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Robert Martinez, Deputy
Commissioner for Support
Services, New York City
Police Department



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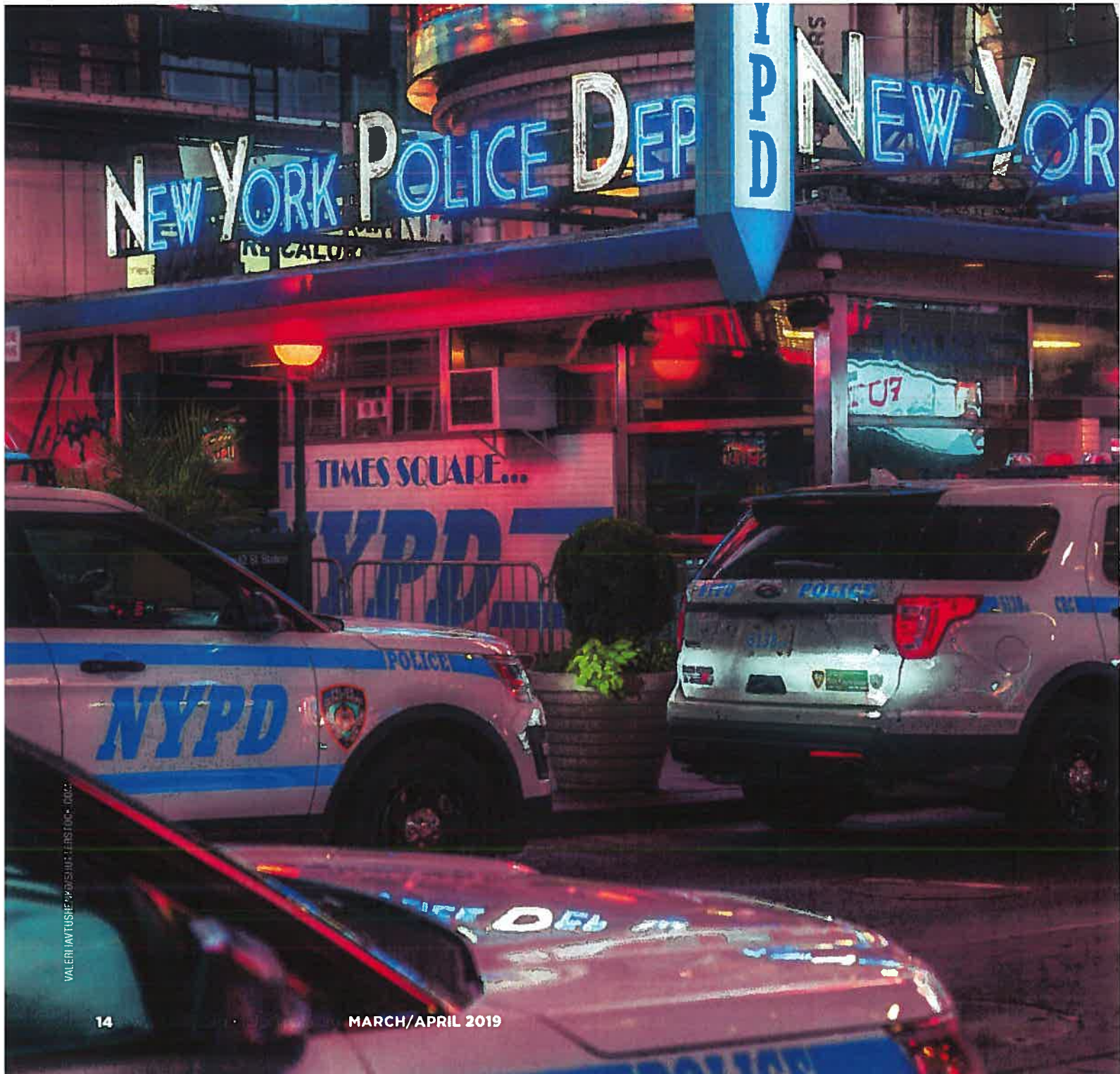
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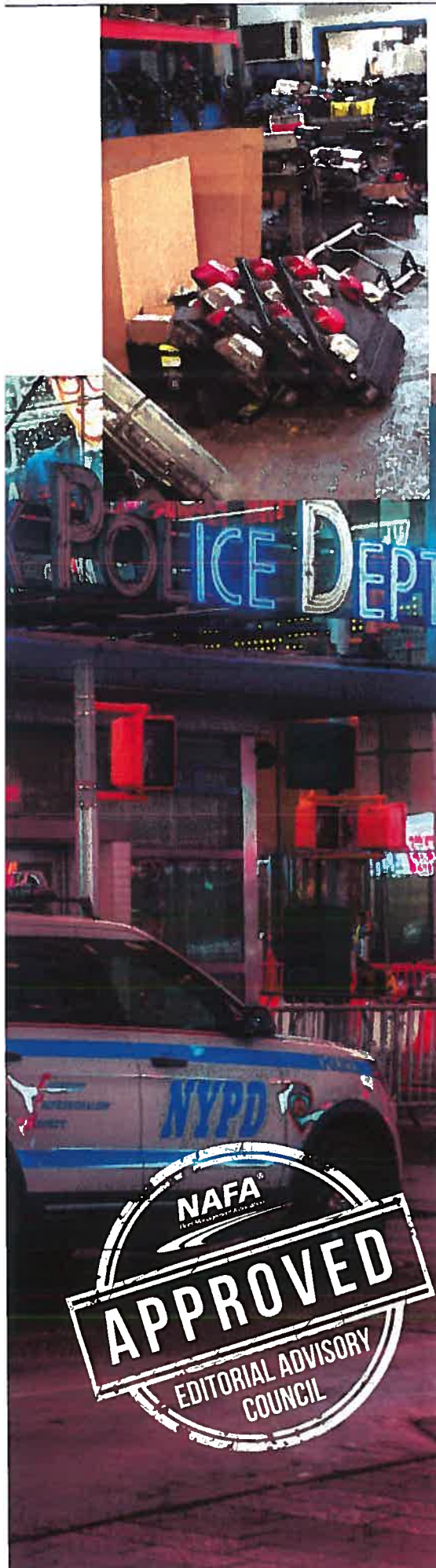
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Inside The NYPD Fleet

