



## SCOTT COUNTY ASSIGNED VEHICLES

# Memo to the Scott County Board of Supervisors dated January 5<sup>th</sup>, 2016

“A Fleet Management Study was completed in October of 2012 with several recommendations for the County to pursue to better manage these important assets.”

Pg. 24 – “Information from 13 County vehicles that are currently being used as take-home vehicles (non-public safety) was reviewed.” (Mercury Associates)

No Sheriff's Office vehicle was part of the study – “Take-Home Mileage Summary”

“I have spent time reviewing our current fleet and its usage and have analyzed the miles driven for county use as a percentage of the overall miles driven. Many cities have eliminated the use of vehicles to commute to and from work. Such change creates significant savings in both the downsizing the number of vehicles needed but also in the repair and maintenance of the fleet. With the budget recommendation I will include the elimination of take-home vehicles except for on-call use and show a corresponding reduction in cars purchased in the capital budget. While this is a step in the right direction there is an urgent need for a systematic review of the entire fleet.”

# Assigned vehicle program study completed by Scott County in 1997

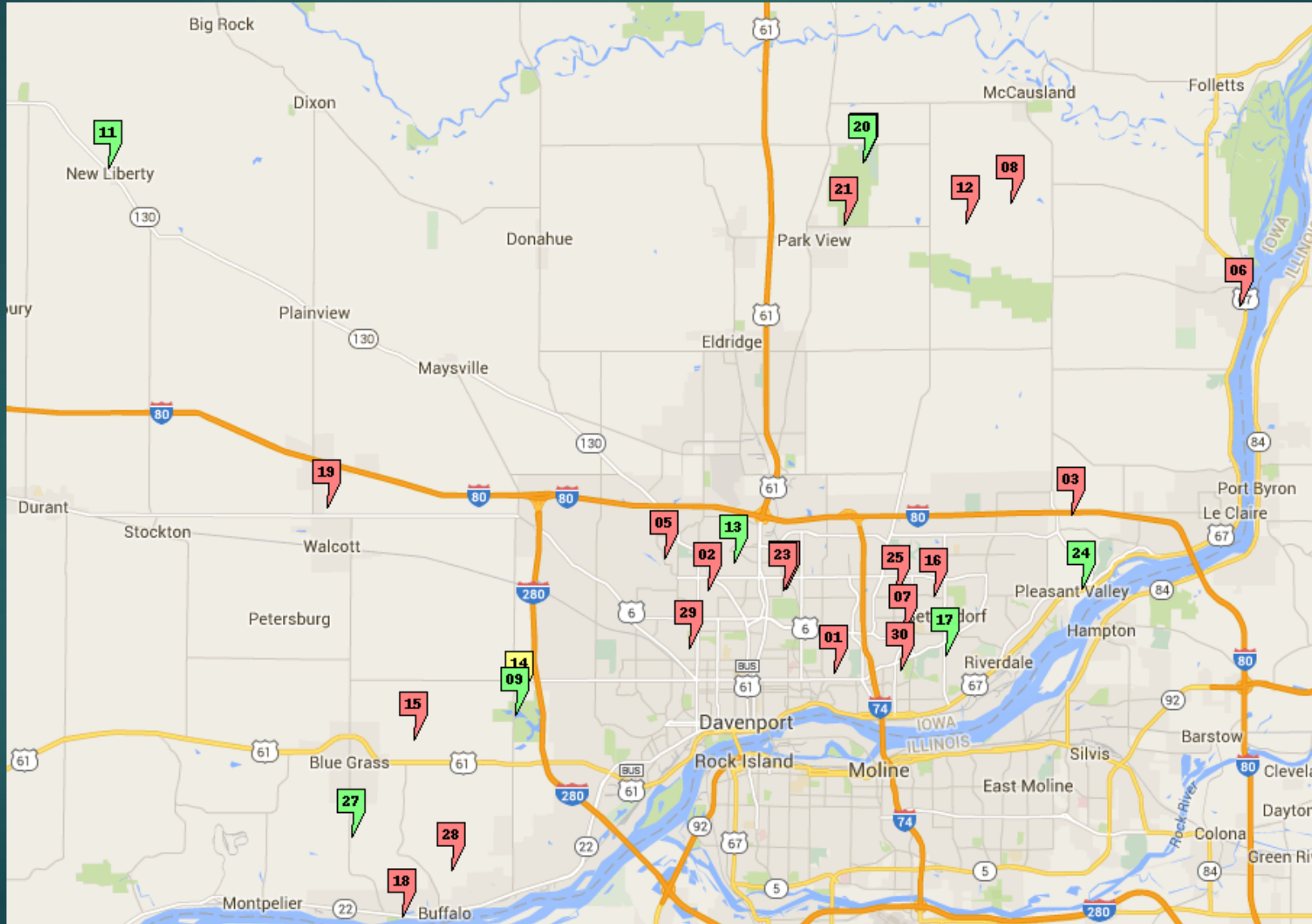
- ▶ This study stated the squad cars were being replaced on an average of 3.37 years, at about 120,000 miles. (Today 7 Years, at about 150,000 miles)
- ▶ Civilians would see more squad cars and the visibility will increase the awareness of police presence
- ▶ Deputies will have the ability to take their cars in for repairs and routine maintenance
  - ▶ This relieved the vehicle maintenance officer from spending 3 hours a day making sure vehicles were dropped off for repair and the work was completed. This allowed the vehicle maintenance office to attend to other duties such as patrol, responding to calls, assistance other deputies, and etc.

