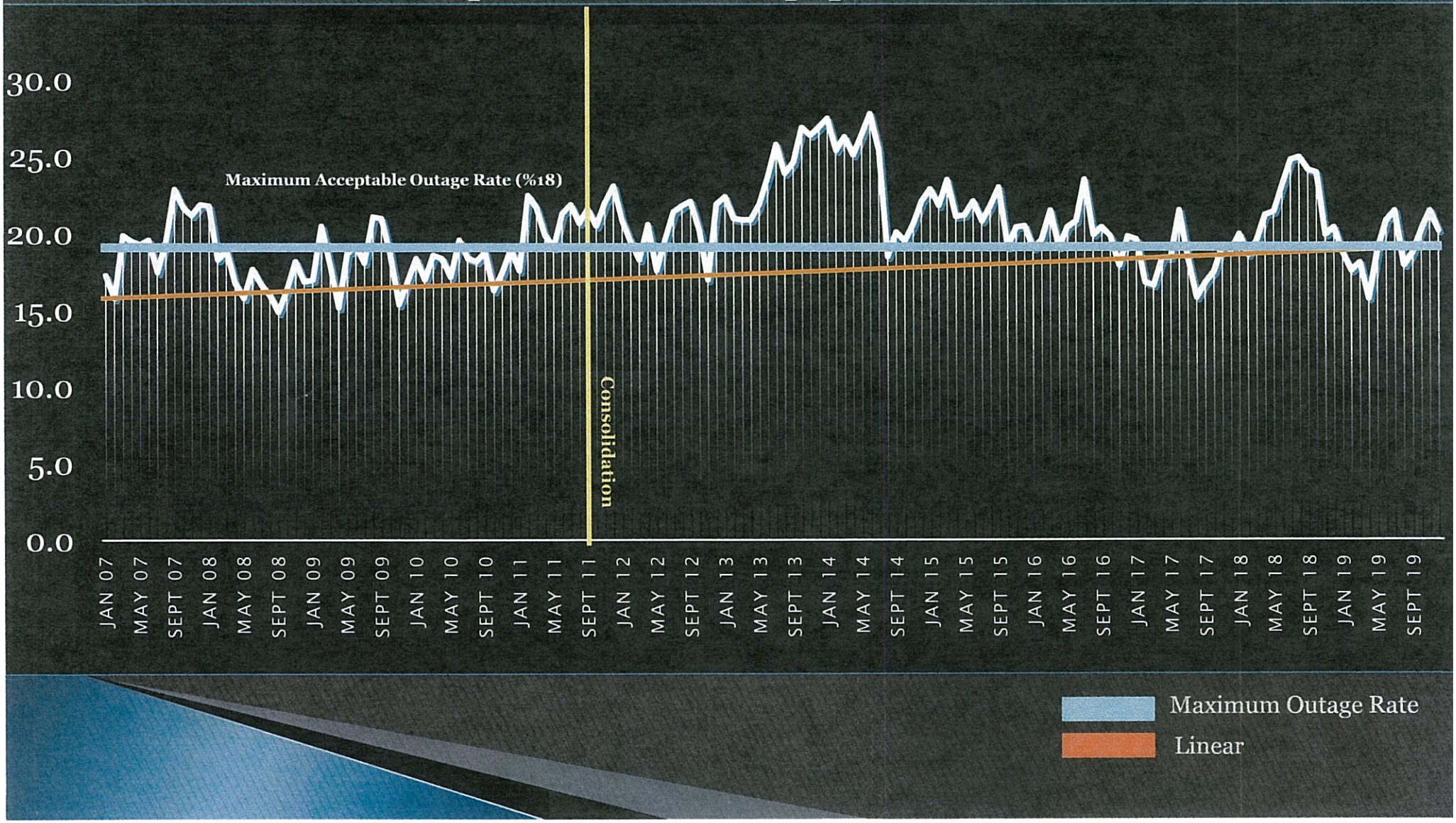


Dual-Bin

Outage Rate (2007-present) Fleet Size 2012 =407, 2017=730

7-yr life cycle increased to 8-yr life cycle.