By Donald Dunphy and Bill Romba



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Robert Martinez,
Deputy Commissioner
for Support Services

THIS IS NOT THE TIME AND/OR PLACE FOR IMPROVISATION. THE PLANS MUST BE READY FOR WHATEVER MAY COME.

Nearly six years ago, New York City was hit by Superstorm Sandy's sustained winds of 80 mph, tearing through homes and flooding subways and streets. In November, the lights were switched on for Rockefeller Center's 75-foot Christmas tree, an annual draw for millions of visitors. On this morning, the cars are triple-parked and tractor trailers idle in the middle of the road, waiting for passage while backing up traffic in the process. Somewhere else, a crime is being committed.

The New York City Police Department, like any law enforcement entity, deals with these extremes each day, and its fleet must be at the ready throughout. This is a look into how they do it.

The People in Charge

It's a half-hour ride from One Police Plaza in lower Manhattan to NYPD Fleet Central Repair Shop in Queens, on a bright but windy day. The Brooklyn-Queens Expressway leads east toward I-278, but the conversation moves toward the logistics of the United Nations building, and what is required to keep traffic flowing and foreign officials safe. The detective assigned to bring NAFA staff to Central Repair Shop says, "Preparations for U.N. sessions and events like them are pre-planned a year in advance. When

one meeting is done, we're already in the middle of working on the next."

Later in the evening, NAFA Regular Member Robert Martinez, Deputy Commissioner for Support Services, verifies this. "We do table-top (exercises) for every imaginable contingency. We can't be caught off guard, so the things people never really want to imagine, we need to think about these things to prepare for them."

Martinez alludes to one of the City's most-high-profile crises: 2012's Superstorm Sandy. It haunts the halls of both One Police Plaza and Central Repair Shop in Queens, where an image of the storm hangs on the wall of Scott Olexa's office. Prior to his role as Fleet Services Division's Commanding Officer, Olexa, a NAFA Regular Member, served as Deputy Inspector with the 100th Precinct in Rockaway Beach. He was there to see the storm's worst and keeps a "before and after" picture close: An NYPD van speeds across Rockaway Beach while, in the background, monstrous waves bleed into a gray sky. Beneath this image is a second, picturing the same stretch of beach after being decimated by Sandy.

