

**Performance Audit:
Changes to Police Take-Home Program
Could Improve Vehicle Resource
Management**

May 2016



Office of the City Auditor

City of Kansas City, Missouri

10-2015

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KANSAS CITY
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May 18, 2016

Honorable Mayor, Members of the City Council, and Members of Board of Police Commissioners:

This performance audit of the Kansas City, Missouri Police Department take-home vehicle program focused on determining how the program impacts the allocation of vehicle resources. The audit identifies opportunities for the department to improve how it uses and allocates limited resources.

The Kansas City Police Department does not know how much its take-home vehicle program costs. The cost of the program should include acquisition, license, fuel, maintenance, repair, salvage, administration, accidents, inventory, and downtime. We estimate that commuting and personal use alone cost about \$1.5 million in the year ending May 31, 2015. The department entered into a labor agreement providing take-home vehicles to command staff for 29 months without calculating the cost of the contract provision. Basic information related to the take-home vehicle program is not tracked. The department does not know when or how frequently officers are called back to work outside of their normal working hours; whether take-home vehicle accidents occur when an officer is using the vehicle for personal or business use; or the non-monetary benefits of the take-home program.

The Police Department's resources are not unlimited. The department's fiscal year 2017 budget submission proposed cutting 131 positions to increase salaries. Department staff told us that they have difficulty replacing older and high mileage vehicles because of resource constraints. Faced with limited resources, the Police Department should balance competing demands and look for savings opportunities. The Police Department's take-home vehicle program offers an opportunity for adjustment and savings.

Adjustments to the department's take-home vehicle program could better allocate department resources by better matching vehicle resources to call back responsibilities; reevaluating the use of public vehicle resources used by officers in off-duty, private employment; using alternative methods of compensating some civilian employees in lieu of providing take-home vehicles; and assigning lower mileage vehicles to employees whose positions require substantial driving or specialized equipment.

Some adjustments to the take-home vehicle program could also increase effectiveness. Marking and using KCPD license plates on sworn officers' take-home vehicles can increase police presence in the community. Restricting who may be a passenger in take-home vehicles could promote faster responses to emergencies and decrease risks of claims against the department.

Our recommendations are intended to improve the efficient use of department vehicle resources; ensure take-home vehicle program costs and usage are analyzed; reduce program costs; and improve the effectiveness of the take-home vehicle program.

The draft report was sent to the chief of police on January 22, 2016, for review and comment. His response is appended. We would like to thank Kansas City Police Department staff for their assistance and cooperation during this audit. The audit team for this project was Vivien Zhi and Nancy Hunt.

A handwritten signature in blue ink, appearing to read "Douglas Jones", is centered on the page. The signature is fluid and cursive.

Douglas Jones
City Auditor

Changes to Police Take-Home Program Could Improve Vehicle Resource Management

Table of Contents

Introduction	1
Objectives	1
Scope and Methodology	1
Background	3
Police Department Fleet Overview	3
Take-Home Vehicle Assignment Criteria	3
Findings and Recommendations	5
Summary	5
Police Do Not Track Take-Home Vehicle Costs or Usage	5
Department Does Not Know the Cost of Its Take-Home Program	6
Department Did Not Evaluate Cost of Vehicle Contract Provision for Commanders	7
Police Do Not Track Information Related to Take-Home Program	8
Changes Should Reduce Costs and Improve Effectiveness of Take-Home Program	9
Program Adjustments Could Reduce Costs	10
Program Adjustments Could Increase Effectiveness	13
Recommendations	15
Appendix A	17
Police Department's Response	17
Appendix B	33
City Auditor's Comments on the Police Department's Response	33

List of Exhibits

1. Police Department Vehicles by Type	3
2. Take-Home Vehicles by Type of Assignment	4
3. Number of Take-Home and Non-Take-Home Passenger Vehicles, May 2011 - 2015	6
4. Mileage and Model Years for Selected Take-Home and Non-Take-Home Assignments	12
5. Marked and Unmarked Police Take-Home Vehicles	13

Police Department Could Improve Vehicle Resource Management

Introduction

Objectives

We conducted this audit of the Kansas City, Missouri Police Department take-home vehicle program under the authority of Article II, Section 216 of the Charter of Kansas City, Missouri, which establishes the Office of the City Auditor and outlines the city auditor's primary duties. We also conducted the audit under the authority of Section 84.350, Revised Statutes of Missouri, which authorizes the city auditor to audit the Police Department.