No additional manpower to service equipment

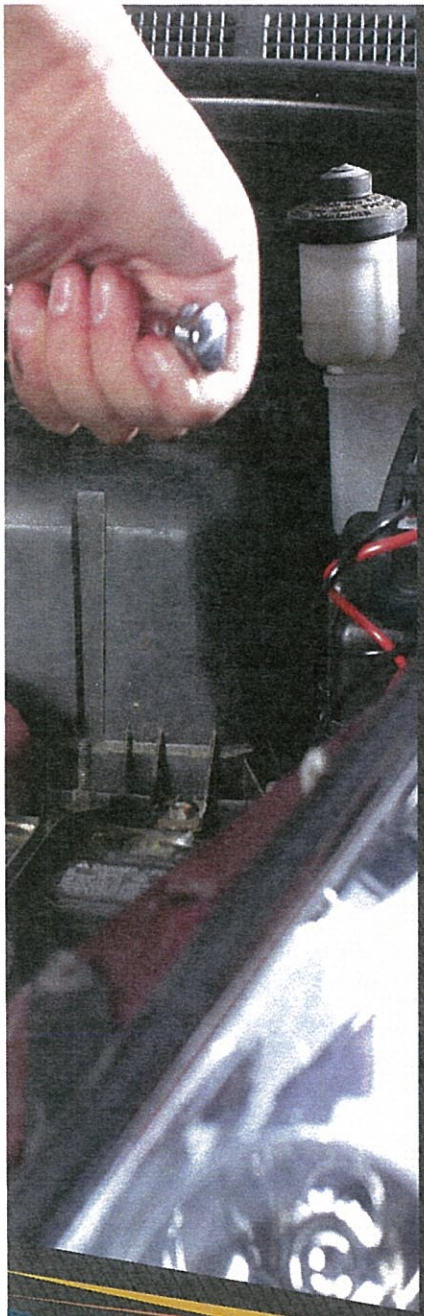


Increasing Out-of-Service Rates

- More Responsibilities and hands-off work for members
- The introduction of AssetWorks reporting cuts down productivity time of Auto Mechanics
  - If 500 Mechanics dedicate on average 1.5 hours a day doing AssetWorks entries that is
    750 hours of lost productivity a day, or 4,500 hours during a 6-day week, or 234,000 hours a year. Addition to bar code scanning, taking away even more hands on time for repairs and maintenance
- 3,000+ collection trucks and dual bins now have A/C requiring more manpower

Increasing Out-of-Service Rates

- No manpower funding for all Freshkills equipment
- Procurement rules require competitive bidding that may cause the purchase of diminished-quality and poor workmanship of parts and equipment purchases, which also increases the out-of-service rate
- The introduction of exhaust after-treatment (DPF) on all snow equipment now needs to be re-gen prior to a snow event
- **Ever-changing technology and constant technological advancements mean Auto Mechanics require constant training, which decreases time dedicated to repairing equipment**



Justification for Additional Manpower

- Complexity of equipment
- Advancement in technology
- Electrical system
- GHG reduction systems
- Vehicle repairs are more labor-intensive -- complexity of equipment, advancement in technologies, electrical systems,
- Failure to keep up with attrition rate of current personnel
- Failure to hire additional workers to maintain ever-increasing fleet size
- Federal and local law requirements for GHG reduction systems

Justification for Additional Manpower

- Heavy duty labor intensive repairs
- Due to the organics expansion, the percentage of more labor intensive Dual Bins in the fleet mix has increased.
- Introduction of AssetWorks reporting cuts down productivity time of Auto Mechanics
- Air conditioning systems have now been installed on all DSNY equipment equipped with a DPF. The maintenance and repair of an additional 3,000 vehicles equipped with A/C has burdened an already thin work force.
- Increase in snow upgrades from 596 to 800.

Increase of 34.22% since 2016

The Department of Sanitation
has 7,050 pieces of equipment.

If you use the optimal ratio of 9:1
you will need 783 Mechanics.

We have only 575
Which is only 73% of the
optimal amount

SEIU Local 246

JOSEPH A. COLANGELO
PRESIDENT

Auto Trades Hiring Shortfalls and the Impact on Fleet Maintenance & Employee Safety

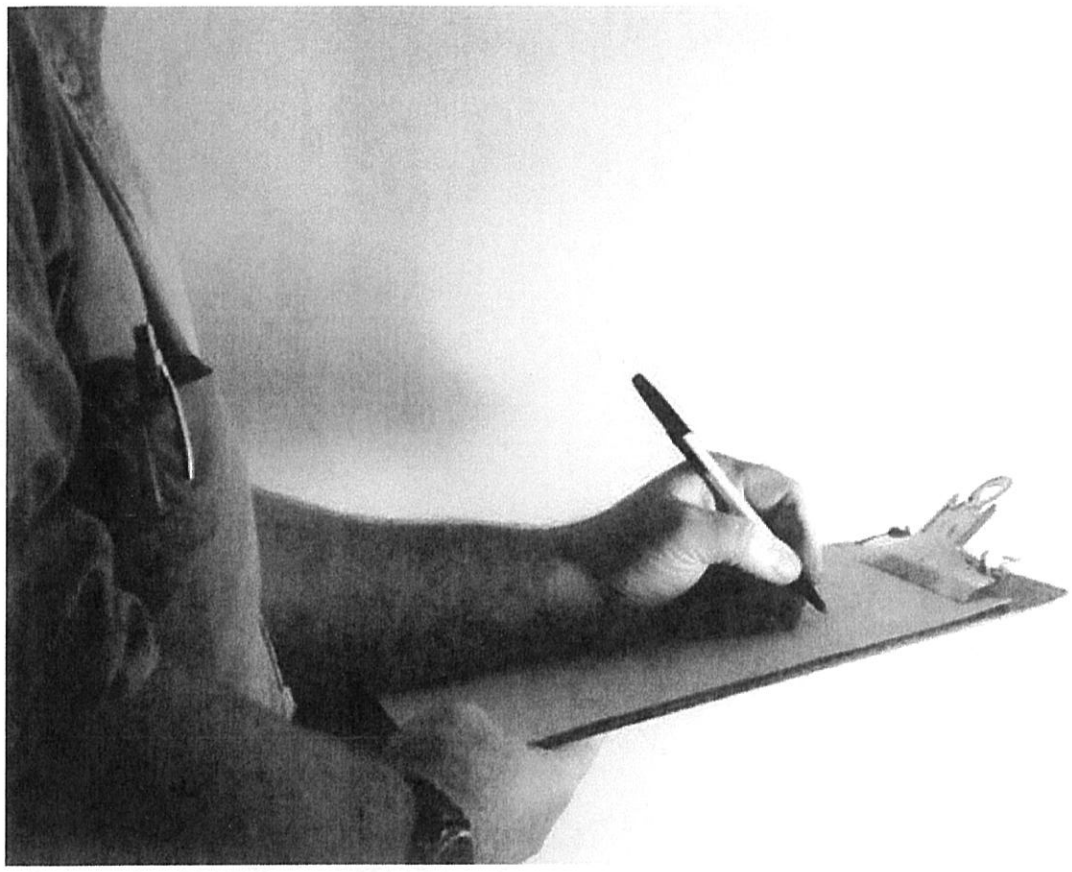
Exhibit B

GOVERNMENT FLEET

MAINTENANCE

How to Calculate Technician-to-Vehicle Ratios

January 10, 2011 • by Sal Bibona



Calculating technician-to-vehicle ratios is important, not only in analyzing fleet staffing requirements, but also when making benchmarking comparisons on an inter- and intra-organizational basis. To begin learning how to calculate technician-to-vehicle ratios, start with the fundamentals and learn from real-world examples.

