

# Memorandum



CITY OF DALLAS

DATE April 17, 2009

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 Dallas Police Department Marked Squad Cars: Fleet Analysis Update

Attached is the Dallas Police Department Marked Squad Cars: Fleet Analysis Update briefing that will be presented during your April 20<sup>th</sup> Public Safety Committee Meeting.

Staff will be available on Monday to answer any questions that you may have.

A handwritten signature in black ink, appearing to read 'Ryan S. Evans'.

Ryan S. Evans,  
First Assistant City Manager

c: Mary K. Suhm, City Manager  
Deborah A. Watkins, City Secretary  
Thomas P. Perkins, Jr., City Attorney  
Craig Kinton, City Auditor  
Victor Lander, Judiciary  
Ramon Miguez, P.E., Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
A.C. Gonzalez, Assistant City Manager  
Forest Turner, Interim Assistant City Manager  
David Cook, Chief Financial Officer  
Helena Stevens-Thompson, Assistant to the City Manager



# Dallas Police Department Marked Squad Cars: Fleet Analysis Update

Public Safety Committee – April 20, 2009



# Overview

- Public Safety is a priority of the City
  - This not only includes having enough officers to address Public Safety, but also includes having necessary equipment such as Marked Squad cars and communication devices installed in the cars
- Marked Squad car availability is a function of 3 departments working together
  - Dallas Police Department (DPD),
  - Equipment and Building Services (EBS)
  - Communication and Information Services (CIS)
- Marked Squad car availability needs are currently being met

# Department Responsibilities

- DPD responsible for proper use and care of their resources including fleet assigned to them
  - 1064 Marked Squad cars are currently assigned to DPD for both patrol, non-patrol, and ENP/decoy functions
  - 710 other vehicles/equipment are assigned to DPD
- EBS – responsible for maintenance and repair of body and mechanical systems of City's entire fleet
- CIS – responsible for installation, repair, and maintenance of the mobile technology equipment

# Marked Squad Inventory

- Marked Squad car inventory will total 1104 at end of FY09

	Inventory Assignment	Operational Need	Inventory in Excess of Operational Needs
Patrol Function (7 stations & CBD)	774	671	103
Non-Patrol Function (Traffic, Disruption, Tactical, Narcotics, Gang, Academy, etc.)	224	212	12
Other: ENP & Decoy	106	86	20
Total	1104	969	135

# Operational Needs

- When analyzing operational need, Patrol's (7 stations and CBD) combined peak demand, assigned elements, and history of sustained overtime is focus
- Patrol needs have increased from 536 (9/16/08) to 671 (2/9/09) due to:
  - Realignment of divisional boundaries
  - Change in watch (hours worked), i.e. more officers added to swing shifts

# Additional Fleet

- To ensure an adequate size fleet to meet operational needs, Marked Squad cars have been added
  - Previous E-Team and DPD analysis indicated more cars were needed
  - As more officers are added each year, more cars are needed
- Size of Marked Squad car fleet will have grown by 288 cars during 3 year period – FY07, FY08 and FY09
  - 92 added in FY07 budget (all are in-service)
  - 92 added as mid-year adjustments during FY07 (all are in-service)
  - 33 added in FY08 budget (all are in-service)
  - 71 added in FY09 budget (being placed in-service in coordination with DPD schedule)

# Replacement Program

- A fleet replacement program is necessary to ensure that Marked Squad car fleet is suitable over time to meet operational needs
- Replacement policy of other Cities range from 70,000 to 160,000 miles
  - San Antonio – 70,000
  - Austin – 80,000 to 100,000
  - El Paso – 100,000
  - Fort Worth – 100,000
  - Houston – 100,000
  - Arlington – 160,000
- Dallas policy is to replace Marked Squad cars when they reach 100,000 miles
  - Policy was changed in Nov 2004 from replacement at 125,000 miles to replacement at 100,000 miles
- City also considers maintenance cost and downtime on a case-by-case basis which may result in some cars being replaced before they reach 100,000 miles
  - Currently, in process of replacing 28 cars before they reach 100,000 miles



