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## THE COUNCIL OF THE CITY OF NEW YORK

# **Briefing Paper of the GOVERNMENTAL Affairs and Infrastructure Divisions**

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COMMITTEE ON GOVERNMENTAL OPERATIONS

Hon. Fernando Cabrera, *Chair*

COMMITTEE ON SANITATION AND SOLID WASTE MANAGEMENT

Hon. Antonio Reynoso, *Chair*

**January 29, 2020**

Oversight – Maintenance of NYC Unified Fleet

# **Introduction**

On January 29, 2020, the Committee on Governmental Operations, chaired by Council Member Fernando Cabrera and the Committee on Sanitation and Solid Waste Management, chaired by Council Member Antonio Reynoso, will hold an oversight hearing on the Maintenance of NYC Unified Fleet. Those invited to testify include representatives from the Department of Citywide Administrative Services (“DCAS”), the Department of Sanitation (“DSNY”), and other interested parties.

1. **Background**

*NYC Unified Fleet*

New York City operates the largest municipal fleet in the United States, with more than 30,000 vehicles.[[1]](#footnote-1) Executive Order No. 161 (“EO 161”), issued by Mayor Michael Bloomberg on April 23, 2012, consolidated fleet operations and fleet maintenance citywide under DCAS.[[2]](#footnote-2) DCAS was tasked with the consolidation and sharing of fleet repair, maintenance, garage, and fueling resources. This executive order mandated that the shared services meet the general operational needs of the City fleet, as well as the needs of each agency.[[3]](#footnote-3)

Accordingly, the Citywide Chief Fleet Officer, appointed by the DCAS commissioner, works with more than 50 City agencies and offices that operate fleet vehicles.[[4]](#footnote-4) The 12 major fleet agencies, called the Fleet Federation, include the Police Department (“NYPD”), Fire Department (“FDNY”), Department of Correction, DSNY, Department of Parks and Recreation (“Parks”), Department of Transportation (“DOT”), Department of Environmental Protection (“DEP”), Department of Education (“DOE”), Department of Health and Mental Hygiene (“DOHMH”), New York City Emergency Management Department, Taxi & Limousine Commission, and DCAS.[[5]](#footnote-5) Representatives of the agencies within the Fleet Federation meet regularly to ensure coordination.[[6]](#footnote-6) Overall, the vehicle in-service rate for the City’s fleet is 91 percent[[7]](#footnote-7) and reporting from 2014 shows an estimated $415 million saved or avoided costs between fiscal year 2012 and fiscal year 2016 related to the 2012 consolidation.[[8]](#footnote-8)

Prior to EO 161, each agency was responsible for the maintenance of their respective fleet. Subsequent to EO 161, maintenance was shared across agencies: in 2014, reporting showed that NYPD maintained an additional 1,700 vehicles for DOT and DEP; DSNY maintained an additional 1,000 heavy-duty vehicles for DEP, Parks, DOE, and DOHMH; Parks maintained 200 DEP vehicles, and DOT provided heavy-duty towing for multiple agencies.[[9]](#footnote-9) The number of City fleet garages decreased from 47 in 2012 to 37 by 2014 due to the consolidation of NYC Unified Fleet.[[10]](#footnote-10)

According to DCAS’ NYC Fleet Management Manual, each vehicle and each part of a vehicle should be safe and in fully functional condition, including any bodywork that affects the safe operation or use of the vehicle.[[11]](#footnote-11) Fleet garages are expected to provide comprehensive fleet repair services.[[12]](#footnote-12) This includes the service of brakes, heating systems, interior and exterior door handles, exhausts, basic seat functions, seatbelts, minor upholstery repairs that impact safe operation of vehicle, drivetrains, transmissions, minor interior parts, engines, hydraulics, hoses, leaks, mechanical components of tailgates, no starts, doors, steering, suspension, front and rear ends, locking mechanisms, air conditioning, tire replacement and repair, warranty administration, and other related items.[[13]](#footnote-13) DCAS issues a daily morning report on the readiness and condition of the City’s fleet. The daily report is distributed to agencies each day and is available online on the Mayor’s Office of Operations website.[[14]](#footnote-14)

The City employs 1,434 automotive repair personnel, who are assigned to repair and maintain the City fleet.[[15]](#footnote-15) The mechanical titles include:

• Auto Mechanic and Auto Mechanic Diesel;

• Auto Machinist, Auto Electrician, and Metal Work Mechanic;

• Auto body titles, Carriage Upholsterer;

• Rubber Tire Repairer; and

• Auto Service Worker.[[16]](#footnote-16)

 In addition to the automotive repair personnel, there are also service contracts with outside mechanics. Service contract work includes warranty or recall work, and separate procedures may be established for the operation of specific service contract programs, including those for vehicle repair, vehicle leasing, or parts provision.[[17]](#footnote-17)

*Student Mechanics Program*

 NYC Fleet partners with DOE to provide public high school students with hands-on experience maintaining City vehicles, through the Automotive High School Internship program. During their paid internships at fleet garages, students learn to diagnose equipment, perform basic maintenance, and to understand fleet and claims management, shop equipment and organization.[[18]](#footnote-18) City supervisors of mechanics and auto mechanics mentor interns.[[19]](#footnote-19) Students also tour garages and agency workplaces and shadow complex repairs.[[20]](#footnote-20) NYPD, FDNY, DSNY, DOT, DCAS, DEP, and Parks participate in these internships.[[21]](#footnote-21)

