

Memorandum




CITY OF DALLAS

DATE September 12, 2008

TO Public Safety Committee -
Mayor Pro Tem Dr. Elba Garcia, Chair; Deputy Mayor Pro Tem Dwaine Caraway,
Vice-Chair; Jerry Allen; Tennell Atkins; Sheffie Kadane; Ron Natinsky; David
Neumann; and Mitchell Rasansky

SUBJECT Public Safety Committee Briefing

Attached is a copy of the DPD Marked Squad Cars: Fleet Analysis briefing for your consideration at your committee meeting on September 16, 2008.


David O. Brown,
Interim Assistant City Manager

Attachment

c: Mayor and Members of the City Council
Mary K. Suhm, City Manager
Ryan S. Evans, Assistant City Manager
Ramon F. Miguez, P.E., Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
A.C. Gonzalez, Assistant City Manager
David Cook, Chief Financial Officer
Helena Stevens-Thompson

DPD Marked Squad Cars: Fleet Analysis

Public Safety Committee – September 16, 2008



Overview

- Public Safety is a top priority of the City
 - In addition to having enough officers to address Public Safety, Marked Squad cars and communication and mobile technology equipment that is installed in the cars is also a critical component
- Marked Squad car availability is a function of 3 departments working together: DPD, EBS and CIS

Department Responsibilities

- DPD responsible for the proper use and active management of their resources including the fleet assigned to them
- EBS responsible for purchase, maintenance and repair of the City's fleet
- CIS responsible for installation, repair, and maintenance of the mobile technology equipment

Additional Fleet

- To ensure an adequate size fleet, Marked Squad cars have been added to DPD's assigned fleet inventory
- As more officers are added, more cars are needed
 - For every 3 officers added to the street, 1 new car is needed
 - Projected that 339 additional officers will be on the street in FY07 and FY08, meaning that 113 more cars were needed for the additional officers
 - Size of the fleet will have grown by 217 cars in FY07 and FY08
 - 92 added in FY07 budget (all are in-service)
 - 92 added as mid-year adjustments during FY07 (5 need mobile technology installation)
 - 33 added in FY08 budget (27 need mobile technology installation)
- Needs Analysis by DPD and E-Team in Spring/Summer 2007 indicated that more cars were needed to meet operational needs above the number needed for new officers

Marked Squad Inventory

- 185 more cars are now in-service than at beginning of FY07 and 32 more are waiting mobile technology installation
- Inventory of Marked Squad cars has already grown to 1036, and 32 more are in the pipeline to be added by October 20th
- Total inventory will be 1068 of which 723 will be assigned to Patrol
- Current analysis conducted by DPD indicates 536 cars need to be available to meet combined peak demand for Patrol (7 stations and CBD)
 - Based on assigned elements and history of sustained overtime

Marked Squad Inventory

	Inventory Assignment	Operational Need	Inventory in Excess of Operational Needs
Patrol Function (7 stations & CBD)	723*	536	187
Non-Patrol Function (Traffic, Disruption, Tactical, Narcotics, Gang, Academy, etc.)	262	212	50
Other: ENP & Decoy	83	86	-3
Total	1068	834	234

*Includes 32 to be in-service by 10/20/08.

Size of inventory is 22% more than required to meet operational needs.

Replacement Program

- To ensure that the Marked Squad car fleet is suitable over time, the City has a 100,000 mile replacement policy
 - Policy was changed in November 2004 from replacement at 125,000 miles to replacement at 100,000 miles
- Survey of other cities revealed 100,000 mile replacement policy is typical
 - San Antonio – 70,000
 - Austin – 80,000 to 100,000
 - Anaheim – 100,000
 - Charlotte – 100,000
 - Fort Worth – 100,000
 - Houston – 100,000
 - Oklahoma City – 100,000
 - Philadelphia – 100,000
 - Phoenix – 100,000
 - San Diego – 100,000
 - Cincinnati – 125,000
 - Detroit – 150,000
 - Arlington – 160,000

Replacement Program

- City must have an inventory of new cars available to replace old cars once they reach the 100,000 mile threshold
 - Manufacturers only build-out Marked Squad cars once each year based on orders received, so City purchases and places one order per year
 - New cars are received by City and held in inventory until needed to replace a car once it reaches 100,000 miles
 - Inventory must last until the next order is placed by City, built-out by manufacturer and received by City
 - Hensley Field serves as “warehouse” for vehicle inventory the same as Quartermaster serves as warehouse for other police equipment and supplies

Reserve for Unavailability

- It is necessary to have more active inventory than is required to meet operational needs since cars are not always available for use
 - DPD temporarily reassigns cars to other uses besides station patrol
 - EBS maintains and repairs mechanical and body components of the cars as required due to excessive wear and tear from continuous use, damage sustained during pursuit, or for 30 day safety inspection and preventive maintenance
 - CIS maintains, repairs, and installs mobile technology equipment
 - 187 cars assigned to Patrol can be unavailable since there will be an inventory of 723, and only 536 are needed for operation

Solutions

- In July, the Police Department assigned a Lieutenant as Fleet Manager to improve management of the department's fleet of Marked Squad cars
- Audits by the Lieutenant have shown that overall there is **NOT** a problem with the number of cars available but rather has shown that cars have not been allocated across the City to meet the needs of each patrol division
 - Some divisions have had a surplus while others have shortages
 - Location assignment of cars has been reviewed and reassignments have been made to ensure that each division has cars based on their staffing and workload
 - New assignments now account for fluctuating demand including peak demand as well as providing reserve for down vehicles
 - Future reassignment of cars will only be made with the approval of the assigned Lieutenant (fleet manager)

Solutions

- Cars have not been adequately managed within DPD to ensure that older cars reach replacement criteria
 - When newer cars are driven and older cars are left sitting, the older cars do not get the miles necessary to reach 100,000 mile replacement criteria
 - New process put in place to require that older cars be driven, not just the newer model cars
 - Lieutenant (fleet manager) will conduct monthly mileage audits to ensure older cars are driven until they reach 100,000 miles and are eligible for replacement

Solutions

- EBS and CIS are adding staff to keep up with the demand
 - EBS has utilized outside vendors and overtime to meet demand while actively involved in hiring processes
 - CIS has utilized an installation contractor to expedite equipment installation since early July, and has filled 3 of 4 electronic technician vacancies, with active hiring processes to fill 2 of 3 supervisor positions

Long-Term Solutions

- CIS has examined the current data systems used by the three departments and recommends moving from multiple systems to one system
- To further improve service, a new fleet maintenance facility is included in the 2006 Bond Program for the Southeast Service Center on Municipal
- It is recommended that a smaller fleet maintenance facility be added at the South Central Police Station
 - This was originally designed, but eliminated due to budget constraints

FY09 Enhancements

- Further enhancements include adding 200 more officers in FY09
- Additional officers require additional fleet, so the FY09 proposed budget includes 71 Marked Squad cars to add to the fleet inventory
- Funding for 2 more mechanics is included in the FY09 budget as a result of the growth in DPD's fleet

Summary

- Multi-departmental (DPD, EBS, CIS) approach is required to ensure appropriate fleet levels are available for public safety purposes
- Current operational needs are being met
 - Recent audits by DPD have shown that overall there is **NOT** a problem with the number of cars available
- An update will be provided to the Public Safety Committee in 6 months