A performance audit provides findings or conclusions based on an evaluation of sufficient, appropriate evidence against criteria. Performance audits provide objective analysis to assist management and those charged with governance and oversight in using the information to improve program performance and operations, reduce costs, facilitate decision making, and contribute to public accountability.¹

This report is designed to answer the following question:

- How does the Kansas City, Missouri Police Department's take-home vehicle program impact the allocation of vehicle resources?

Scope and Methodology

Our review focuses on the Police Department's take-home vehicle program. Our audit methods included:

- Analyzing the Police Department's Master Vehicle List for September 2015 to obtain a general overview of the department's vehicles.

¹ Comptroller General of the United States, *Government Auditing Standards* (Washington, DC: U.S. Government Printing Office, 2011), p. 17.

Changes to Police Take-Home Program Could Improve Vehicle Resource Management

- Analyzing the Police Department's Master Vehicle List for May 2011, 2012, 2013, 2014, and 2015 to determine the number of take-home vehicles and patrol vehicles for the past five years.
- Analyzing Police Department vehicle purchasing information from fiscal years 2013 to 2015 to determine how much the department spent on purchasing vehicles.
- Reviewing Police Department Procedural Instruction 15-04: Use of Department and Private Vehicles and interviewing Police Department staff to understand how take-home vehicles are assigned and used.
- Interviewing Police Department staff who are assigned take-home vehicles to understand how they use their assigned vehicles and what special equipment is in their take-home vehicle.
- Reviewing the Memorandum of Agreement (MOA) between the Board of Police Commissioners and Police Department Commanders Lodge 102 to understand the provision related to take-home vehicles.
- Reviewing take-home vehicle policies and procedures from comparable cities to identify practices used in other jurisdictions.
- Reviewing IRS regulations to understand tax implications on take-home vehicles.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

We excluded undercover vehicles from our analysis because, although all are take-home vehicles, they are used for covert operations and we deemed this information confidential. No other information was omitted from this report because it was deemed privileged or confidential.

Background

Police Department Fleet Overview

In September 2015, the Police Department’s fleet contained over 1,000 vehicles. The department fleet includes traditional “passenger vehicles” such as SUVs, vans, trucks, and sedans. In addition, the department also has motorcycles, bicycles, trailers, all-terrain vehicles, buses, and military vehicles. The analyses contained in this report focuses on “passenger vehicles,” excluding vehicles assigned to undercover/covert operations. (See Exhibit 1.)

Exhibit 1. Police Department Vehicles by Type²

Vehicle Type	Number
Sedan	543
SUV	110
Van	67
Truck	29
Bicycle	54
Motorcycle	51
Trailer	38
All-Terrain Vehicle	21
Bus	7
Military Vehicle	2
Total Vehicles	922

Source: Police Department Master Vehicle List September 2015.

Take-Home Vehicle Assignment Criteria

Police Department Procedural Instruction 15-04, Use of Department and Private Vehicles, defines the criteria for take-home vehicle assignments as follows:

- Standby Responsibilities – A position responsible for being on-call at all times to respond immediately, to situations as needed, e.g., Commanders, Bureau Aides, Mayor Security Detail, or others designated by the Chief of Police.
- Call Back – An assignment/position subject to shared 24-hour on-call basis, which can vary by time period and personnel, (e.g., Investigations Bureau Detectives and supervisors who rotate call back responsibilities). Additionally, certain personnel assigned

² Excludes undercover vehicles.

Changes to Police Take-Home Program Could Improve Vehicle Resource Management

to specialized units are also authorized based on call back responsibilities on a rotating basis. They are assigned take-home vehicles for the purpose of being capable of responding directly to the immediate area of an emergency type event or scene without delay.

