



COUNTY OF LOS ANGELES
Internal Services Department
1100 North Eastern Avenue
Los Angeles, California 90063



Dave Lambertson
Director

To enrich lives through effective and caring service.

Telephone: (323) 267-2101
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March 1, 2006

To: Each Supervisor
From: Dave Lambertson 
Director
Subject: **ANNUAL CLEAN FUELS REPORT**

The Board of Supervisor's "Clean Fuels" policy was adopted on January 10, 1995. The policy requires that by March 1 of each year, departments report on the composition of their fleet and their progress toward acquiring clean fuel vehicles.

Attachment 1 is the 2006 report, which includes data on all of the County departments and vehicles for which ISD provides automotive services. County departments maintaining their own vehicles (Sheriff, Public Works, and Fire Department) will report separately.

The ISD-maintained motor vehicle fleet includes 3,393 powered vehicles. Currently, 402, or 11.9% of these vehicles are alternative fuel vehicles (AFV's). The report shows that County departments purchase a variety of alternative fuel types including hybrid, electric, natural gas, bi-fuel, flex-fuel and propane.

Our March 1, 2005 report advised that we would include categories for gasoline-powered vehicles that are certified as low emission vehicles (LEV's) and ultra-low emission vehicles (ULEVs) as defined by the California Air Resources Board. We are continuing to enter this information into our fleet database as we update our vehicle records and anticipate providing this data in the next annual report.

Hybrid Vehicles

During the last year, ISD has taken several steps to transition its motor vehicle fleet to clean fuels and to educate County departments on the benefits of hybrid technology.

During November 2005, the Board of Supervisors passed a motion directing departments to acquire hybrid sedans for routine, non-emergency County business, whenever practical and economically feasible, beginning no later than July 1, 2006. The following actions have been taken to date:

- Where feasible, ISD is acquiring hybrid vehicles for the ISD managed fleet. Since our March 2005 Clean Fuels Report, six hybrid vehicles were acquired for the motor pool rental fleet and an additional 13 hybrids are on order for the pool.

- During February 2006, ISD submitted a revised Clean Fuels Program Board Policy to the Audit Committee that includes hybrid vehicles as instructed by the Board. The Audit Committee is scheduled to review the policy in March 2006.
- In January 2006, ISD contacted all County departments (Attachment 2) advising them of the expansion of the Clean Fuels Program Board Policy to include hybrids and provided them a "Hybrid Vehicle Cost Analysis" (Attachment 3). We asked each department to estimate the number and type of hybrid vehicles that they might order during the remainder of FY 2005-06 and in FY 2006-07. This information is important for planning purposes given the additional lag time for acquiring hybrids. The data will enable ISD to place the orders farther in advance. Responses to the survey are due back to ISD Fleet Services by March 30, 2006.
- ISD is researching the feasibility of establishing a small inventory of standard hybrids (to be secured in the Eastern warehouse) to provide the ability to immediately respond to a departmental request for a hybrid vehicle. This option will be more fully explored once we get the requested feedback from County departments.
- ISD has completed a preliminary review of Plug-In Hybrid Vehicle (PHEV) technology (Attachment 4). This is an emerging technology that adds additional battery (electric) power to an existing gasoline/electric hybrid vehicle, thereby providing greater fuel efficiency at slower speeds and on shorter drives. Currently, the technology can only be used on the Toyota Prius and the cost of retrofitting a vehicle increases the purchase price of the vehicle by nearly 50 percent and may void the basic 3-year/36,000 warranty. During the 2006-07 FY, ISD will pilot PHEV technology by retrofitting a Toyota Prius in our fleet.

Availability of Hybrid Vehicles

Recently, there have been some industry changes that adversely impact the acquisitions of hybrids. Based on the popularity of hybrids, the backlog (time from order to receipt) has increased to 120 days. In addition, some automotive dealers have recently announced that hybrids will only be available at "retail prices," which will increase the purchase price by \$3,000 to \$5,000 per vehicle.

Based upon the survey responses that are due from departments at the end of March, ISD plans to work with departments and automotive dealers to explore ways to minimize delays and continue to get fleet pricing on hybrids.

Each Supervisor
March 1, 2006
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ISD will continue to explore alternate fuel vehicles, pilot new technology, educate County departments, and recommend amendments to the Clean Fuels Program Policy as necessary.

