DEPARTMENT OF PUBLIC SAFETY

200 E. Washington Street, Suite E-270, Indianapolis IN, 46204
Telephone: (317) 327-5090 ~ Fax: (317) 327-3446

June 10, 2013

RE: Vehicle Efficiency Team

Brian Sanford, Team Lead

Brian,

Thank you to you and your team for your diligence in seeing this efficiency team's goals met. We met this week where you shared your team's recommendations. I accept your team's recommendations and will assign them as follows:

- **Indianapolis Metropolitan Police Department:**
  Lieutenant John Mann will oversee
  - Develop a replacement plan to purchase plug in hybrids for administrative vehicles as designated by the Vehicle Efficiency Team by end of year 2013. This plan will be included in the 2014 IMPD Business Plan.
  - Conduct a study of E-85 use in patrol cars. Results due by the end of the year.
  - Work with FOP #86 on any fuel surcharge issues.
  - Work with Mayor's office on a purchase plan for future of more efficient patrol vehicles.

- **Indianapolis Fire Department:**
  Chief Brian Sanford will oversee
  - Implementation and structured replacement plan for the future.
  - Use of biodiesel in DPS's current diesel fleet by end of year 2013.

Thank you again for your team's efforts.

Sincerely,

Troy Riggs

DPS Vehicles

Vehicles	Number	MPG	Avg Gal Per Vehicle	Total Gallons Used		Cost Per Gal		Total Cost
Current Non-Hybrid	2070	13.15	1090.88	2,258,130.40		$ 3.25		$ 7,338,923.80
Remaining Non-Hybrid	1035	13.15	1090.88	1,129,065.20		$ 3.25		$ 3,669,461.90
Hybrid Plug-in	1035	100.00	143.45	148,472.07		$ 3.25		$ 482,534.24
Improvement								$ 4,151,996.14
Savings								$ 3,186,927.66

Vehicles	Cost		# Purchase	Add'l Cost for Hybrid	Fuel Savings (5yrs)	Net Savings (5yrs)
Dodge Charger	$ 22,260.00					
Ford Fusion Hybrid Plugin	$ 34,056.00					
Diff	$ (11,796.00)		1035.00	(12,208,860.00)	$ 15,934,638.30	$ 3,725,778.30
Diff With Incentive	$ (8,046.00)		1035.00	(8,327,610.00)	$ 15,934,638.30	$ 7,607,028.30
Hybrid vs Standard resale	$ 4,742.00		1035.00			4,907,970.00
Net Diff						$ 8,633,748.30
Net Diff with Incentives						$ 12,514,998.30

DEPARTMENT OF PUBLIC SAFETY

200 E. Washington Street, Suite E-270, Indianapolis IN, 46204
Telephone: (317) 327-5090 ~ Fax: (317) 327-3446

Vehicle Efficiency Team – Recommendation Overview

1. What division within DPS will "own" the recommendations? All departments
    a. Do the recommendations fall in the boundaries of said division's mission and goals?
    --Mostly IMPD-Chief Hite will assign someone
    --Directors and Chief's will oversee individual departments

2. Who will serve as ongoing point person for the proposed recommendations?
    --Place on goals and objectives of appropriate departments

3. What is fiscal impact of each recommendation?
    --IFD is working on gas savings

4. What data is available to substantiate the proposed recommendations?
    --IFD is working on this
5. What is implementation plan for each recommendation?
    a. Outline implementation timeline—By December 13, capital replacement plan developed (Deputy Director Washington)
    b. List implementation obstacles – funding and aging fleet

6. Are there any potential media issues that may be tied to proposed recommendations?
    --Fuel surcharge issues

7. Any potential issues for the Ballard administration that may be tied to the proposed recommendations?
    --Fuel surcharge again
    --no hybrid ready for police (disjointed process) No long term plan—needs to be discussed
    --current fleet inventory for pd is very low and could be discussed

8. Will the proposed recommendations require changes to municipal code, general orders, etc?
    --Not at this time

9. Will be there be issues with labor organizations tied to the proposed recommendations? No
    a. FOP
    b. Local 416
    c. AFSCME.
10. What data is available to substantiate the proposed recommendations?