Use Simple Ratios

TABLE 1
SAMPLE VEHICLE-TO-TECHNICIAN RATIOS

Vehicle Type	Vehicle : Technician Ratio
Transit bus	10:1
School bus	20 to 30:1
Firedepartments	30:1
Small towns	35:1
Counties & cities	55 to 60:1
Utilities	55 to 75:1

The most simplistic approach stipulates that a specific number of technicians is needed to support a fleet of a given size. The following table summarizes typical ratios used for different fleet types:

This is the most fundamental and rudimentary type of staffing ratio; it has the advantage of being easy to use. When applied to a specific vehicle type, such as a police car, fire truck, school bus, or trash compactor, this approach can be used in situations where quick and approximate comparisons must be made. When applied to a "mixed" fleet, such as a local government fleet operation, this approach can work if it can be assumed the mixed fleet under review has a composition of light-, medium-, and heavy-duty vehicles and equipment, somewhat similar to those of peer fleets from which the ratio was derived. Otherwise, the simple ratio approach may not be fully satisfactory.

Vehicle Equivalency Ratios

A more precise approach takes into account the size and composition of the fleet by applying vehicle equivalents. Most notable are Maintenance and Repair Unit (MRU) factors, which index the maintenance and repair requirements of a vehicle class relative to a base vehicle class, typically a passenger car. Thus, a heavy truck, which has greater maintenance and repair needs than a basic passenger sedan, has a greater MRU factor than a passenger sedan.

MRU factors by class are then multiplied by the number of vehicles in each class to produce the number of MRUs by class. These factors are summed for the entire fleet to result in the total MRUs, or vehicle equivalents, of the fleet. Through this process, a mixed fleet size is converted to its vehicle equivalent size, which in turn can be used to estimate technician as well as indirect staffing requirements for the fleet operation.

Obtain Maintenance & Repair Time Estimates

The weighting factors used in MRU analysis can be derived in multiple ways. One is to survey fleet managers to obtain their best estimates of the annual total technician hours needed to maintain a particular vehicle class.

The median values of their responses are then calculated for each vehicle class. Next, the passenger car is set as the base unit by dividing its technician hour requirement into the technician hour requirements for each vehicle and equipment class. This division yields the respective weighting factors by vehicle and equipment class. The passenger car has a factor of unity (1.0).

Another approach is to study the maintenance histories of specific vehicle classes. Sometimes these studies will take into account other factors, such as vehicle utilization or age. Much depends on the availability of data and the degree of precision desired.

Sometimes, for convenience, 20 hours per year can be used as the base MRU unit. This facilitates making historical comparisons of benchmarking data from past years, after the number of hours to maintain a passenger car has typically declined. It provides an even number for division.

When using 20 hours as the base unit per MRU, it is possible for the MRU factor of a passenger car to be less than or greater than 1.0.

For example, a passenger car averaging 12.5 hours per year would have a MRU factor of 0.62.

This is why it is important to know what the base unit hours are when trying to compare benchmarking results from one year to the next or from one fleet to the next.

Estimating Staffing Needs

MRUs represent a proxy for workload. Once the number of MRUs has been determined, the maintenance and repair workload of the fleet is established. This workload can be converted into staffing requirements in two ways.

The first option is the direct ratio approach, in which the number of fleet MRUs is divided by an MRU technician to vehicle ratio. Based on recent public service benchmarking surveys, this ratio is typically to be about 78 in-house MRUs per technician, with a basis of 20 hours per MRU. Similarly, MRU ratios are available for additional fleet positions, such as supervisors, parts persons, fleet managers, etc.

The second option is converting the MRUs into hourly equivalents by multiplying the fleet size expressed in MRUs times the number of hours needed to maintain the base unit. Thus, if the MRU factors had a basis of 12.5 hours per passenger car, a fleet of 400 MRUs would require 5,000 technician hours for maintenance and repair.

By dividing these hours by the estimated number of hours a technician has during the year for direct work, the estimated number of needed technicians can be calculated. If technicians average 1,350 direct hours per year, 3.7 technicians would be required for proper maintenance.

Percent of Work Done In-House

The two sample computations discussed assumed all work was done in-house. However, a fleet operation outsourcing most of its maintenance and repair work can be expected to require fewer technicians than a fleet operation of similar size where most maintenance and repair work is performed in-house.

To account for such differences, the number of MRUs should be reduced in proportion to the percentage of work performed in-house, before any MRU staffing ratios are applied. Similarly, if MRUs were converted to hours, these hours should also be reduced beforehand, dividing by the number of hours per year a technician has available for direct work.

One additional option is to assess the proportion of work performed in-house by vehicle class. In the author's consulting practice, work orders are analyzed to provide the needed detail. However, if time or resources do not permit such detail, then an approximation of the overall maintenance percentage performed in-house will need to be made. Typically, this is done on a judgment basis.