Please feel free to contact me or your staff may contact Daphne Bell, General Manager, Purchasing and Contract Services at (323) 267-2109 or via e-mail at dbell@isd.co.la.ca.us.

DL:DB:dg

Attachments

c: Department Heads
Administrative Deputy
Vehicle Coordinator
ISD Board Deputies

Fleet Composition by Department

Department	TOTAL	Gas	Diesel	CNG	CNG/ Gasoline	Methanol/ Gasoline	Ethanol/ Gasoline	Propane/ Gas	Propane	Electric	Hybrid Gasoline	Total AFV
AgComm/Weights & Measures	287	275	11								1	12
Alternate Public Defender	3	3										0
Animal Care & Control	79	78			1							1
Assessor	8	8										0
Auditor-Controller	3	3										0
Beaches & Harbors	112	91	10	1	8					2		21
Board of Supervisors	68	68										0
Chief Administrative Office	13	13										0
Chief Information Officer	1	1										0
Child Support Services	13	13										0
Children and Family Services	70	70										0
Community and Senior Services	17	17										0
County Counsel	1	1										0
District Attorney	211	209	1	1								2
Fire	50	17	33									33
Health Services	481	348	60	30	21	14	1	1		6		133
Human Relations Commission	1	1										0
Human Resources	2	2										0
ISD	767	663	22	28	8	8	21		1	10	6	104
Medical Examiner-Coroner	46	44	2									2
Mental Health Services	141	131									10	10
Military & Veteran Affairs	1	1										0
Museum of Art	2	2										0
Museum of Natural History	13	11	2									2
Office of Ombudsman	1	1										0
Office of Public Safety	212	205	6								1	7
Parks & Recreation	389	346	30	2	1	1	6		2		1	43
Probation	263	244	12		5					2		19
Public Defender	4	4										0
Public Library	58	52	2	4								6
Public Social Services	17	14	3									3
Registrar Recorder/County Clerk	51	47	4									4
Treasurer-Tax Collector	8	8										0
TOTAL POWERED VEHICLES	3393	2991	198	66	44	23	28	1	3	20	19	402
PERCENT TOTAL VEHICLES	11.85%	88.15%	5.84%	1.95%	1.30%	0.68%	0.83%	0.03%	0.09%	0.59%	0.56%	

List does not include non-powered vehicles such as trailers, beach rakes, etc.

2/28/2006



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January 24, 2006

To: <Department Heads>
From: Dave Lambertson
Director
Subject: **HYBRID VEHICLE PURCHASES**

On November 15, 2005, the Board of Supervisors passed a motion expanding the current Clean Fuels Program (Board Policy 3.020). The Board directive establishes gasoline/electric and diesel/electric powered (hybrid) vehicles as the standard, non-emergency passenger sedan to be acquired by County departments for routine County business, whenever practical and economically feasible, beginning no later than July 1, 2006.

The objective of the Board action is to transition as many County passenger sedans to clean fuels as possible. Attached is a "Hybrid Vehicle Cost Analysis" that provides information on hybrid technology, the hybrid models that are currently available for purchase or lease, and the five-year cost of acquiring and operating a hybrid vehicle.

Based on the popularity of hybrids, such as the Toyota Prius and the Honda Civic Hybrid, departments may experience delays in vehicle delivery. ISD would like to work with departments and automotive dealers to minimize these delays. Key to the success of acquiring vehicles in a timely manner is placing orders timely.

In order for ISD to work effectively with dealers, we need an estimate of the number and types of hybrids departments may order during the remainder of FY 2005-06 and in FY 2006-07. We are asking each department to complete and return the attached "Hybrid Vehicle Request" form (Attachment II) no later than **Thursday, March 30, 2006**. Completion of the form does not obligate you to purchase the vehicles.

<Department Heads>
January 24, 2006
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If you have any questions, please feel free to contact me. Your staff may also contact Daphne Bell, General Manager, Purchasing and Contract Services, at (323) 267-2109 or via e-mail at dbell@isd.co.la.ca.us, or Randy Martin, Fleet Services Manager, at (323) 881-3919 or via e-mail at rmartin@isd.co.la.ca.us.