*Department of Sanitation*

 DSNY operates 59 district garages and operates a fleet of more than 2,200 collection trucks, 450 mechanical brooms, and 690 large and small salt spreaders.[[22]](#footnote-22) While DCAS manages 6,121 DSNY vehicles,[[23]](#footnote-23) including 939 light duty, 299 medium duty, 3,846 heavy duty, and 1,037 other vehicles.[[24]](#footnote-24) The vehicle in-service rate for DSNY vehicles is 82 percent.[[25]](#footnote-25) During snow season, DSNY is also responsible for plowing 19,000 miles of road, in addition to their other responsibilities.[[26]](#footnote-26) As of January 16, 2020, DSNY employs 387 auto mechanics, 90 mechanics (diesel), 15 automotive service workers, 31 electricians (automobile), and 39 part time auto mechanics.[[27]](#footnote-27)

1. **Conclusion**

The City’s fleet of vehicles and motorized equipment is extensive and critical to the operations of the City. The fleet must be maintained properly for the safety of municipal drivers and the public. The unification of the City’s fleet since 2012 has led to significant cost savings and the streamlining of fleet management processes. Concerns remain that a unified fleet management system may overlook the specialized needs of specific vehicle types and agency expectations. The Committees hope to hear testimony about the distribution of resources and personnel among agencies; the maintenance of fleet vehicles, including during emergencies; and the protocol for how maintenance work is contracted out instead of performed in-house.

1. NYC Dep’t of Citywide Adimn. Serv., Fleet Services, <https://www1.nyc.gov/site/dcas/agencies/fleet-services.page> (last visited Jan. 13, 2020). [↑](#footnote-ref-1)
2. Exec. Order No. 161 (2016), *available at* <http://www.nyc.gov/html/records/pdf/executive_orders/2012EO161.pdf>. [↑](#footnote-ref-2)
3. *Id*. [↑](#footnote-ref-3)
4. DCAS Fleet Services, *supra* note 1; Thi Doa, *A United Fleet: How NYC is Saving $415M in Fleet Costs*, Gov’t Fleet (May 1, 2014), <https://www.government-fleet.com/154989/a-united-fleet-how-nyc-is-saving-415m-in-fleet-costs>. [↑](#footnote-ref-4)
5. Mayor’s Office of Operations, Mayor’s Mgmt. Rep. (Sept. 2019) at 355, *available at* <https://www1.nyc.gov/assets/operations/downloads/pdf/mmr2019/2019_mmr.pdf>. [↑](#footnote-ref-5)
6. Doa, *supra* note 4. [↑](#footnote-ref-6)
7. Mayor’s Mgmt. Rep., *supra* note 5 at 355. [↑](#footnote-ref-7)
8. Doa, *supra* note 4. [↑](#footnote-ref-8)
9. *Id*. [↑](#footnote-ref-9)
10. *Id*. [↑](#footnote-ref-10)
11. NYC Dep’t of Citywide Admin. Serv., Fleet Management Manual (May 2016) at 333, *available at* <https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/nyc_fleet_management_manual.pdf>. [↑](#footnote-ref-11)
12. *Id*. [↑](#footnote-ref-12)
13. *Id*. [↑](#footnote-ref-13)
14. *See* Mayor’s Office of Operations, N.Y. City Fleet Daily Service Report, <https://www1.nyc.gov/site/operations/performance/fleet-report.page> (last visited Jan. 13, 2020). [↑](#footnote-ref-14)
15. Mayor’s Mgmt. Rep., *supra* note 5 at 356. [↑](#footnote-ref-15)
16. Fleet Management Manual, *supra* note 11 at 34. [↑](#footnote-ref-16)
17. *Id*. at 35. [↑](#footnote-ref-17)
18. Dep’t of Citywide Admin. Serv., Fleet Internships, <https://www1.nyc.gov/site/dcas/agencies/fleet-internships.page> (last visited Jan. 13, 2020). [↑](#footnote-ref-18)
19. *NYC Fleet: Automotive Interns Summer 2018*, NYC Fleet Newsletter (Dep’t of Citywide Admin. Serv.), Aug. 17, 2018, at 1, *available at* <https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/NYC_Fleet_Newsletter_234_August_17_2018-Automotive-Interns-Summer-2018.pdf>. [↑](#footnote-ref-19)
20. *Id*. at 2. [↑](#footnote-ref-20)
21. NYC Dep’t of Citywide Admin. Serv., DCAS Fleet and NYC Career and Technical Education (CTE) at NYC DOE Partner to Support Automotive High Schools (Jan. 14, 2019), *available at* <https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/DCAS-Fleet-Partners-With-DOE-CTE-2019.pdf>. [↑](#footnote-ref-21)
22. Mayor’s Mgmt. Rep., *supra* note 5 at 115. [↑](#footnote-ref-22)
23. *Id*. at 362. [↑](#footnote-ref-23)
24. *Id*. [↑](#footnote-ref-24)
25. *Id*. [↑](#footnote-ref-25)
26. NYC Dep’t of Sanitation, Snow Operations FAQs (Nov. 20, 2016), *available at* <https://www1.nyc.gov/assets/dsny/docs/about_snow-faq_0815.pdf>. [↑](#footnote-ref-26)
27. Information provided by the Department of Sanitation by email on January 28, 2020 [↑](#footnote-ref-27)