# Assigned vehicle program study completed by Scott County in 1997

- ▶ As the fleet increased the number of squad cars on the street also increased.
  - ▶ number of available staff
  - ▶ stronger uniformed presence
  - ▶ reduction in the needs for additional Deputies
  - ▶ decrease in miles driven on squad cars
- ▶ Considering that deputies live throughout the county, emergency response assets were naturally dispensed and statically placed to respond to any major emergency callouts, such as tornadoes, crashes, floods, and active shooters.
  - ▶ During the time of the study (1997) most of the unassigned squad cars were being used for every shift, which is 24 hours of use and abuse.

January 11, 2016 at 6:22 pm

This is the Scott County Patrol Fleet that is naturally dispensed across the County due to assigned vehicles





# Assigned vehicle program study completed by Scott County in 1997

- ▶ If a Deputy has an assigned patrol car, that Deputy would be the only one accumulating miles.
  - ▶ The study showed that mileage decreased from 35,611 miles to 20,148 miles.
- ▶ As mileage per year decreased the average life of the vehicle also increased. The average life of one vehicle in 1997 increased from 3.37 years to over 5.9 years.
  - ▶ Today: 7 Years

# Assigned vehicle program study completed by Scott County in 1997

- Before assigned vehicles - more than one deputy was responsible for a squad car. With no single deputy responsible, the car and maintenance were lacking

## Increased pride in vehicles:

- The deputy is responsible for keeping the car clean and presentable while maintaining any problems that may arise before they get out of hand and become costly
- Having assigned vehicles reduced the maintenance and have increased the life of the vehicles

# Assigned vehicle program study completed by Scott County in 1997

- ▶ Before assigned vehicles the Sheriff's Office **only had 960 hours of extra available staff coverage per year**
  - ▶ 8 deputies X.5 hour X 5 days week X48 weeks a year = 960 hours of available staff coverage
- ▶ With assigned vehicles the hours of **extra available staff coverage increased to 3,220 hours**
  - ▶ 26 Deputies X.5 hours round trip X5 days ways week X48 weeks a year=3,220 hours of available staff coverage
- ▶ During the 1997 study, 85% of the larger counties in Iowa had assigned vehicles

\* 2007 - U.S. Department of Justice, **93%** of sheriff's departments around the country allowed personnel to take Department vehicles home



# Cape-Coral Police assigned Vehicle Policy Evaluation

Dr. Howard Smith and Margaret Banyan

Florida Gulf Coast University's and Florida Center for Public and Social Policy

- ▶ Moving from an assigned vehicle program to a pooled vehicle program actually includes increases in cost, both in the short-term and in the long term
- ▶ Dr. Smith stated the bottom line from the study is most of the cost of the assigned vehicle program is absorbed early on in the program. **Once the vehicles are bought, the program is less expensive to maintain.**