DL:DB:RM

Attachments

c: Administrative Deputies
Vehicle Coordinators

HYBRID VEHICLE REQUEST FORM

Department Name: _____

Contact Name: _____ Phone: _____

Contact e-mail: _____

Year	Make	Model	Qty.	Date Vehicle is Needed ⁹	FY 05-06 Purchase ✓	FY 06-07 Purchase ✓	Comments

Return completed form to:

Randy Martin
Fleet Services Manager
Internal Services Department
1100 N. Eastern Avenue
Los Angeles, CA 90063
rmartin@isd.co.la.ca.us
(323) 881-3919

⁹ This represents the date you need to have the vehicle in service in your department.

**Hybrid Vehicles Cost Analysis
Internal Services Department
January 17, 2006**

Purpose

Our objective is to provide information on hybrid vehicle technology, the impact of hybrids on the environment, and the cost of acquiring and operating hybrid vehicles. The purchase price of a hybrid may be slightly higher than a gasoline-powered vehicle, however, our review shows that it is more economical, over a five-year period, to operate a Honda Civic or Toyota Prius as compared to a sedan, such as a Ford Taurus. Additionally, hybrids contribute to a cleaner environment due to substantially lower pollutant emissions.

Background

In January 1995, the Board established a Clean Fuels Program to improve air quality in the South Coast Basin through the expanded purchase and use of clean fuels vehicles by County departments, within the limits of service delivery requirements and funding capabilities.

On November 15, 2005, the Board expanded the Clean Fuels Program to establish gasoline/electric and diesel/electric powered (hybrid) vehicles as the standard type of non-emergency passenger sedan to be acquired by County departments, whenever practical and economically feasible, beginning no later than July 1, 2006.

County Vehicle Fleet

The Internal Services Department (ISD), as the County's Purchasing Agent, is responsible for purchasing/leasing vehicles for all County Departments. ISD's Fleet Services Program provides automotive services and repairs for 34 County departments. The Sheriff and Department of Public Works service their own vehicle fleets. The Fire Department is responsible for maintaining their heavy fire apparatus.

The ISD vehicle fleet includes approximately 573 non-emergency passenger sedans, or like vehicles, used to conduct routine County business. Ninety-three percent (93%) or 534 (see chart below) of these vehicles are gasoline-powered vehicles. The Ford Taurus is the most frequently purchased gasoline-powered sedan in the ISD-managed fleet.

Fuel Type	Total	% of Passenger Sedan Fleet
Gasoline	534	93%
CNG	15	2%
CNG/Gas	2	1%
Ethanol/Gas	1	1%
Methanol/Gas	4	1%
Hybrid Electric/Gas	17	2%

**Hybrid Vehicles Cost Analysis
Internal Services Department
January 17, 2006**

Hybrid Technology--An Overview

Vehicles using one of several methodologies to allow the combination of a gasoline or diesel engine and an electric motor to power the vehicle are commonly referred to as "hybrid".

Hybrid vehicles basically operate in the following manner:

- An electric motor is used primarily during initial take off or when the vehicle is being operated at slow speeds. During this time, the gasoline or diesel engine is not running or is running at idle speed.
- The gasoline/diesel engine is started automatically by the on-board computer and used as needed for assistance in acceleration or climbing grades or when the vehicle is cruising at highway speeds.
- Also, the gasoline/diesel engine is started and used when the electrical load is high or when the on board computer senses the need to recharge the battery pack.
- During use of the gasoline/diesel engine, the battery pack for the electric motor is recharged.
- The battery pack is also recharged during braking conditions, when the electric motor becomes a generator. (Commonly referred to as "regenerative braking".)
- All functions are controlled automatically by on-board computers and no driver input is required to switch from gasoline/diesel to electric or vice versa.

Among the many benefits of this technology when applied to automobiles are:

- Improved fuel mileage since the gasoline/diesel engine is used only when necessary.
- Lower exhaust emissions since the primary form of propulsion is electric.
- Improved performance since the electric motor can accelerate the vehicle faster than the gasoline/diesel engine at low speeds and, when necessary, both can be used.
- No special refueling procedures are required such as with LNG.
- No range or refueling infrastructure limitations such as with CNG.
- No stationary recharging or limited range as with dedicated electric vehicles.
- No fuel system component corrosion as with ethanol/methanol fueled vehicles.