- High Visibility Vehicles – Marked vehicles donated, grant funded and/or leased, that may be required by their funding source to be driven for high visibility in the community.
- Security/Parking Issues – Vehicles approved as take-home due to lack of parking, potential for vehicle damage if left parked overnight, and the need for security with regard to vehicle assignment.

As of September 2015, the Police Department had 341 vehicles assigned as take-home vehicles. (See Exhibit 2.)

Exhibit 2. Take-Home Vehicles by Type of Assignment³

Take-Home Reason	Number of Vehicles
Standby	95
Call Back	230
High Visibility	16
Total	341

Source: Police Department Master Vehicle List September 2015.

³ All take-home vehicle with the security/parking justifications are for covert operations and excluded from our analyses.

Findings and Recommendations

Summary

Although the Police Department devotes a substantial and growing portion of vehicle resources to its take-home vehicle program, it does not know how much the program costs. The department entered into a labor agreement providing take-home vehicles to command staff for 29 months without calculating the cost of the contract provision. Basic information related to the take-home vehicle program is not tracked: when or how frequently officers are called back to work outside of their normal working hours; whether take-home vehicle accidents occur when an officer is using the vehicle for personal or business use; or the non-monetary benefits of the take-home program.

Faced with limited resources, the Police Department has to balance competing demands and look for opportunities for savings. Adjustments to the department's take-home vehicle program could better allocate department resources through better matching of vehicle resources to call back responsibilities; reevaluating the use of public vehicle resources in off-duty, private employment; using alternative methods of compensating some civilian employees in lieu of providing take-home vehicles; and assigning lower mileage vehicles to employees whose positions require substantial driving or specialized equipment.

Some adjustments to the take-home vehicle program could increase effectiveness. Marking and using KCPD license plates on sworn officers' take-home vehicles can increase police presence and visibility in the community. Prohibiting the transport of family, friends, and non-employees in take-home vehicles could promote faster responses to emergencies and decrease risks and potential claims against the department.

Police Do Not Track Take-Home Vehicle Costs or Usage

Although the Police Department devotes a substantial and growing portion of vehicle resources to its take-home vehicle program, it does not know how much the program costs. In addition, the department entered into a labor agreement providing take-home vehicles to command staff for 29 months without calculating the cost of the contract provision.

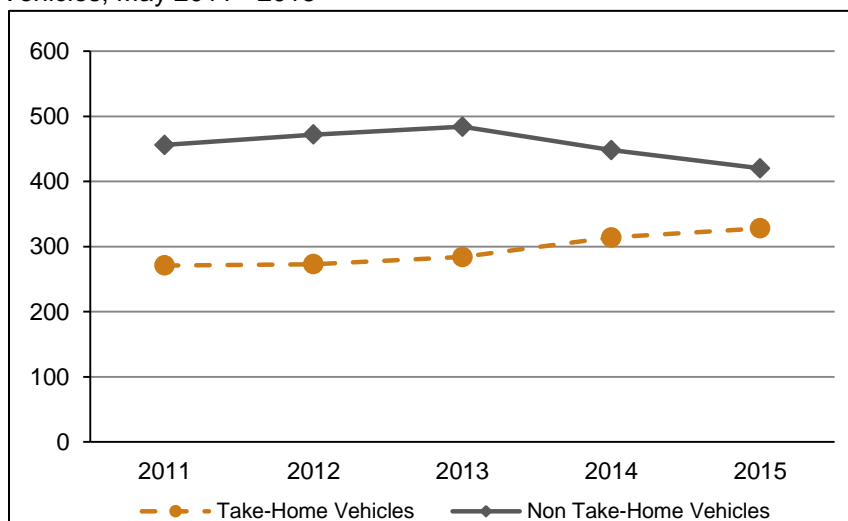
The Police Department does not track basic information related to its take-home vehicle program. The department does not track when or how frequently officers are called back to work outside of their normal working hours; whether take-home vehicle accidents occur when officers are using vehicles for personal or business use; or the non-monetary benefits of the take-home program.

