

Memorandum



Date: June 27, 2013

To: Honorable Dennis C. Moss
Commissioner, District 9

From: Carlos A. Gimenez
Mayor

Errico Iglesias Jr. For

Subject: Response to Directive - Miami-Dade Police Department Fleet

The following information is being provided in response to your April 2, 2013 directive regarding the age and condition of the Miami-Dade Police Department fleet.

The Miami-Dade Police Department currently has an overall vehicle inventory of approximately 3,300 mixed vehicles (marked, unmarked, motorcycles, specialty and pool). Of the fleet, approximately 1,070 vehicles have well exceeded 100,000 odometer miles, which has resulted in increased maintenance and repair costs in order to maintain the fleet operations. Additionally, approximately 1,015 vehicles in the fleet are over 10 years of age (Attachment 1).

Of the Department's fleet, there are approximately 230 (114 marked/116 unmarked) mixed vehicles, which are utilized as shop loaners, and 459 (218 marked/241 unmarked) mixed vehicles, which are utilized as pool cars within various districts and bureaus. Both aforementioned classifications are owned by the Miami-Dade Police Department; however shop loaner units are managed by the Internal Services Department, formerly General Services Administration, in order to have vehicles readily available for exchange when vehicles are dead-lined for repair (preventative maintenance and mechanical repairs). Pool cars are under the purview of the respective districts/bureaus which are assigned as operationally needed.

An order of 121 vehicles was placed on April 27, 2012 via the Florida Sheriff's contract. It should be noted, that no unmarked replacement vehicles were ordered in this purchase. This order was fully exhausted as of January 2013. Currently there are no vehicles available for replacement for vehicles retired.

The Miami-Dade Police Department currently has a "Vehicle Attrition", the rate in which vehicles are retired due to age and/or damaged beyond repair, of approximately 34 vehicles per month (25 marked / 9 unmarked). This does not include the rate of vehicles that are continuously removed from service due to repairs (mechanical and body work).

The Miami-Dade Police Department has retired approximately 157 vehicles as of the end of May 2013. At the current rate of vehicular attrition, the Miami-Dade Police Department will retire approximately 320 vehicles by fiscal year-end. This will be mitigated by the FY 2012/13 order placed for 177 mixed vehicles, resulting in a net loss of approximately 143 vehicles without replacement. The projected delivery of this order will be in mid-to-late August of 2013.

It is projected that by the end of FY 2013-14, the Miami-Dade Police Department will retire an additional 400 vehicles. The FY 2013-14 Proposed Budget will include a planned purchase of 210 vehicles from the Vehicle Replacement Trust Fund (\$4.5 million), resulting in a total net loss of 333 vehicles by fiscal year end.

The Miami-Dade Police Department's fleet needs have been communicated to the Office of Management & Budget. The below table denotes the Department's replacement requirements, based on the proposed end-life-cycle of 130,000 odometer miles (an increase of 30,000 miles from previous retirement criterion):

Replacement Cycle	Mixed Fleet Replacement Quantity	Requested Funding (Vehicle & Safety Equip)
Year 1 (FY 12-13)	177 Vehicles	\$3,632,969 (Funded)
Year 2 (FY 13-14)	412 Vehicles	\$10,843,797 (Pending)
Year 3 (FY 14-15)	440 Vehicles	\$10,829,525 (Future)
Year 4 (FY 15-16)	473 Vehicles	\$11,558,288 (Future)
Year 5 (FY 16-17)	443 Vehicles	\$10,774,862 (Future)

In order to extend the fleet, the Miami-Dade Police Department in concert with Internal Services Department Fleet Management Division, has initiated a refurbishment plan. Vehicles within the range of 80K – 100K odometer miles service history and physical appearances are evaluated. If deemed feasible, the candidate vehicles are reconditioned and mechanically overhauled (resulting in newly established manufacturer's warranty on engine and transmission) at a fraction of the cost of a new vehicle. Upon completion, these units are re-deployed as acceptable front line replacements. However, even with this approach, the duration of time that the vehicle is out of service can range from 2-4 months varying degree of repair required.

There been concerns raised regarding the appearance of the current patrol vehicles' graphics which have become severely deteriorated by the elements. As an alternative to the aforementioned refurbishment plan, Internal Service Department Fleet Division has developed a hybrid approach for a vehicle that only suffers from cosmetic deficiencies (Attachment 2). Through the harvesting and recycling of retired vehicles interior finishing (i.e. seats, moldings, dashboard assemblies, etc...), Internal Services Department's Fleet Division has been able to successfully refurbish these vehicles within a considerably reduced vehicle downtime, utilizing existing Fleet Division staff, and at reduced cost. Though this process is still in its preliminary phase, both departments are optimistic on its future application.

As part of the County Mayor's initiative, members from the Miami-Dade Police Department, Internal Services Department's Fleet Division and the Information Technology Department's Radio Shop were selected to actively participate in the Lean Six Sigma Process Management Training. As part of this endeavor, the group's primary focus was to evaluate their current protocols utilized by the respective departments in the achievement of preparing newly delivered vehicles for patrol deployment. Though this training exercise is still in process, the group has identified areas in which improvements can be readily achieved with the current resources through minor revisions (reprogramming of vehicle fuels systems, the proximity of the vehicle get ready to the radio shop, and reevaluation of current patrol vehicle lighting schemes).

If you have any additional questions, please contact J.D. Patterson, Director, Miami-Dade Police Department, at 305-471-3272.

c: Genaro "Chip" Iglesias, Deputy Mayor
J.D. Patterson, Jr., Director, Miami-Dade Police Department

Summary of Miami-Dade Police Department Fleet Age

Attachment 1

Vehicle Classification	Marked G/W	PSA	Unmarked	Unmarked Logo	Total	
Vehicle Age						
A) 0-3 Years Count	363	11	65	1	440	14%
B) 4-6 Years Count	556	-	55	19	630	19%
C) 7-9 Years Count	500	14	622	18	1,154	36%
D) 10+ Years Count	599	26	371	19	1,015	31%
Total	2,018	51	1,113	57	3,239	

Vehicle Milage	Marked G/W	PSA	Unmarked	Unmarked Logo	Total	
A) 0-36,000 Count	455	13	122	11	601	19%
B) 36,001-72,000 Count	580	14	287	10	891	28%
C) 72,001-100,000 Count	376	15	272	18	681	21%
D) 100,001-130,000 Count	390	9	305	12	716	22%
E) 130,001-150,000 Count	162	-	107	6	275	8%
F) 150,001-216,000 Count	50	-	16	-	66	2%
G) 216,001+ Count	5	-	4	-	9	0%
Total	2,018	51	1,113	57	3,239	

Attachment 2
Refurbishment Hybrid Example



Before



After

Attachment 2
Refurbishment Hybrid Example



Before



After