# “Cape-Coral PD assigned vehicles”

## Cape Coral Daily - 2010

- ▶ The Manatee County Sheriff’s Office determined that **maintenance cost were significantly higher for pooled vehicles**
- ▶ It also takes time to load and unload equipment into a vehicle, ready a vehicle for use, check a vehicle in and out and such
- ▶ If Officers take 36 minutes per day (others estimated between 28 and 40 minutes) to prepare a vehicle being shared among officers. It would be a **cost to the County due to lost productivity.**
  - With our new Deputies – estimated time was 30 minutes. (2016)

# “Cape-Coral PD assigned vehicles”

## Cape Coral Daily - 2010

- ▶ The assigned vehicle program leads to
  - ▶ quicker response times
  - ▶ more contact with the public
  - ▶ rapid deployment
  - ▶ and availability of personnel
- ▶ This evaluation listed hurricane Charley in 2003, a 2007 tornado, a 2008 shooting at a day care center, and a 2009 shooting at an eatery. Off-duty Officers immediately responded for each.

\* October 26<sup>th</sup>, 2015 at 1:30 pm “Active Shooter”

Lt. Cribb (Scott County Sheriffs Office)– “After attending a meeting at Bettendorf P.D., an Active Shooter incident was dispatched. I responded, and was on scene in time to see the shooter exit the building in Bettendorf then observed him take his own life. So having my squad I was in a position to address the situation prior to my shift.”

# Creates a Rapid Response to Emergency Callouts

The deputy doesn't have to go to the headquarters to get a vehicle prior to responding. When we have a major event, rather than deputies driving their personal cars to districts, where they would gather equipment, and be briefed, they leave directly from home to handle an incident.

Criminal Investigators would have to come to the department to pick up a unit and crime scene equipment before responding to major crime scenes, losing potentially valuable time. Take home cars allow for patrol officers, criminal investigators, and command staff to respond where needed, when needed.

In situations such as a tornado or other major disaster, the department could activate all sworn officers in a relatively short time, and send officers directly to the assignment upon notification.

# City of Tacoma, Washington

study completed by Mercury Associates \*

## Findings:

- ▶ Operating cost per mile were 30% lower for assigned rather than pooled vehicles
- ▶ Pool vehicles had to be replaced every 20 to 26 months compared to an average of 60 months for assigned vehicles
- ▶ Officers who take vehicles home typically render a significant amount of service while “off-duty”
- ▶ Lower accident and repair costs. The city of Tacoma found that pool vehicle average \$8,400 in damage, while assigned vehicle required only \$1,375 per year
- ▶ It took between 28 to 40 minutes per day to check-out, load, and/or unload their pool car. A pool car was unavailable 5.6 days a month due to repairs, lost keys, etc. Changing to another car average 25 minutes, thereby adding 8 minutes per day. This equates to approximately 13 non-productive days per year



# Tacoma, Washington Study

- ▶ In summarizing the Tacoma study, an assigned vehicle program is much more advantageous to the city than a pool vehicle. The main reason, in addition to less maintenance, is the time saved by each officer each day in not having to check-out and check-in pool vehicles and transfer his or her gear. **The cost of officer time is relatively high compared to cost of vehicles**
- ▶ The study concludes that overall the city saves about \$1.4 million per year with the assigned vehicle program

# Pima County Sheriff's Office Study

- ▶ This study was conducted to research causes and propose solutions. An exhaustive 14-month effort, which analyzed vehicle use, policies, patterns, maintenance procedures, and vehicle performance comparisons, was undertaken. Vehicle use data was obtained from files maintained by the Sheriff's Department's Fleet Management.
  - ▶ Based An analysis of the vehicle performance data revealed **marked patrol units were out of service, due to malfunction, an average of 3.4 days for every 1,351 miles driven.** Calculated on an annual basis, any patrol vehicle **would be unavailable for use in excess of 141 days (306 shifts) over the life of the vehicle.**
  - ▶ upon life expectancy, patrol vehicles would be unavailable for duty due to malfunction approximately **39% of their anticipated life.**

# Pima County Sheriff's Office Study

- ▶ Pool vehicles, when utilized by a large and transitory number of drivers, were subject to less attention and care than assigned vehicles. **Assigned vehicles were found to have decreased maintenance costs due to increased driver accountability.**
- ▶ Off-duty utilization (while travelling to and from work assignments) of patrol vehicles resulted **in increased levels of law enforcement activity;** and again, effectively a force multiplier

The use of individually assigned vehicles is limited to travel to and from the deputy's duty assignment, travel to and from required court appearances, and other sanctioned Department activities. Other uses, including travel for general off duty employment, are prohibited.