Department Does Not Know the Cost of Its Take-Home Program

The Police Department has not analyzed the cost of its take-home vehicle program to understand its financial impact on the department's budget. Vehicle cost elements including acquisition, license, fuel, maintenance, repair, salvage, administration, accidents, inventory, and downtime, should be tracked and used to calculate the cost of the program.⁴ The Police Fleet Operations Unit records the acquisition, maintenance, and fuel costs of all department vehicles. Although it has the capability to extract the cost of an individual take-home vehicle, it has not analyzed the cost of take-home vehicles in the aggregate.

The number of take-home vehicles is growing while the number of non-take-home vehicles is declining. Between 2011 and 2015, the percentage of the passenger fleet devoted to take-home vehicles grew from 37 to 44 percent. During this period, 57 additional take-home cars were assigned to KCPD staff, while the number of non-take-home vehicles decreased by 36 vehicles. (See Exhibit 3.)

Exhibit 3. Number of Take-Home and Non-Take-Home Passenger Vehicles, May 2011 - 2015



Source: Police Department Master Vehicle List May 2011-2015.

⁴ David Schiller, "Lifecycle Management Strategies: Art of Science" *Government Fleet*, May 2007.

Commuting and personal use of take-home vehicles are costly.

Procedural Instruction 15-04 authorizes employee use of take-home vehicles for commuting and personal use of most vehicles. The Police Department, however, does not require staff to track commuting and personal use mileage for take-home vehicles. In a 2012 audit, the Missouri state auditor noted that the Kansas City Police Department did not monitor the number of commuting and personal miles incurred by sworn employees on standby or callback status, but only tracked total mileage for each vehicle.⁵ Based on commuting and trip projections developed by the Mid-America Regional Council and the standard mileage rate developed by the Internal Revenue Services, we estimate that 2.5 million miles (55%) of the miles driven in take-home vehicles was for commuting and personal use at a cost of about \$1.5 million for the twelve months ending May 31, 2015.⁶

Because take-home vehicles are a growing portion of the Police Department's vehicle resources and commuting and personal use of take-home vehicles represents significant costs, knowing take-home vehicle program costs will help management make more informed decisions about vehicle resource management. To fully understand the take-home vehicle program's financial impact on the department, the chief of police should determine and report the cost of the take-home vehicle program to the Board of Police Commissioners annually.

Department Did Not Evaluate Cost of Vehicle Contract Provision for Commanders

In 2014, the Kansas City Police Department Commanders Lodge No. 102 entered into a Memorandum of Understanding with the Board of Police Commissioners.⁷ Although Procedural Instruction 15-04 already authorizes standby take-home vehicles for the command staff, Article 17 of the Memorandum states that command staff will be assigned take-home vehicles. Staff reported that because practices were already in place, Police Department negotiators did not calculate the cost of the contract provision. However, including a take-home vehicle provision in the Memorandum commits the department to furnishing take-home vehicles to commanders until April 30, 2017, when the Memorandum expires. Had this provision not been in the Memorandum, the

⁵ *Kansas City Board of Police Commissioners*, Missouri State Auditor, August 2012, p. 4.

⁶ The average one-way commute within Kansas City, Missouri, is 12.13 miles and the average regional one-way trip distance is 7.78 miles, according to data from the Mid-America Regional Council. The IRS's standard mileage rate for 2015 was \$0.575 per mile.

⁷ Kansas City Police Department Commanders Lodge No.102 includes all sworn law enforcement officers holding the rank of captain and major, but excludes the confidential employees who formulate, determine or effectuate labor relations policy.

department would be able to adjust vehicle assignments through modifications of the Procedural Instruction.

Information is an important method of controlling the total cost of negotiated agreements. When entering into negotiated labor contracts, management should perform a comprehensive cost analysis of proposals to identify the total economic impact of the agreement. Doing so, would ensure the Board of Police Commissioners is aware of the costs and puts the Board in a better position to evaluate the total package being presented for approval.