Current Model Availability

The following models are offered in hybrid versions:

Model	MSRP ¹	EPA MPG (City/Hwy)
Toyota Prius five passenger sedan	\$21,725	60/55
Honda Insight two passenger coupe	\$21,530	57/56
Honda Civic five passenger sedan	\$21,850	47/48
Ford Escape compact SUV	\$27,400	36/31
Mercury Mariner mid-size SUV	\$29,840	33/29
Honda Accord five passenger sedan	\$30,140	29/37
Toyota Highlander mid-size SUV	\$33,030	33/28
Lexus RX400h mid-size SUV	\$46,755	31/27

¹ Price is for the base model with automatic transmission and based on July 2005 data

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One or more of these models is currently in use by the following local government agencies (and others):

- County of Los Angeles (Department of Mental Health, Internal Services Department)
- City of San Buenaventura
- City of Burbank
- City of Santa Barbara
- City of Glendale
- City of Irvine
- City of Manhattan Beach
- County of Santa Barbara
- County of Ventura

These agencies report fewer problems on the hybrid vehicles than on the standard gasoline versions, although most of the hybrid vehicles are less than three years old. All agencies report enthusiastic positive responses from drivers of these vehicles. The only negative reported by these agencies is the apparent necessity of these vehicles to be driven regularly. Some of the agencies reported batteries going dead if the vehicle was not driven at least weekly.

The Future - Vehicles on the Horizon

Manufacturers have announced the following hybrid (gasoline-electric except where noted) vehicles will be produced. Vehicle prices are unknown at this time.

2006

- Saturn Vue compact SUV
- Chevrolet and GMC full-size Suburban and Yukon SUV's
- Mercedes Vision mid-size SUV (diesel-electric; may not be available in California)
- Toyota Camry mid-size sedan

2007

- Chevrolet Equinox compact SUV
- Chevrolet Malibu five passenger sedan
- Nissan Altima five passenger sedan
- Dodge Durango mid-size SUV
- Toyota Sienna mini-van
- Lexus GS five passenger sedan

The Cost of Acquisition/Operation²

The following represents the cost of acquiring and operating gasoline and hybrid powered vehicles that are currently in the ISD-managed fleet. The Ford Taurus is the sedan most

² Source: www.fueleconomy.gov.

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frequently purchased by the County and as such is the de facto standard for sedans. Using the Ford Taurus (highlighted in green below) as the baseline for annual fuel costs, the “Estimated Fuel Cost Savings (per year)” column shows the estimated fuel savings achieved by purchasing more fuel-efficient vehicles.

Make/Model	MSRP	MPG City	MPG Hwy	MPG combined	Estimated Annual Fuel Costs³	Annual Emissions (tons/yr)	Annual Emission savings (tons/yr)	Estimated Fuel Cost Savings (per year)
Honda Civic – Gasoline	\$15,360	29	38	33	\$1,118	5.90	2.5	\$486
Honda Civic – Hybrid	\$21,850	48	47	47	\$785	4.10	4.30	\$819
Honda Accord – Gasoline	\$25,100	21	30	24	\$1,538	5.80	2.60	\$66
Honda Accord – Hybrid	\$30,140	29	37	32	\$1,153	3.10	5.30	\$451
Toyota Prius – Hybrid	\$21,725	60	51	55	\$671	3.50	4.90	\$933
Ford Taurus SE – Gasoline	\$21,595	20	27	23	\$1,604	8.40	N/A	N/A

Five Year Cost of Operations⁴

The models below have been ranked in ascending order of the five-year cost of operations. Purchase prices reflect the Manufacturers’ Suggested Retail Price (MSRP) for base models and do not include tax, license and other associated fees incurred at time of purchase. This schedule serves only as a reference for review.

Comparison of this simplified five-year cost of ownership reveals that hybrids are not the least expensive vehicle options to consider. However, incorporation of annual emissions of pollutants into the review demonstrates that hybrids provide a cleaner environment and provide a long-range benefit to the County in this regard. They also project an environmentally friendly image for the County by promoting the proliferation of hybrid vehicles in the area. The Toyota Prius and Honda Civic are virtually identical in their five-year costs and are (respectively) between \$4,130 and \$4,825 more expensive than the least costly Honda Civic – Gasoline model. The cost differences equate to \$826 - \$965 per annum over a five-year period (see Five Year Cost of Operation below).

³ Based on 15,000 miles per year use, 45% city and 55% highway driving, with an average cost of \$2.46/gallon of unleaded fuel.

