

**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 afternoon 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.