# Pima County Sheriff's Office Study

The rationale for and benefits of the Assigned Vehicle Program are:

- ▶ Increased police presence
- ▶ Improved patrol shift transitions
- ▶ Improved operational mobility and flexibility
- ▶ Improved emergency response and control
- ▶ Improved command and control
- ▶ Increased vehicle longevity
- ▶ Lower operating cost per mile
- ▶ Less down time for maintenance
- ▶ Lower collision rates

# Pima County Sheriff's Office Study

The most striking result of the Assigned Vehicle Program has been increased vehicle longevity. The average life expectancy of an assigned vehicle is **approximately seven (7) years**. Under the pool system previously utilized by the Sheriff's Department, the average life expectancy of a patrol vehicle was 1.7 years. This is a **312%** increase in the useful life of a vehicle.

- ▶ This same outcome has been experienced by other law enforcement agencies:

Manatee County (FL) Sheriff's Department found the life expectancy of a patrol car went from **1.8 years to five (5) years**.

St. Petersburg (FL) Police Department found the life expectancy of a patrol car went from three **(3) years to 8 years**.

Hampton (VA) Police Department found the life expectancy of a patrol car went from **(3) years to more than eight (8) years**.

Arlington (TX) Police Department increased its vehicle life expectancy from three **(3) to six (6) years**.

Tacoma (WA) Police Department increased its vehicle life expectancy from two **(2) years to seven (7)**.



# U.S. Department of Justice Study

- ▶ Concluded Assigned Vehicle Programs are more cost effective than pool arrangements.
  - ▶ Reported the **operating costs for a large city department was estimated to drop 30%** upon conversion to an assigned vehicle program.
  - ▶ A pool program would also see a, possible **increase in insurance costs** as personally-owned vehicles would be used to respond to call-outs from home to pick-up a Department vehicle. **The deputy is considered on duty once called out.**

# Facts

- ▶ In 2013 (Pima County Study), the cost of a new, fully-equipped, marked patrol vehicle is approximately \$47,000. Over the projected life of an assigned patrol vehicle, the Department would replace a “pool” vehicle three (3) times, at a projected cost of \$141,000 (not taking into account inflation). **This is a cost savings of \$94,000 for just one vehicle.**
- ▶ Paying higher repair costs, on pool vehicles, because the **warranties expired after two (2) years due to excessive mileage.**
- ▶ **Increased police presence** gained by instituting an Assigned Vehicle Program is determined by the increased amount of time law enforcement personnel are actually driving their Department vehicle.
  - ▶ For example, an officer’s average daily commute is 30 minutes, each way, or one (1) hour per day. If the daily commute is accomplished in a Department vehicle, individual officer availability increases by 260 hours annually, or 12,220 hours Department-wide; which is the equivalent to almost 47 full-time deputy sheriffs. These **“free hours”** of additional law enforcement presence and protection equate to **more than \$366,600 annually**, using a hourly wage of \$30.

# Facts

- ▶ During these daily commutes, deputies are obligated to monitor the department radio and assist in various types of activities including public service (traffic accidents, public assists), emergency backup (assist on-duty officers, emergency call response), and other types of law enforcement. **A law enforcement survey showed that commissioned personnel average two (2) traffic responses weekly during their commute. This equates to thousands of additional law enforcement responses annually.**
- ▶ Since December 11<sup>th</sup>, 2015, Scott County Deputies have reported using their assigned vehicle outside of their normal shift over 100 different times.