⁴ Cost comparisons do not take into account depreciation and forecasted resale value. It is estimated the Hybrids will retain an average of 50-75% higher value after 5 years than the Taurus.

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Five-Year Cost of Operation

Make/Model	MSRP	Five Year Cost of Fuel	Five Year Total	Annual Emissions (tons/yr)
Honda Civic – Gasoline (ULEV)	\$15,360	\$5,590	\$20,950	5.9
Toyota Prius – Hybrid (SULEV)	\$21,725	\$3,355	\$25,080	3.5
Honda Civic – Hybrid (SULEV)	\$21,850	\$3,925	\$25,775	4.1
Ford Taurus SE – Gasoline (LEV)	\$21,595	\$8,020	\$29,615	8.4
Honda Accord – Gasoline (LEV)	\$25,650	\$7,690	\$33,340	5.8
Honda Accord – Hybrid (ULEV)	\$30,140	\$5,765	\$35,905	3.1

Environmental Impact

The Clean Air Act Amendment of 1992, which set standards for vehicle exhaust emissions established differing levels of emission certifications. These levels are:

- | | |
|--|---|
| 1. Tier 1 – the baseline emission standard | 2. LEV- low emission vehicle |
| 3. ULEV- ultra low emission vehicle | 4. SULEV – super ultra low emission vehicle |
| 5. PZEV – partial zero emission vehicle | 6. ZEV – zero emission vehicle |
| 7. AT-PZEV – advanced technology/partial zero emission vehicle | |

The hybrid vehicles currently available are certified as PZEV, ULEV or SULEV. Future hybrid vehicles, currently scheduled for production, are expected to also meet or exceed this standard. A hybrid vehicle saves an approximate 4.3 to 4.9 tons of pollutants each year over the standard Taurus.

Practical Considerations

A comparison of the specifications for the passenger vehicles listed above are presented here:

Make/Model	Passengers	Front Head Room⁵ (inches)	Front Leg Room (inches)	Cargo Capacity (Cubic Feet)	Fuel Capacity (Gallons)
Honda Civic ⁶	5	39.8	42.2	12.9	13.2
Toyota Prius	5	39.1	41.9	16.1	11.9
Honda Accord	5	40.4	42.6	14.0	17.1
Ford Taurus	5 or 6	40.0	42.2	17	18.0

⁵ Because the majority of County vehicle use is by single occupants, only the front head and legroom dimensions were presented.

⁶ Honda Civic is the same for both gasoline and Hybrid versions.

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Summary

There are potential fuel expenditure savings that could be realized by purchasing Honda Civic hybrids or Toyota Prius hybrids, versus the Ford Taurus, the current de facto standard sedan. Interior dimensions are comparable, and these hybrids retain their resale value, estimated at 50-75% higher than the Taurus after five years. Use of hybrid vehicles will provide significant reductions in tailpipe emissions.

ISD/Fleet Services purchased three Honda Civic hybrids and placed them into service in its Motor Pool fleet in 2004. Three more were purchased in June 2005 and placed into the Motor Pool. The maintenance costs and reliability of these vehicles are consistent with those of new gasoline model vehicles. Fuel consumption has averaged 38 MPG, somewhat less than the EPA estimate, but this was achieved with a variety of drivers under varying driving conditions. Driver acceptance has been enthusiastic and all comments have been positive. ISD/Fleet Services will be acquiring three more hybrid vehicles for use in the Department's Mail Services and Facilities Operations programs during the next 90-120 days.

The Department of Mental Health acquired 10 Toyota Prius sedans in 2005 and an additional 10 are currently on order. These vehicles have not been in service long enough to analyze their operating costs or reliability, but it is expected that these vehicles will have a positive impact on their departmental budget due to decreased fuel costs.

THE TECHNOLOGY

In response to higher fuel prices, the desire of consumers to reduce pollution due to automobile exhaust emissions, and the need to reduce domestic dependence on foreign oil, auto manufacturers have produced and successfully marketed Hybrid Electric Vehicles (HEVs). Several companies currently offer HEV models, including Honda, Toyota, Ford, and Lexus, with more manufacturers and model offerings due with the introduction of 2007 (and later) models.

As positively as HEVs have been received, individuals and groups have started experimenting with the technology by adding additional battery power capabilities to commercially produced HEVs. The result has been even greater fuel efficiency from these vehicles, and such vehicles are known as Plug-In HEVs (PHEVs).