Variations in Technician Utilization

The preceding example used 1,350 hours per year as a basis for estimating technician requirements. This equates to 65 percent of the 2,080 total on-the-clock hours per year in technician utilization. Some fleets may achieve higher rates, such as 70 percent, or 1,450 hours per year, and others incur lower rates, such as only 50 percent or 1,040 hours per year. In any event, there may be valid reasons within a given fleet operation for some variation in technician utilization by shop facility.

At some shops, technicians may be supporting non-fleet activities, such as maintaining compressor stations for natural gas vehicles. Alternatively, they may have a wider geographic area to cover and must spend more time traveling to service outlying locations. In any event, such variations in technician utilization should be taken into account when comparing staffing needs from one garage to the next within the same fleet organization. Of course, if lower technician utilization rates are found due to poor workforce management techniques, these variations should be used to identify where improvement is needed.

Sometimes, technicians may be less productive because of older or inadequate facilities. The differences can be used to help justify improvement in the lower-performing facility. In other cases, it may simply be due to underreporting of direct hours. Thus, reasons for utilization variations must be identified before jumping to conclusions.

Additional Factors to Consider

Data permitting, staffing ratios can be further refined to take into account other such factors as vehicle age, utilization, and condition. This is best done for a large fleet operating a wide range of vehicle ages, utilizations, and conditions.

In addition, it should be noted that MRUs represent the amount of time or workload needed for normal maintenance and repair activity, not capital work. Fleets that engage in *significant* amounts of capital work, such as rebuilding, overhauling, and upfitting must account for this activity when applying MRU ratios or estimating staffing requirements.

The easiest way is to increase the number of MRUs by the equivalent amount of capital work performed. Thus, if a fleet spends 2,000 hours in capital work and is using 12.5 hours per year as its base MRU factor, then 160 MRUs should be added to its fleet size expressed in MRUs (2,000 hours divided by 12.5 hours per MRU = 160 MRUs).

Accidents and vehicle damage are not technically included in MRU factors. However, from a practical standpoint, they generally represent only a small percentage of work order hours by vehicle class. The major exceptions are police fleet vehicles, where accidents can account for a significant portion of patrol vehicle repairs.

When properly applied, technician-to-vehicle ratios can be a helpful management tool in estimating the staffing needs of a fleet operation. However, it is also important to understand the limitations and assumptions inherent in the process to yield satisfactory and truly useful results.

TABLE 2
SAMPLE MRU COMPUTATION

Class	MRU Factor (a)	Vehicles	MRUs
Passenger cars (non-police)	1.0	26	26.0
Pickups, vans, and other light trucks	1.5	234	351.0
Sheriff patrol vehicles	1.5	178	267.0
Sheriff motor cycles	0.9	16	14.4
Non-pursuit vehicles	1.0	0	0.0
Ambulances	3.4	0	0.0
Antique fire truck	1.0	2	2.0
Fire trucks	7.6	66	501.6
Brush trucks	3.9	15	58.5
Dump trucks	4.0	18	72.0
Street sweepers	14.0	5	70.0
Refuse compactors	7.3	0	0.0
Farm type tractors	1.4	1	1.4
Transit buses	7.0	0	0.0
Other buses (specify type)	4.8	0	0.0
Sewer trucks	3.8	0	0.0
Backhoes, loaders, and trenchers	2.7	13	35.1
Dozers, scrappers, and pavers	3.8	22	83.6
Roller	3.5	12	42.0
Bucket trucks	3.2	0	0.0
Digger derricks	4.5	0	0.0
Other trucks	3.6	54	194.4
Forklifts	0.9	0	0.0
Mowers	1.0	4	4.0
Othermotorizedequipment(ATVs,chippers, floor sweepers, etc.)	0.6	23	13.8
Trailers	0.6	35	21.0
Total		724	1,757.8
Note: (a) Based on 13.3 hours per MRU.			

Table 2 presents a sample MRU computation recently developed for a county fleet. As indicated, the total fleet size of 724 has been converted to its MRU size of 1,757.8.

TABLE 3 ESTIMATED WORKLOAD AND TECHNICIANS NEEDED	
Total MRUs (from Table 2)	1,757.8
Total hours @ 13.3 hours per MRU	23,378.7
In-house hours @ 95 percent in-house	22,209.8
Estimated number of technicians needed @ 1,350 hours/tech. (i.e. 65-percent utilization)	16.5

Table 3 then converts the MRUs into direct hours at the rate of 13.3 hours per MRU. Assuming that 95 percent of the work is performed in-house and that each technician produces 1,350 direct hours per year (65-percent utilization rate), then the number of technicians is estimated to be 16.5. The 16.5 technicians equate to a ratio of 101 in-house MRUs per technician (95 percent x 1,757.8 divided by 16.5). Alternately, this can be expressed in the inverse as the ratio of 0.99 technicians per 100 in-house MRUs.

About the Author

Sal Bibona is president of Chatham Consulting, Inc., a fleet management consulting company. He can be reached at slb@chathamconsulting.com.