# Replacement Program

- To ensure new cars are available to replace older cars once they reach 100,000 miles, the City must maintain an inventory of cars in our “fleet warehouse” (Hensley Field)
  - Inventory at Hensley must last until the next order is placed by City, built-out by manufacturer and received by City
- Current inventory at Hensley is forecast to last until Dec 2009
  - Assumes current inventory of 87, addition of new car purchase approved March 2009, subtraction of cars anticipated to reach 100,000 miles, and subtraction of cars being retired early due to maintenance cost and/or downtime
  - Another purchase of new cars will need to be approved in October 2009 in order to replenish inventory in March 2010

# 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 needs to temporarily reassign cars to other uses besides station patrol
  - EBS required to complete mechanical or body maintenance or repair due to excessive wear and tear from continuous use, damage sustained during pursuit, or for 30 day safety inspection and preventive maintenance
  - CIS required to maintain or upgrade communication equipment
  - 103 cars assigned to Patrol can be unavailable since there is inventory of 774 and 671 is needed for operation –
    - Reserve dropped from 22% to 12% from Sept 2008 to current due to change in operational needs of DPD
    - Change in reserve is mitigated by current efforts to eliminate unreliable or most problematic cars

# Improvement Strategies

- In July 2008, DPD assigned a Lieutenant, reporting directly to the Chief's office, as Fleet Manager to improve management of their fleet
- DPD, EBS, and CIS meet weekly to address process and concerns that may arise
- Three ZIP process improvement initiatives with staff from multiple departments involved to identify improvement strategies
  - DPD and EBS Fleet Management
  - EBS Parts Management
  - EBS Paint and Body Shop

# Improvement Strategies

- ZIP #1 – DPD and EBS Fleet Management
  - Implemented – Assign one person within Police Department to report directly to the Chief's office and to coordinate management of DPD fleet
  - Implemented – Weekly meetings of DPD, EBS, and CIS to address Police fleet issues
  - Implemented – Reassign cars between Patrol Divisions based upon current peak usage needs and routinely make adjustments
  - Implemented – DPD conducts monthly audits to reconcile fleet assignments with EBS inventory
  - Implemented – DPD conducts monthly audits of mileage reports for each vehicle
  - Implemented – Track equipment down time and assess equipment that has extended down periods for possible replacement
  - Implemented – Prioritize order in which cars are replaced
  - Implemented – Develop guidelines for each patrol station to require officers to drive older cars first
  - Implemented – Establish first-in, first-out process for marked squad

# Improvement Strategies

- ZIP #1 – DPD and EBS Fleet Management (continued)
  - Implemented – Integrate CNG cars back into substations for supervisor use; field officers allowed but not required to drive CNG vehicles
  - Implemented – Improve process for DPD to pick up new equipment when it is ready to place in-service
  - Implemented – Establish timelines for testing proposed changes to Police equipment to ensure that it does not hold up process for purchasing new cars
  - Implemented – Ensure consistency in how unmarked fleet is equipped
  - In Progress – CIS Mobile Technology Center will send strip crew to Hensley each week to remove equipment from old cars
  - Pending further review – Relocate CIS Mobile Technology Center strip and install operation to Hensley to be in close proximity to EBS Make Ready shop
  - Pending further review – CIS Mobile Technology Center will provide basic training to EBS mechanics to help repair common and simple malfunctions

# Improvement Strategies

- ZIP #2 – Parts Management
  - Implemented – Adjust inventory levels and expedite parts ordering
  - Pending purchase – Implement bar scanning technology to improve efficiency
  - Pending further review – Increase Parts Division staff levels to provide longer hours of parts room service to mechanics
- ZIP #3 – Paint and Body Shop
  - Implemented – Reassign work group within EBS, relocate office, and reassign specific tasks to other positions
  - Implemented – Report from Paint/Body sent to customer departments
  - Implemented – Staff assess outside vendors' ability to complete work in timely manner before assigning repair to one of four contract vendors
  - Implemented – Outside vendor install decals
  - Implemented – All units receive quality control inspection by EBS prior to being returned to customer department after repairs
  - Pending further review – Modify decals to reduce cost and time necessary for special orders, and change color scheme to black and white cars

# Long-Term Improvement Strategies

- To further improve service, a new fleet maintenance facility is included in the 2006 Bond Program for the Southeast Service Center on Municipal which currently serves Southeast and South Central Patrol
- 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

# Summary

- Marked Squad car availability needs are currently being met
- DPD, EBS, and CIS will continue multi-departmental approach to analyzing processes, monitoring availability and developing strategies for continual improvement



**QUESTIONS?**