The PHEV may have an additional battery used for powering the vehicle during short drives, without reliance upon the vehicle's gasoline engine to engage. Plugging the HEV into a conventional electrical outlet when not in use charges this extra battery. A variation on this approach involves replacement of the factory-installed battery used to power the vehicle, with an enhanced unit designed to power the vehicle solely on electrical power for some or all of a drive. The use of the engine batteries is integrated into the HEV's computerized control system, resulting in no noticeable change in the vehicle's driving characteristics, but yielding extraordinary fuel efficiency.

The PHEV battery doesn't have to be charged in order to drive the vehicle. The PHEV will perform as a conventional HEV when the plug-in battery is depleted. However, in order to realize the benefits available through PHEV technology, the battery must be charged. This is done economically by plugging the vehicle into a standard wall outlet.

COST VS. BENEFITS OF PHEVs

To get a sense of the costs and benefits of conversion, a Los Angeles based company, eDrive,¹ plans to offer HEV battery replacements for the Toyota Prius (2004 model year and later) beginning in the Spring of 2006 for conversion to a PHEV. Their target price is \$10,000 - \$12,000 for the equipment and installation. They plan on expanding their product offerings to include the Ford Escape hybrid in the future.

The cost of retrofitting a Toyota Prius would increase the purchase price of the vehicle by nearly 50 percent (from \$21,725 to \$32,725) and most likely void the basic 3-year/36,000 mile warranty.

¹ <http://www.edrivesystems.com/index.html>

eDrive claims that with their technology installed in a Prius, the vehicle is capable of achieving 200 miles per gallon (mpg) if driven at low speeds (lower than 55 mph on freeways), with mild acceleration. Their website does state that a more realistic rating would be 100 mpg. They also suggest that the driving distance using only the battery, would be approximately 35 miles at a speed of 34 mph or less.

When evaluating PHEV technology for use in a vehicle fleet, such as the ISD fleet, we would also have to factor in the cost of installing additional electrical outlets at locations where PHEVs would be garaged.

CURRENT PHEV INITIATIVES

Many government agencies nationwide are supportive of PHEV technology to reduce dependence on fossil fuel.

- The City of Austin, Texas adopted two resolutions (July 29, 2004; March 3, 2005) in support of reducing fossil fuels consumption, including promotion of PHEV technology.² Their plan supports efforts by local/state/federal government agencies to promote PHEVs and to establish incentive programs in the 50 largest cities in the United States. The Plug-in Austin list of cities includes Los Angeles and Long Beach.
- New York Governor, George Pataki, in his January 2006 proposed budget presentation,³ included a \$10 million in competitive state grants to companies for development of flex-fuel and PHEVs.
- In January 2006 Salt Lake Mayor, Rocky Anderson, stated that his office was working with Plug-In Austin to generate interest in PHEVs.⁴
- On January 17, 2006 the Berkeley City Council adopted a "Plug-In Berkeley" resolution to support promotion of PHEVs and to consider purchase of PHEVs when they become available.⁵
- The City of Seattle, Washington has taken a position in support of promoting PHEV technology⁶.

² Resolution 040729-78, July 29, 2004; Resolution 050301-48, March 3, 2005.

³ <http://www.newsday.com/news/local/wire/newyork/ny-bc-ny--statebudget-energ0116jan16,0,7948397.story?coll=ny-region-apnewyork>

⁴ http://www.sltrib.com/utah/ci_3406729

⁵ <http://www.ci.berkeley.ca.us/citycouncil/2006citycouncil/packet/011706/2006-01-17%20Item%2013%20BATES%20-%20PlugIn%20Berkeley.pdf>

⁶ <http://www.seattlechannel.org/news/detail.asp?ID=5670&Dept=40>

CONCLUSION

PHEV technology is in its infancy stages. Costs are still high and warranties are voided when traditional hybrid vehicles are upgraded to PHEVs. The immediate emphasis for the County should be on acquiring traditional hybrids, however, in the long term, PHEVs appear to be something that will eventually offer many advantages.

During FY 2006-07, ISD Fleet Services will:

- Work with Plug-In Austin to find out more about their incentive programs,
- Pilot PHEV technology by retrofitting a Toyota Prius in the ISD fleet; and
- Report our findings to the Board.