Exhibit C

Work order length of time open by work order agency

											Open Date - discrete time periods						
Work Order Agency	Previous Total	Total	Change	New	Active	Pending Relinquishment	Pending Sale	Inactive / Emergency Fleet	Litigation	Inactive/External Donations	Same Day	1 Day	2-7 Days	8-14 Days	15-30 Days	31-60 Days	Over 60 D
ARI-DCAS	7	5	-2	0	5	0	0	0	0	0	0	0	2	2	1	0	0
DEP	22	25	3	0	25	0	0	0	0	0	1	1	7	5	9	2	0
DOC	57	76	19	3	63	10	0	0	0	0	21	12	24	3	12	2	2
DOT	322	313	-9	0	310	3	0	0	0	0	29	30	101	44	52	35	22
DSNY	1585	1573	-12	1	1495	71	5	0	1	0	83	132	408	254	312	219	165
FDNY	493	494	1	7	459	23	2	2	1	0	50	41	88	81	89	56	89
NYPD	911	929	18	108	791	30	0	0	0	0	125	103	250	112	180	117	42
Parks	263	257	-6	0	246	11	0	0	0	0	24	18	72	50	49	24	20
Total	3660	3672	12	119	3394	148	7	2	2	0	333	337	952	551	704	455	340

Work order cumulative days open by work order agency

											Cumulative days Open					
Work Order Agency	Previous Total	Total	Change	New	Active	Pending Relinquishment	Pending Sale	Inactive / Emergency Fleet	Litigation	Inactive/External Donations	Same Day	1 day or more	2 days or more	Over 7 days	Over 14 days	Over 30 days	Over 60 D
ARI-DCAS	7	5	-2	0	5	0	0	0	0	0	0	5	5	3	1	0	0
DEP	22	25	3	0	25	0	0	0	0	0	1	24	23	16	11	2	0
DOC	57	76	19	3	63	10	0	0	0	0	21	55	43	19	16	4	2
DOT	322	313	-9	0	310	3	0	0	0	0	29	284	254	153	109	57	22
DSNY	1585	1573	-12	1	1495	71	5	0	1	0	83	1490	1358	950	696	384	165
FDNY	488	494	1	7	459	23	2	2	1	0	50	444	403	315	234	145	89
NYPD	857	929	18	108	791	30	0	0	0	0	125	804	701	451	339	159	42
Parks	235	257	-6	0	246	11	0	0	0	0	24	233	215	143	93	44	20
Total	3651	3672	12	119	3394	148	7	2	2	0	333	3339	3002	2050	1499	795	340

Exhibit D

10/17/2019

NYC Fleet Daily Service Report: Critical Fleets Summary

Agency	Critical fleet	Fleet roster	Target daily IS	% Target IS	Daily OS	Actual IS	% IS	% Target
DCAS	Mayoral fleet	55	52	94%	2	53	96.4%	1.9%
DCAS	OEM	155	146	94%	1	154	99.4%	5.5%
DCAS	Sheriff	118	111	94%	1	117	99.2%	5.4%
DEP	Customer service	109	102	94%	3	106	97.2%	3.9%
DEP	Environmental compliance	98	92	94%	3	95	96.9%	3.3%
DEP	Police	152	143	94%	8	144	94.7%	0.7%
DEP	Sewer and water	1,204	1,084	90%	136	1,068	88.7%	-1.5%
DOC	Buses	129	116	90%	9	120	93.0%	3.4%
DOC	Sedans	95	86	90%	1	94	98.9%	9.3%
DOC	Vans	129	116	90%	8	121	93.8%	4.3%
DOE	Food services	39	35	90%	0	39	100.0%	11.4%
DOT	Asphalt plant	47	40	85%	6	41	87.2%	2.5%
DOT	HIQA	148	133	90%	0	148	100.0%	11.3%
DOT	Material hauling	363	309	85%	41	322	88.7%	4.2%
DOT	Meters	156	133	85%	11	145	92.9%	9.0%
DOT	Paving	461	392	85%	47	414	89.8%	5.6%
DSNY	Collection trucks	1,405	1,152	82%	359	1,046	74.4%	-9.2%
DSNY	Dual bin collection trucks	692	567	82%	160	532	76.9%	-6.2%
DSNY	Sweepers	448	345	77%	106	342	76.3%	-0.9%
FDNY	Ambulances	617	463	75%	196	421	68.2%	-9.1%
FDNY	Ladders	209	157	75%	50	159	76.1%	1.3%
FDNY	Pumpers	271	203	75%	44	227	83.8%	11.8%
NYPD	Traffic	679	611	90%	63	616	90.7%	0.8%
Parks	Forestry	169	152	90%	22	147	87.0%	-3.3%
Parks	Packers	110	99	90%	15	95	86.4%	-4.0%
Total	-	*8,058*	*6,839*	*85%*	*1,292*	*6,766*	*84.0%*	*-1.1%*
Daily OS %							**16.0%**	

Seasonal Fleets

DSNY	Salt spreaders	398	398	100%	160	238	59.8%	Out of season
Parks	Beach	85	77	90%	8	77	90.6%	Out of season