Olexa reports to Director and NAFA Regular Member Vartan Khachadurian. Known affectionately to his staff as "Vart," Khachadurian preps for an afternoon "FleetStat" session in Martinez's Manhattan office with NAFA Members Olexa, Deputy Director James Korotki, Operations Supervisor Hassan Eldaly, and other officials.

The respect for Martinez is evident throughout the organization. Khachadurian noted that Martinez's continual pursuit of better, more efficient vehicles was clearly seen with him championing the Hybrid Ford Fusion police responder. The NYPD currently has 156 of the vehicles on order with the expectation of them going into service in the spring of 2019. Martinez made his wishes known to Ford's design team. "In nearly every respect, those cars are his; they're like his babies," Khachadurian says.

Martinez is a self-professed motorhead who started from the literal bottom of fleet services by road-testing motorcycles. Throughout his rise to the top, whenever there were technologies that he did not



On a typical day, 1 car may play host to a rotation of **6 officers over the course of 3 shifts.** These vehicles are running almost 24/7.

This means the NYPD uses around **7 million gallons of fuel per year** (including diesel and fuel for Harbor Patrol) and performs a minimum 25,000 oil changes annually.

It also has pickup trucks that tote **300-gallon fuel tanks** in case of emergencies.

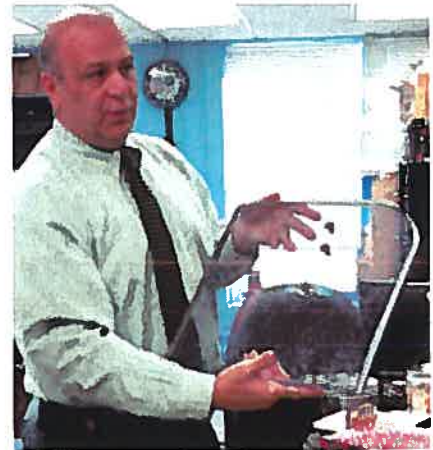
understand or OEMs that did not initially confide in him, he sought out answers, got the necessary education needed to “speak the language,” and forged relationships with the manufacturing insiders.

One officer described Martinez earlier that morning: “He knows everyone’s job because he’s done everyone’s job. You can’t bulls*** him.”

Focus on Mutual Respect

Between 1,000 and 1,500 vehicles are purchased annually by the NYPD fleet, with more than 7 million gallons of fuel (including diesel and fuel for Harbor Patrol usage) to run them. That’s more than 25,000 oil changes at minimum annually. 800 vehicles were requested for the safety and administration of the 2018 New York Marathon alone. This fleet runs continuously. “Off hours” is meaningless as each car will typically be used by six different officers, over three separate shifts, each day. For Robert Martinez, in amongst all the big data and big numbers, it’s important that each singular individual is respected.

This is illustrated best by Martinez’ insistence in using the same facilities as everyone else. “I could have a restroom built into my office, or just off from the office, but I refuse to,” Martinez said as he sat at his desk at headquarters, surrounded by mementos from dignitaries, items from his motorbike racing, and many framed certifications on the wall. “I want to see that the bathroom is clean, that there’s an adequate supply of toilet paper in the dispensers, and I



Director Vartan Khachadurian



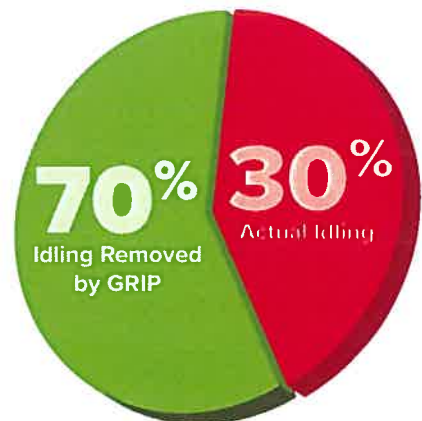
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want to make sure it's being taken care of. I want to use the same bathroom everyone else is using."

One part of Martinez's motivation is to stay humble and not to put on airs. He credits this as a core asset to an individual's success: that one should never elevate themselves above the team or the mission they must accomplish.