    --IFD working on this

11. Will the recommendations promote the safety and welfare of the public?

    --Yes, cleaner air quality due to B20 diesel; obviously national security issue

DEPARTMENT OF PUBLIC SAFETY

200 E. Washington Street, Suite E-270, Indianapolis IN, 46204
Telephone: (317) 327-5090 ~ Fax: (317) 327-3446

Needs:

1. Develop media plan—IFD in charge

2. Items to discuss:
   -Mayor's Executive Order
   -Process that has taken place
   -Who was involved in the meetings

3. List of recommendations
   --begin purchasing plug in hybrids to replace the identified 643 cars within the IMPD fleet
   --Current Diesel Fleet to B20 (need to list how many vehicles this impacts, how it will be phased in with time frame.) Highlight that this does not include any foreign oil—all domestic
   --E85 study by police department (when will it be conducted, by whom from PD)
   --Transition to LED lighting (need to list how, when, and why(potential savings))
   --Structured Replacement Plan for the future (Deputy Director Washington will work with a small group on this part)
   --IMPD will form a team to decide upon future patrol vehicle purchases with a focus on fuel economy (how many cars does this impact)
   --IMPD will work with Mayor's to work with automobile industry to develop an alternate fuel option for police cars.

4. Already underway:
   --ACC vehicles—need the improved mileage and potential savings in fuel
   --Communications has purchased how many hybrids? Are those plug in?

DEPARTMENT OF PUBLIC SAFETY

200 E. Washington Street, Suite E-270, Indianapolis IN, 46204
Telephone: (317) 327-5090 ~ Fax: (317) 327-3446

Additional things to do:
--response letter to the committee (with implementation plan)
--Post findings and response letter on the web site for review by citizens
--include in the goals and objectives for 2013 and list as item for 2014 business plans when appropriate

DEPARTMENT OF PUBLIC SAFETY

200 E. Washington Street, Suite E-270, Indianapolis IN, 46204
Telephone: (317) 327-5090 ~ Fax: (317) 327-3446

DPS Vehicle Fleet Efficiency Team Report

The Department of Public Safety (DPS) Vehicle Fleet Efficiency Team has completed a review of the policies and procedures tied to the DPS fleet of vehicles. As a result of this review, committee members are now offering recommendations to improve the efficiency and operational effectiveness of the DPS vehicular fleet. The committee is confident that the recommendations, if fully implemented, will result in a safer, more cost effective, and operationally improved vehicular fleet. The committee is also confident that through implementation, the DPS fleet will take a positive step forward to become a reliable fleet which will quickly transition to alternative fuel technologies and away from dependence on foreign oil.

Statement of Problem

The current DPS fleet of vehicles and apparatus has fallen behind the approved City Fleet Replacement Schedule. Due to the age and condition of the current fleet, the DPS divisions are experiencing significant increases in maintenance costs, decreased work productivity hours by employees, and an inability to capitalize on advances in technology and efficiencies. Purchases are often made in large blocks, rather than on a consistent steady cycle, which severely limits the ability to transition the vehicles to the street in a timely manner. In addition, the absence of a structured replacement plan makes the budgeting process very difficult to predict with the accuracy needed to develop a formal business plan. Without a predictable business plan, the divisions are not able to coordinate the use of the newest equipment technology, with the newest technology vehicles, to obtain the best performance vehicles for our stressed budgets.

The current DPS fleet is also highly dependent on foreign oil. The fleet is largely inefficient in its use of vehicles with a higher degree of fuel efficiency. The high dependence on gasoline and diesel fuel is a concern financially, environmentally and with operational effectiveness. It is also a concern with respect to meeting the Mayor's Executive Order No. 6, and the desire to transition the entire fleet to post-oil technology by year 2025.

LED Lights

Summary of Conclusions

After completing an assessment of the current fleet and policies, and after identifying the problem areas listed above, the team has developed the following conclusions. The DPS divisions would benefit greatly by following a structured vehicle replacement plan. The plan should allow agencies to coordinate purchases to capitalize on economies of scale and the entire purchasing process should be streamlined to speed it up. A capitol purchase funding plan should be established to fund the current City Fleet Replacement Schedule. This plan should be an annual plan, with a dedicated funding source, which would consistently fund the replacement plan.