# of targets met:	18
Total # of targets:	25
% met:	72%

10/21/2019

NYC Fleet Daily Service Report: Critical Fleets Summary

Agency	Critical fleet	Fleet roster	Target daily IS	% Target IS	Daily OS	Actual IS	% IS	% Target
DCAS	Mayoral fleet	55	52	94%	2	53	96.4%	1.9%
DCAS	OEM	155	146	94%	1	154	99.4%	5.5%
DCAS	Sheriff	118	111	94%	0	118	100.0%	6.3%
DEP	Customer service	109	102	94%	3	106	97.2%	3.9%
DEP	Environmental compliance	98	92	94%	3	95	96.9%	3.3%
DEP	Police	152	143	94%	4	148	97.4%	3.5%
DEP	Sewer and water	1,204	1,084	90%	131	1,073	89.1%	-1.0%
DOC	Buses	129	116	90%	11	118	91.5%	1.7%
DOC	Sedans	95	86	90%	0	95	100.0%	10.5%
DOC	Vans	129	116	90%	7	122	94.6%	5.2%
DOE	Food services	39	35	90%	0	39	100.0%	11.4%
DOT	Asphalt plant	47	40	85%	5	42	89.4%	5.0%
DOT	HIQA	148	133	90%	0	148	100.0%	11.3%
DOT	Material hauling	363	309	85%	34	329	90.6%	6.5%
DOT	Meters	156	133	85%	10	146	93.6%	9.8%
DOT	Paving	461	392	85%	52	409	88.7%	4.3%
DSNY	Collection trucks	1,405	1,152	82%	355	1,050	74.7%	-8.9%
DSNY	Dual bin collection trucks	692	567	82%	167	525	75.9%	-7.4%
DSNY	Sweepers	448	345	77%	118	330	73.7%	-4.3%
FDNY	Ambulances	617	463	75%	200	417	67.6%	-9.9%
FDNY	Ladders	209	157	75%	53	156	74.6%	-0.6%
FDNY	Pumpers	271	203	75%	41	230	84.9%	13.3%
NYPD	Traffic	679	611	90%	59	620	91.3%	1.5%
Parks	Forestry	169	152	90%	23	146	86.4%	-3.9%
Parks	Packers	110	99	90%	14	96	87.3%	-3.0%
Total	-	*8,058*	*6,839*	*85%*	*1,293*	*6,765*	*84.0%*	*-1.1%*
Daily OS %							**16.0%**	

Seasonal Fleets

DSNY	Salt spreaders	398	398	100%	137	261	65.6%	Out of season
Parks	Beach	85	77	90%	6	79	92.9%	Out of season

# of targets met:	17
Total # of targets:	25
% met:	68%

10/22/2019

NYC Fleet Daily Service Report: Critical Fleets Summary

Agency	Critical fleet	Fleet roster	Target daily IS	% Target IS	Daily OS	Actual IS	% IS	% Target
DCAS	Mayoral fleet	55	52	94%	2	53	96.4%	1.9%
DCAS	OEM	155	146	94%	1	154	99.4%	5.5%
DCAS	Sheriff	118	111	94%	0	118	100.0%	6.3%
DEP	Customer service	109	102	94%	3	106	97.2%	3.9%
DEP	Environmental compliance	98	92	94%	3	95	96.9%	3.3%
DEP	Police	152	143	94%	3	149	98.0%	4.2%
DEP	Sewer and water	1,204	1,084	90%	140	1,064	88.4%	-1.8%
DOC	Buses	129	116	90%	12	117	90.7%	0.9%
DOC	Sedans	95	86	90%	0	95	100.0%	10.5%
DOC	Vans	129	116	90%	8	121	93.8%	4.3%
DOE	Food services	39	35	90%	0	39	100.0%	11.4%
DOT	Asphalt plant	47	40	85%	4	43	91.5%	7.5%
DOT	HIQA	148	133	90%	0	148	100.0%	11.3%
DOT	Material hauling	363	309	85%	40	323	89.0%	4.5%
DOT	Meters	156	133	85%	7	149	95.5%	12.0%
DOT	Paving	461	392	85%	57	404	87.6%	3.1%
DSNY	Collection trucks	1,405	1,152	82%	376	1,029	73.2%	-10.7%
DSNY	Dual bin collection trucks	692	567	82%	160	532	76.9%	-6.2%
DSNY	Sweepers	448	345	77%	108	340	75.9%	-1.4%
FDNY	Ambulances	617	463	75%	190	427	69.2%	-7.8%
FDNY	Ladders	209	157	75%	54	155	74.2%	-1.3%
FDNY	Pumpers	271	203	75%	39	232	85.6%	14.3%
NYPD	Traffic	679	611	90%	61	618	91.0%	1.1%
Parks	Forestry	169	152	90%	22	147	87.0%	-3.3%
Parks	Packers	110	99	90%	14	96	87.3%	-3.0%
Total	-	*8,058*	*6,839*	*85%*	*1,304*	*6,754*	*83.8%*	*-1.2%*
Daily OS %							**16.2%**	

Seasonal Fleets

DSNY	Salt spreaders	398	398	100%	126	272	68.3%	Out of season
Parks	Beach	85	77	90%	6	79	92.9%	Out of season

# of targets met:	17
Total # of targets:	25
% met:	68%

10/24/2019

NYC Fleet Daily Service Report: Critical Fleets Summary

Agency	Critical fleet	Fleet roster	Target daily IS	% Target IS	Daily OS	Actual IS	% IS	% Target
DCAS	Mayoral fleet	55	52	94%	2	53	96.4%	1.9%
DCAS	OEM	155	146	94%	1	154	99.4%	5.5%
DCAS	Sheriff	118	111	94%	0	118	100.0%	6.3%
DEP	Customer service	109	102	94%	4	105	96.3%	2.9%
DEP	Environmental compliance	98	92	94%	3	95	96.9%	3.3%
DEP	Police	152	143	94%	6	146	96.1%	2.1%
DEP	Sewer and water	1,204	1,084	90%	132	1,072	89.0%	-1.1%
DOC	Buses	129	116	90%	21	108	83.7%	-6.9%
DOC	Sedans	97	87	90%	1	96	99.0%	10.3%
DOC	Vans	129	116	90%	10	119	92.2%	2.6%
DOE	Food services	39	35	90%	0	39	100.0%	11.4%
DOT	Asphalt plant	47	40	85%	4	43	91.5%	7.5%
DOT	HIQA	148	133	90%	0	148	100.0%	11.3%
DOT	Material hauling	360	306	85%	39	321	89.2%	4.9%
DOT	Meters	157	133	85%	7	150	95.5%	12.8%
DOT	Paving	461	392	85%	61	400	86.8%	2.0%
DSNY	Collection trucks	1,405	1,152	82%	383	1,022	72.7%	-11.3%
DSNY	Dual bin collection trucks	692	567	82%	161	531	76.7%	-6.3%
DSNY	Sweepers	450	347	77%	105	345	76.7%	-0.6%
FDNY	Ambulances	617	463	75%	187	430	69.7%	-7.1%
FDNY	Ladders	209	157	75%	53	156	74.6%	-0.6%
FDNY	Pumpers	271	203	75%	41	230	84.9%	13.3%
NYPD	Traffic	679	611	90%	65	614	90.4%	0.5%
Parks	Forestry	171	154	90%	21	150	87.7%	-2.6%
Parks	Packers	110	99	90%	13	97	88.2%	-2.0%
Total	-	*8,062*	*6,841*	*85%*	*1,320*	*6,742*	*83.6%*	*-1.4%*
Daily OS %							**16.4%**	