The other part is accountability. That's why the FleetStat protocol was introduced, being a regularly scheduled meeting between him and all the primary figures within the NYPD fleet structure. Everyone has a bound ledger placed before them, and page by page, the spreadsheets within

are discussed, from overtime and sick leave year-over-year, to "out of service" rates across each division, to department vehicle collisions. NYPD fleet is spread out across the five boroughs, but much as Martinez wants to see firsthand that the facilities are being kept up, he wants a full account of the fleet facilities under his deputies.

"FleetStat is based on a concept that was cited as having contributed to lowering crime across the United States," Martinez said. "It's called 'CompStat,' short for *COMP*are *STAT*istics. Around 1994, then-Deputy Commissioner Jack Maple brought it up to Police

The Big Apple just keeps getting bigger. According to a report by the New York City Department of City Planning, New York City's population hit a record high of **8.6 million** residents in 2017.

For the **54,000-officer** NYPD, that's close to **9 million** people its members are sworn to protect and serve – which means that the NYPD's Fleet Services Division must make sure its pool of around **10,000 vehicles** is ready to roll at a moment's notice.

These numbers are staggering, but the NYPD's Fleet Services Division's **451 employees** have to keep them on the road and ready for anything.

Commissioner William Bratton. (Maple) had each precinct broken down by the seven major crimes that police deal with, plus 'quality-of-life' issues. Each point was a 28-day snapshot that was measured against the same time period a month before, six months before, a year ago, and so on. They would keep tabs on these benchmarks and hold each commanding officer accountable for negative trends. We took the basic structure of CompStat and applied that to fleet functions."

continued on page 42

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NYPD Fleet *continued from page 19*

This granular-level look into fleet's details doesn't happen solely with his staff, either. They will have similar meetings within their divisions each week.

"I'm looking at everything with an eye to the budgets," he said. "The divisions get a capital budget per fiscal year, and I want to make sure they spend that money and it's not being wasted, or else they will lose it." Money left on the table will be viewed as funds the divisions don't need, and will be deducted from future

budgets. "In many cases, they absolutely need and have uses for that money, but they didn't allocate it when they needed to, and now it's gone. When I'm doing FleetStat, I can see that financial side and make it clear to the directors that they need to assign those allocations ASAP."

FleetStat also allows Martinez a glimpse into where waste and malpractice may occur, and he doesn't hesitate to call it out.

NYPD: Cop Cars on the
Cutting
Edge

It is said that "necessity is the mother of invention." Nowhere is this adage truer than in the New York City Police Department. A globally recognized organization, the NYPD's fleet has become a case study for other law enforcement fleets, as well as a proving ground for many technological enhancements, due to the extreme policing conditions of New York's five boroughs. For example:

Sirens – The NYPD worked with Federal Signal to develop and implement the Rumbler siren on its vehicles. The Rumbler consists of three speakers, two of which are subwoofers. This lowers the siren's pitch about 10 decibels compared to a traditional one, which is easier on New Yorkers' ears. To quote Robert Martinez, Deputy Commissioner, NYPD Support Services Bureau, "You feel the siren more than you hear it." There is talk that Mayor Bill de Blasio could require Rumlbers on all New York City Fire Department and EMS vehicles.

Sustainability – Martinez was instrumental in working with Ford Motor Co. to develop the Police Responder, a hybrid version of the Fusion sedan that is upfitted for police use.

Proving Grounds

Because of Martinez's earned connections with the automotive industry, NYPD has the ability to test new technology as well as make requests. This was useful when he made his wishes known for the Hybrid Ford Fusion police responder. The fleet's equipment pilots are highly influential and often serve as a trial for the entire industry's benefit.

Khachadurian said, "We have the vendor copy that pilot exactly."

Some materials make the cut like bullet-proof cladding for vehicle panels. In his office, Martinez shows off a floor mat made of advanced polymers – stronger than carbon fiber – that can be retrieved from the floor and used as a shield should an officer be shot at.




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Other trials aren't faring as well. Soy-based tires aren't performing well when the temperatures drop. Sirens aren't producing the desired effect. Martinez said that various neighborhoods were complaining about piercing siren blare, yet people weren't responding. "We've been having really good results with the (Federal Signal) Rumbler. It doesn't totally rely on high-frequency noises, but instead uses a heavy subwoofer that causes vibration." He instructs a staff member to demonstrate the siren on a police SUV and a deep-bass rumble emerges from beneath.