Controller

The committee has concluded that there are many vehicles within the current fleet which could be transitioned to more fuel efficient vehicles. The committee feels that all of the administrative and support vehicles in DPS, with the exception of the IMPD operations division patrol vehicles, could be transitioned to hybrid or plug-in hybrid technology. The committee has also concluded that there are several fuel alternatives such as E85 and B20 biodiesel that could be utilized now to immediately move us away from dependence on foreign oil, and towards post-oil technology.

Roll into Ad. m.v.

Recommendations

Listed below are the initial committee recommendations. The recommendations are offered as a result of an extensive review by the committee members. The listed recommendations will be concise but the committee would be happy to offer greater detail if requested. Documentation utilized by the committee during the review is available in the team binder and can be accessed on the www.indygov website under the DPS location.

- City should develop a capitol purchase plan that will allow for the approved City Fleet Replacement Schedule to be followed.
- DPS Fleet Services should work with City Purchasing to develop a City procurement competition for fleet vehicles similar to the State Bid.

- A Specifications Committee, including personnel from Fleet Services, the Purchasing Specification Writer, and other City/county agencies, should be established to develop bid specifications for the City bid.
- City bid should include several vehicle options including the option for a lease program if economically feasible.
- City bid should be available to other agencies outside the City/county to capture economies of scale on bids.
- DPS agencies will work with fleet to identify vehicles that can be transitioned out of the fleet to help offset the costs of fleet upgrade.
- The current diesel fleet should begin immediate transition from diesel to B20 diesel as quickly as fueling sites allow. (Non-foreign oil) → Cleaner Burning
- DPS should immediately conduct an E85 test program. A minimum 60 day test should be completed with 30 administrative and operational patrol cars. If the test program results are favorable, current vehicles capable of using E85 should be transitioned to it as fueling sites allow. → (Study non-foreign oil)
- DPS agencies will assess fleet needs and purchase vehicles that are the most efficient for the operational need.
- Larger fleet vehicles purchased will be B20 or CNG as fueling capabilities allow.
- All DPS fleet automobiles purchased, with the exception of IMPD Operations Division patrol cars and a limited number of undercover vehicles, will be plug-in hybrid or total electric vehicles.
- City will work with the automotive industry to come up with alternate fuel options for patrol cars and fire apparatus.
- Plug-in hybrid vehicles that are charged at the user's home will be subject to a reduced fuel surcharge, or no fuel surcharge, should one be implemented.
- DPS fleet will transition through new purchases to use of LED lighting, MDC or IT options requiring less power, and battery back-up systems to reduce idling time for electrical charging needs.
- The DPS Fleet Efficiency Team should continue to meet annually or as requested by DPS to review latest advances in technology.

The Department of Public Safety Vehicle Fleet Efficiency Team would like to thank Director Riggs and the DPS office for the opportunity to serve on this committee. We feel that we have completed a comprehensive look at the DPS fleet and have offered a realistic view of the needs of the divisions. We believe strongly that implementation of the committee recommendations will improve operations, increase productivity and will lead to a cleaner and more cost efficient vehicular fleet. We also feel that full implementation will put us on course to meet the Mayor's Executive Order 6, the initiative of the white paper "Changing the World", and is consistent with allowing us to make financial decisions based on the welfare of the city 10-50 years out.

This report is being presented after receiving unanimous approval from the committee members at the May 22, 2013 meeting. Meeting summary documents from previous meetings are attached to the report for review and consideration.

Thank you again for the opportunity to participate on this important efficiency team and thank you in advance for your review and consideration.

Respectfully Submitted,

Brian Sanford

Brian Sanford, Fire Chief
Indianapolis Fire Department
DPS Fleet Efficiency Team Committee Chair

Tillas?

Committee Members

Brian Sanford	Dudley Taylor	Sherry Owens
Monica Johnson	Mike McClary	Frank Mascari
Rick Winningham	Brett Wineinger	Marcus Brown
Larry Cooper	April Schultheis	Sara Woodson
Rick Snyder	Ron Hicks	Brian Scott
Mike Rose	David Rosenberg	Mark Harvey