Seasonal Fleets

DSNY	Salt spreaders	404	404	100%	89	315	78.0%	Out of season
Parks	Beach	85	77	90%	6	79	92.9%	Out of season

# of targets met:	16
Total # of targets:	25
% met:	64%

Exhibit E

THE CITY OF NEW YORK
OFFICE OF THE MAYOR
NEW YORK, N.Y. 10007

EXECUTIVE ORDER No. 161

April 23, 2012

CITYWIDE CONSOLIDATION OF FLEET OPERATIONS, FLEET MAINTENANCE AND RELATED MATTERS

WHEREAS, the City operates a large fleet ("City Fleet") of vehicles and motorized equipment and an extensive network of repair, maintenance and fueling facilities and resources that is critical to the daily provision of municipal services; and

WHEREAS, the City Fleet is currently managed in a decentralized manner across agencies with limited sharing of mechanical and technical expertise, fleet resources, and agency facilities; and

WHEREAS, individual City agencies have implemented a wide variety of best fleet practices and innovations in the areas of repair and servicing, fueling, equipment specification, environmental policy, and training, the citywide implementation of which would benefit all agencies; and

WHEREAS, the consolidation and sharing of services offers the opportunity to achieve significant cost savings and improvements in services; and

WHEREAS, New York City Charter section 827 directs that the Department of Citywide Administrative Services ("DCAS") "acquire by purchase, lease or otherwise, vehicles and other automotive equipment for the use of city agencies; manage, maintain, store and operate a fleet of motor vehicles; assign fleets to agencies in accordance with the direction of the mayor and ensure the effective operation of all shops, yards, garages, fuel depots, and other facilities required for the maintenance of fleets operated by agencies; and ensure the maintenance of records for all city-owned vehicles;"

NOW, THEREFORE, by the power vested in me as the Mayor of the City of New York, it is hereby ordered:

Section 1. City Fleet Service Consolidation Plan. After appropriate consultation with affected agencies, DCAS shall develop and execute a plan ("City Fleet Service Consolidation Plan") for the consolidation and sharing of fleet repair, maintenance, garage, and fueling resources

that will ensure that such shared services infrastructure satisfies both the general operational needs of the City Fleet and the needs of each agency. Such plan may include the closing or re-purposing of facilities. DCAS shall issue and administer all such rules, timelines, service level agreements, staffing plans, inspection procedures, and policies as are necessary to the implementation and successful operation of the City Fleet Service Consolidation Plan.

(a) All agencies having repair and fueling infrastructure including but not limited to the Police Department, the Fire Department, DCAS and the Departments of Correction, Sanitation, Environmental Protection, Transportation, Parks and Recreation, and Health and Mental Hygiene, shall be covered by the City Fleet Service Consolidation Plan. DCAS shall take appropriate steps to facilitate the participation of the Department of Education in such Plan.

(b) The Police Department, the Department of Sanitation and DCAS ("Servicing Agencies") shall provide comprehensive fleet repair and maintenance services to other agencies ("Client Agencies"). The Police Department shall provide these services for in-house maintained light-duty vehicles. The Department of Sanitation shall provide these services for in-house maintained heavy- and medium- duty vehicles. DCAS shall manage and provide all contract repair services. DCAS may however determine and provide in the City Fleet Service Consolidation Plan that particular agencies shall continue to perform services with respect to their own vehicles or the vehicles of other agencies in a different manner where such performance best furthers an overall result that is efficient and cost-effective.

(c) DCAS shall oversee the preparation of specifications for and the issuance of all contracts Citywide for services, parts, and goods for the provision of City Fleet services. Such contracts shall include, but not be limited to: contracts for the provision of auto parts and inventory services; contracts for fueling; fleet repair service contracts for comprehensive repair or component services such as engines, body repair, or tire services; contracts for environmental services; and leasing agreements.

(d) In coordination with the Office of Management and Budget ("OMB"), DCAS shall monitor and authorize agency appointment personnel actions with respect to Citywide fleet services and supervision of such services, including but not limited to mechanical repair and garage support services.

§ 2. Procurement of Vehicles and Equipment. DCAS shall plan and implement the specification, procurement, salvage and auction of all fleet vehicles and motorized equipment on behalf of the City and all agencies. Non-emergency equipment and fleet specifications shall be prepared through a Citywide Specifications Unit to be established under the oversight of DCAS.