"Scott (Olexa), Vart (Khachadurian), and I have a rapport of trust and respect between us, and we bring that to our relationships with the OEMs," Martinez said. "Vart is on the GM Advisory Board, Scott's on the Ford Motor Company Advisory Board, and I'm on the Harley-Davidson Advisory Board."

Martinez's reach also comes from years as a NAFA member as well as his status with New York City. It is not lost on him that a manufacturer who signs a contract with the NYPD gains with it a certain cache. "I can reach out to Ed Peper (Vice President of Fleet and Commercial Sales at General Motors Company) and Tony Gratson (Government Sales Manager at Ford Motor Company) if I need to," Martinez said. "And once again, we have that respect between us because they know I've done my homework." Furthermore, they know their equipment needs to perform. These may become the standard upon which rest of the United States relies.

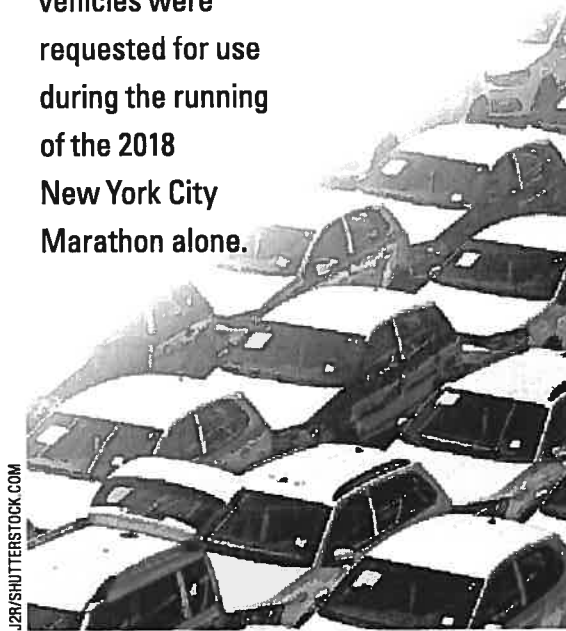
"With a police vehicle, no matter who puts it together or where it will be used, it needs to be purpose-built," Khachadurian said.

Weight of History

Every law enforcement fleet manager recognizes the responsibility, that when a police officer rolls out in one of their vehicles, it is possible that they might not be back. That's the sacrifice an officer makes when he or she chooses the job.

**Around
800**

vehicles were requested for use during the running of the 2018 New York City Marathon alone.



Martinez sees this as the common bond that links all law enforcement fleet managers, from the biggest city to the smallest municipality. He is also aware of the symbolism that New York embodies. It is a global destination, but in its history has also been a target. On August 23, 2011, some of those old ghosts came back.

That day, a magnitude 5.8 earthquake shook from Virginia to New England. The Washington Monument sustained damage, "...and One Police Plaza was shaking," Martinez said. "I thought we were going to implode. Seriously, I wondered how 'they' blew up the building without making any noise."

By "they," Martinez means "terrorists." He had been an auto mechanic when terrorists bombed the parking garage of the World Trade Center in 1993. He was a first line supervisor during the second attack on the World Trade Center on September 11, 2001. "I saw (the building) implode. You know, even now when I see a plane through my office window, a part of me expects it to crash into it and blow it up. That's locked in my brain."

Even though law enforcement fleet associates aren't typically the ones going on patrol or experiencing first-responder

dangers, a part of them goes with the cars and trucks they provide. Should a piece of safety equipment fail to protect a very determined attacker or an "act of God," they feel the loss as well.

Martinez speaks with pride about how the fleet services division fought to make sure mechanics who dealt with the World Trade Center's toxic dust and debris on vehicles were given the same medical benefits as first responders through the 9-11 commission. The vehicles were transported to their respective service shops, with remnants of Ground Zero effectively coming to mechanics and staffers. "You know, they were breathing those same chemicals and that same dust, even though it was in the vehicles and not onsite. They did the work, but some of them got sick, and some of them died. We knew it was only right that they

were given the same benefits of the 9-11 compensation funds on that basis."