# Facts

- ▶ Today, every deputy reports to work in a clean vehicle with a full tank of fuel. Limited duty time is spent on routine maintenance. Additionally, because deputies always have the necessary equipment with them in the assigned vehicle, they are able to assist and provide additional coverage should they encounter an accident or crime scene while traveling to and from any work-related activity.
- ▶ **Overtime savings** is also realized by assigning calls received at shift change to the oncoming deputy.
- ▶ The Assigned Vehicle Program also serves as a “**force multiplier**,” not only for deputies, but administration as well. Greater service is achieved by all commissioned officers with assigned vehicles. Without assigned vehicles, flexibility would be seriously hindered and the need for increased staffing would be unavoidable
  - ▶ The national average, according to F.B.I. statistics, is 2.5 officers per thousand for all law enforcement organizations and **2.7 per thousand for Sheriff's Departments**.

Thank You



There is significant evidence to show operating costs for assigned vehicles are substantially less than pool systems.

- In September 2010, a City of Cape Coral (FL) study concluded an Assigned Vehicle Program was most cost effective in the short term (1 year), near future (3 years), and the longer term (7 years)
- A 2007 study by the City of St. Petersburg (FL) found the cost per mile to operate patrol cars in a pool program was \$0.49 compared to a cost of \$0.40 per mile for assigned vehicles. This savings amounted to \$7,650 per vehicle over the course of its life expectancy.
- In 2007, the Manatee (FL) County Sheriff's Office reported a savings of \$0.17 per mile when comparing assigned vehicles to pool vehicles, totaling nearly \$15,000 over the life of each vehicle.
- In 2006, the Galloway Township (NJ) Police fleet manager reported a transition from an Assigned Vehicle Program to a pool system would nearly double operating costs from \$130,000 to \$228,000.

□□ The Kansas City (MO) Police Department has saved \$.05 per mile to operate assigned vehicles versus the same make and model in regular pool service.

□□ The Visalia (CA) personalized patrol vehicle program has realized a savings of more than 31% as compared to a conventional patrol vehicle program.

□□ The Arlington (TX) Police Department projected a \$5,413 savings per vehicle in the first year of its assigned vehicle program.

□□ A Law and Order study showed annual maintenance cost for a pool vehicle was \$2,305 and only \$523 annually for a personally assigned vehicle. This is a savings of 77.31% per vehicle.

□□ In 2004, the Tacoma (WA) Police Department's operating costs were reduced by 33.86% after switching from a pool program to an assigned vehicle program.

□□ Since 1999, the Daytona Beach (FL) Police Department has reported its Assigned Vehicle Program has reduced maintenance costs 40%.

# Hampton Virginia Police Department

- ▶ Their study showed that both maintenance costs and operating costs were lower for the take home cars versus pool cars. The maintenance cost of take home cars was \$0.16 per mile versus \$0.19 per mile on pool cars, a 16% savings. They also found a 15% saving in operating costs, \$0.17 per mile versus \$0.20 per mile for pool cars. This study also found fewer accidents occurred with assigned cars.

# Law and Order Magazine

- ▶ Acknowledges that initial startup costs can be a concern, but net savings occur due to lower maintenance costs and extended vehicle life. It also notes that the cost of the increase in fleet size begins to be offset by lower maintenance cost by the second year. In the fourth year, vehicle replacement costs drop significantly because the take home cars accumulate fewer miles.

# City Commission of Stillwater, Oklahoma

- ▶ Regarding police take home units, it was noted that take home unit cost vary from 10.4 cents per mile for the chief to 15.1 cents for a K-9 unit. The cost of a pool car was 19.9 cents per mile. The study also noted with **take home units, equipment installations were less.** Equipment installations cost \$1,000 per car. This cost is similar to the Manatee County Sheriff's Office installation costs.



# Daytona Beach Police operates a fleet of 340 vehicles

- ▶ The fleet manager faced with cost cuts believes one of his biggest successes has been implementing a Take Home fleet vehicle program. Maintenance and repair costs have gone down on the program vehicles. Officers take better care of the vehicles than pool cars, because no one else can be blamed for poor care. They also don't run the vehicles as hard, which is better for fuel mileage.
- ▶ “The user will keep the vehicle cleaner, inspect it on a regular basis, answer up to damage, and generally take more pride. “