Specifications for specialized emergency services and fire equipment shall be prepared by the emergency services agencies and submitted to DCAS for procurement. Any changes to such specifications shall be made by DCAS only after consultation with affected emergency service agencies. DCAS shall issue to each agency an authorized number of fleet vehicles ("approved fleet count") and shall ensure that the City fleet is assigned and deployed in an operationally and cost effective manner. DCAS shall issue annually a plan for all fleet and equipment acquisitions ("acquisitions plan") and shall ensure the coordination of all City and agency fleet acquisition resources.

§ 3. Green Fleet Plan. DCAS shall develop and execute a plan ("Green Fleet Plan") to comply with all applicable laws and rules governing environmentally appropriate procurement of City vehicles. This plan shall include a comprehensive approach to the implementation of a citywide strategy for the use of biodiesel and electric vehicles by City agencies.

§4. Monitoring of Fleet Operations Performance. DCAS shall track all City Fleet assets, fueling, vehicle assignments, and maintenance activities using a comprehensive fleet database. DCAS shall establish regular performance reporting in areas of fleet acquisitions, repair servicing, fuel and emissions reductions, and proper fleet use.

§5. Use of City Vehicles. DCAS shall establish policies and procedures for all City vehicle drivers and shall implement other appropriate best practices so as to ensure the safe, reliable and proper use of City vehicles. DCAS will establish a comprehensive citywide program for tracking and monitoring accidents involving city vehicles.

§6. Citywide Chief Fleet Officer and Inter-Agency Working Group. The Commissioner of DCAS shall appoint a Citywide Chief Fleet Officer who shall have responsibility for implementing this Executive Order and overseeing the City Fleet, fueling and garage resources.

(a) Within 30 days of the signing of this Executive Order, DCAS shall convene an inter-agency working group, to meet as necessary, which shall be chaired by the Citywide Chief Fleet Officer. Such working group shall be comprised of representatives of each Servicing Agency and appropriate Client Agencies, the Mayor's Office of Operations, the Office of Labor Relations, Law, OMB and any other City representative(s) designated by the Deputy Mayor for Operations to coordinate the implementation of this Executive Order and the operations of the City Fleet.

(b) Agency Commissioners shall designate an agency representative as a liaison to work with DCAS to ensure the execution of the obligations of this Executive Order.

§7. Inter-Agency Transfers.

(a) Each Client Agency shall, whenever necessary, work with OLR, OMB, DCAS, and the Servicing Agencies to implement the transfer of staff and funds in furtherance of

the purposes of this Order and of the City Fleet Service Consolidation Plan. Such implementation may include, but shall not be limited to, the transfer of necessary employees from the Department of Education, with the consent of the Chancellor of the Department of Education or his or her designee.

(b) DCAS, the Client Agencies and the Servicing Agencies shall take all steps necessary to ensure the transfer, including but not limited to any necessary transfer pursuant to subdivision 2 or subdivision 6 of section 70 of the Civil Service Law, of employees who perform the functions described in this Executive Order.

(c) In accordance with sections 811 and 827 of the Charter, the Commissioner of DCAS may exercise authority to direct transfers of agency employees between City mayoral agencies in furtherance of the purposes of this Order and of the City Fleet Service Consolidation Plan. Such transfers shall be consistent with subdivision 2 or subdivision 6 of section 70 of the Civil Service Law, as applicable. Such transfers may include arrangements for employees subject to pending disciplinary charges and, in the case of transfers pursuant to subdivision 6 of such section, shall be contingent upon agreement with the relevant employee organization.

§8. Agency cooperation. All agency heads are directed to cooperate fully with DCAS in implementing and complying with this Executive Order.

§ 9. Supersession. Mayoral Directive 82-1 (March 26, 1982) ("Office of Fleet Administration") is hereby REVOKED. Further, this Order shall supersede any provisions of any other prior Orders or Directives that are inconsistent with the policy objectives set forth herein.

§10. Effective Date. This Order shall take effect immediately.

Michael R. Bloomberg
Mayor

THE COUNCIL
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 1/29/2020

(PLEASE PRINT)

Name: Marlena Cigg

Address: 125 Barclay Street NY NY 10007

I represent: Grievance Rep / Treasurer

Address: Local 983, DC37

THE COUNCIL
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: JOSEPH Colangelo

Address: 217 Broadway, NY NY

I represent: MLC & L. 246

Address: _____

THE COUNCIL
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. I 2020 Res. No. 5593

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: George FARINACCI

Address: 125 MAIDEN LANE, FEIR

I represent: UFOA Local 854

Address: SAA

Please complete this card and return to the Sergeant-at-Arms

THE COUNCIL
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. 1202D Res. No. 5593

☐ in favor ☐ in opposition

Date: 1/29/2020

(PLEASE PRINT)

Name: Michael Schreiber

Address: 22-33 19th St Astoria NY 11105

I represent: UFA Local 94

Address: 204 C 23rd St NYC NY 10010

Please complete this card and return to the Sergeant-at-Arms

THE COUNCIL
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: HARRY GREENBERG

Address: 3000 MARCUS AVE, LAKE SUCCESS, NY

I represent: Municipal Labor Comm. Ltd & L 246

Address: _____

Please complete this card and return to the Sergeant-at-Arms

THE COUNCIL
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 1/29/20

(PLEASE PRINT)

Name: GREGORY P ANDERSON

Address: ASST. COMMISSIONER

I represent: NYC DEPARTMENT OF SANITATION

Address: _____

Please complete this card and return to the Sergeant-at-Arms

THE COUNCIL
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: 1/29/20

(PLEASE PRINT)

Name: Keith Kerman

Address: 1 Centre Street

I represent: DCAS

Address: Fleet

Please complete this card and return to the Sergeant-at-Arms