Martinez concludes, "A lot of the ability to succeed comes down to personality. A lot of responsibility comes with this job and not everyone has the ability to handle it. You need to be able to take that responsibility but not let it affect your ability to do the job."

In the Police Commissioner's suite there are photographs and reminders of those who came before. The tommy-gun on display, an artifact of when Theodore Roosevelt was the President of the Board of Commissioners in 1895-1897, cannot prepare one for the room next door: its walls filled with televisions keeping track of the news of the world, helping those in the building make informed decisions and difficult choices.

Still, even with its elevated profile, the New York City Police Department shares the responsibilities of police fleets across the country and the world. Like any law enforcement entity, it deals with these extremes each day, and its fleet must be at the ready throughout.

Because this is not the time or place for improvisation. The plans must be ready for whatever may come. ■



NYPD FLEET

A pictorial featuring a sample of New York Police Department's daily life and work.

BEHIND THE SCENES



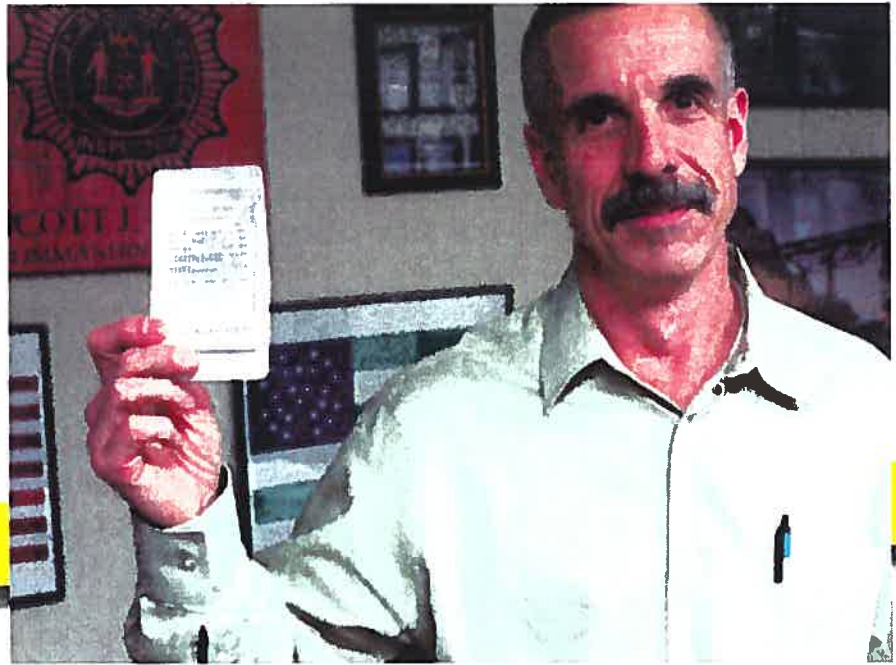
Vehicles outside of One Police Plaza give a hint of the variety of equipment found in its fleet each day.



NYPD Fleet Central Repair Shop in Queens



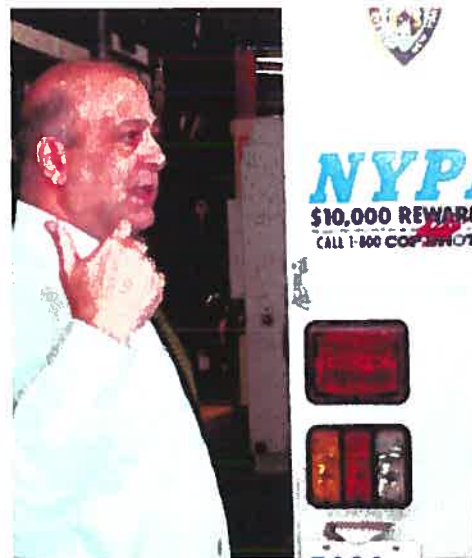
Deputy Director James Korotki.



Fleet Services Division Commanding Officer Scott Olexa.



All aspects of fleet vehicle repair occur at NYPD's repair shops including repainting, creating, and affixing decals.



Director Vartan Khachadurian reviews mobile command center repairs.



Emergency Equipment.



Police Cycles.

NYPD FLEET

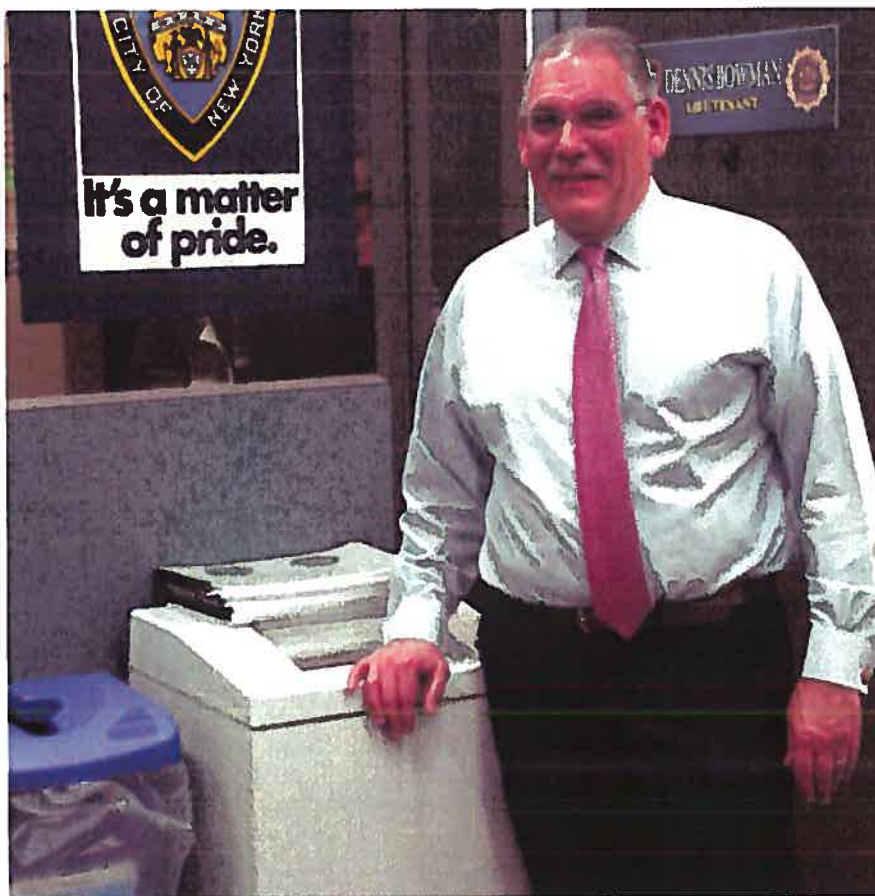
BEHIND THE SCENES



The FleetStat meeting at One Police Plaza.



Martinez shows off a floor mat made of advanced polymers - stronger than carbon fiber - that can be retrieved from the floor and used as a shield should an officer be shot at.



Martinez began his NYPD fleet career on the shop floor, ascending to one of the top positions on the force.



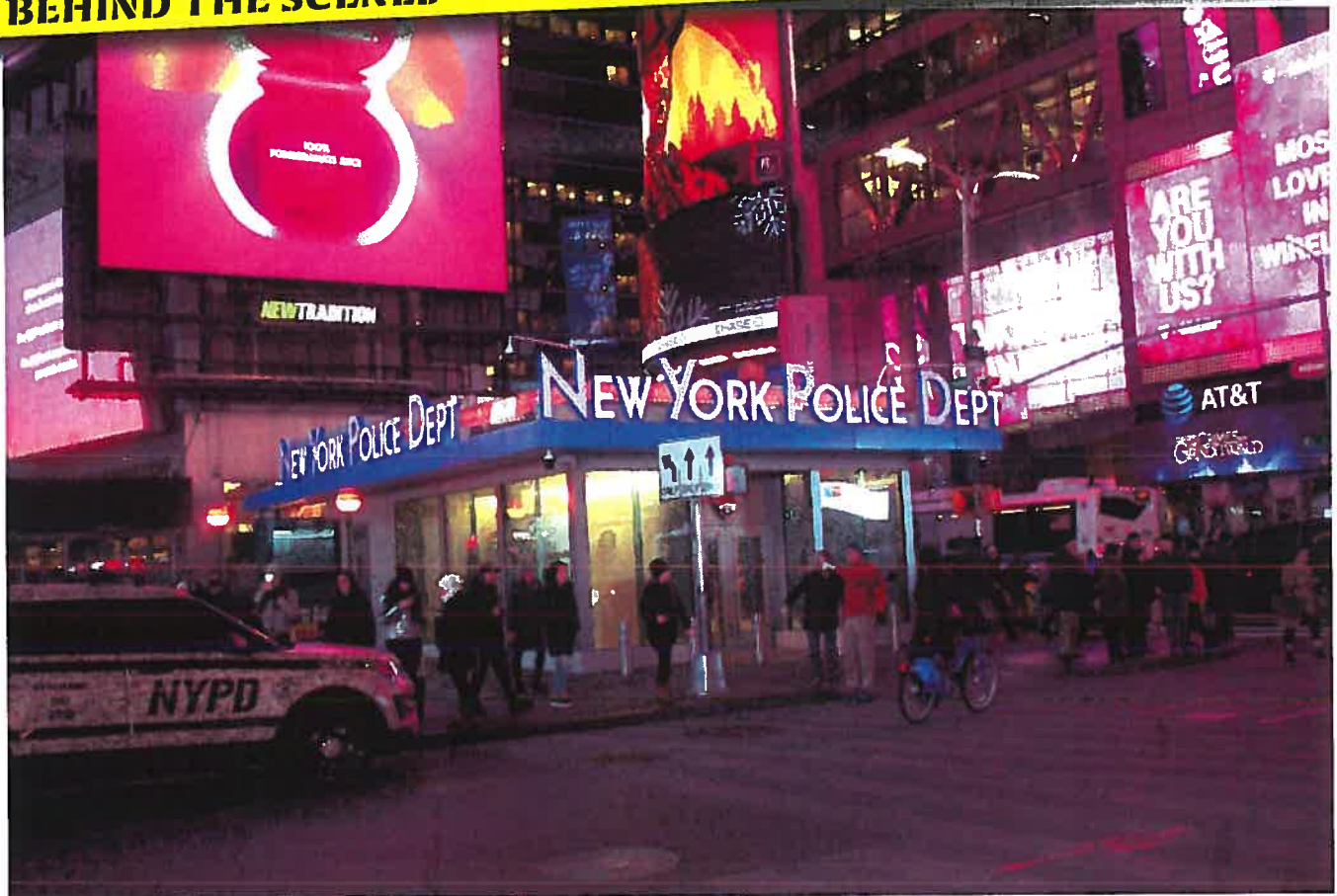
The lobby of the Police Commissioner's office features historical artifacts including a machine gun and the cap of former Police Commissioner William Bratton (1994-1996 and 2014-2016).



Outside of the New York Police Commissioner's office, Martinez shows Marketing and Communications Assistant William Romba (left) and Director of Marketing and Communications Ken Hunter (center) the commissioners' portrait wall.

NYPD FLEET

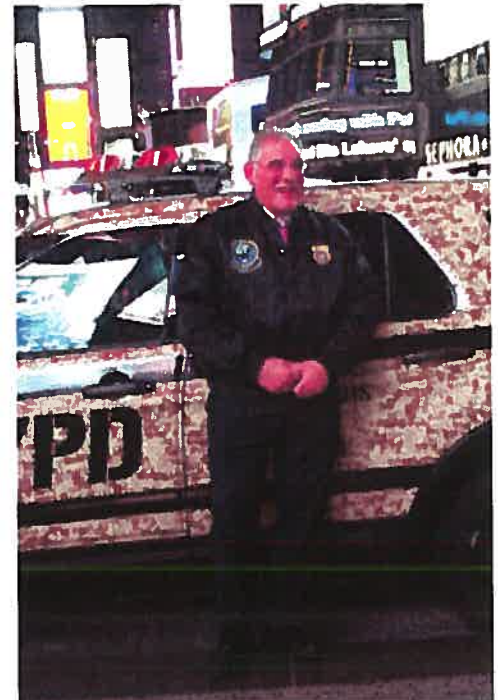
BEHIND THE SCENES



Times Square.



Times Square visitors often stop to pose for photos with NYPD squad cars and officers.



Martinez shows off a special NYPD vehicle in a camouflage wrap created for Veterans Day.