In order to provide the Board of Police Commissioners with adequate information to allow them to make an informed decision concerning proposed labor agreements, the chief of police should develop and present to the Board a comprehensive cost analysis of take-home vehicle provisions included in future labor contracts.

Police Do Not Track Information Related to Take-Home Program

The Police Department does not track basic information related to its take-home vehicle program. The department does not track how often take-home vehicles are actually used for an emergency response; whether take-home vehicle accidents occur when an officer is using the vehicle for personal or business use; or the non-monetary benefits of the take-home program.

The Police Department does not track call backs. Although most take-home vehicles are assigned in order to facilitate a quick response, the Police Department does not track how often take-home vehicles actually respond to emergencies outside normal working hours. Some of the officers with standby and call back assignments we talked to reported infrequent call backs. The Missouri state auditor also identified this issue in a 2012 audit.⁸

Tracking call backs could provide information to determine whether take-home vehicle assignments continue to be warranted. Some other jurisdictions require that take-home vehicles respond to a minimum number of emergencies a year. At least one jurisdiction only assigns take-home vehicles to employees who regularly respond to the scene of emergencies on a 24/7 basis.

To better evaluate whether a take-home vehicle assignment continues to be necessary and ensure the efficient use of department vehicle resources, the chief of police should determine annually how frequently

⁸ *Kansas City Board of Police Commissioners*, Missouri State Auditor, August 2012, p. 4.

each employee assigned a take-home vehicle responds to after-hours emergencies and determine whether the employee's take-home vehicle assignment continues to be warranted.

The Police Department does not track whether accidents occur on or off duty. After an accident, police employees fill out a Police Vehicle Report. The report asks officers to identify whether they were on an emergency call, dispatched by radio, in pursuit of other vehicles, or other. It does not ask whether the officer was on or off duty. As a result, the department does not know whether accidents occur when drivers are using the department's vehicles while off duty and conducting personal activities or while on duty and engaged in department responsibilities. Asking whether the officers were on or off duty will help to better identify take-home vehicle costs including damages, injuries, and related claims.

The chief of police should track costs associated with accidents, damages, injuries, and claims related to the off duty use of take-home vehicles and include these costs when annually reporting the program's costs.

The Police Department does not track non-monetary benefits of its take-home program. Although department officials have stated that there were non-monetary benefits to the department's take-home vehicle program, staff does not track or document non-monetary benefits. Staff cited multiple off-duty arrests by a now-retired officer, but stated that there was no available documentation to support his activities. Anecdotal benefits have emotional power, but the management of public assets and programs should be based on documented information.

In order to consider and evaluate the potential non-monetary benefit of take-home vehicles, the chief of police should track documented incidents of the non-monetary benefit of take-home vehicles which would not have occurred had the officer been traveling in a private vehicle and report the benefits to the Board of Police Commissioners annually.

Changes Should Reduce Costs and Improve Effectiveness of Take-Home Program

Because the Police Department does not have unlimited funds, adjustments to its take-home vehicle program could better allocate department resources. The department should better match vehicle

resources to call back responsibilities; reevaluate the use of public vehicle resources by officers in off-duty, private employment; use alternative methods of compensating some civilian employees for transportation; and assign lower mileage vehicles to employees whose primary duties involve more driving and emergency response activities.

Adjustments to the take-home vehicle program could also increase effectiveness. Marked take-home vehicles could increase police presence and visibility in the community. Prohibiting the transport of family, friends, and non-employees in the take-home vehicles could promote faster response to emergencies and decrease risks and potential claims against the department.

Program Adjustments Could Reduce Costs

The Police Department does not have unlimited resources. The department should consider changes that could better match department resources to current needs and reduce take-home vehicle costs. The department should rotate take-home vehicles among employees with rotating responsibilities; reevaluate the use of public vehicles for off duty employment; evaluate alternative methods of compensating some civilian employees for transportation; and assign lower mileage vehicles to employees whose primary duties involve more driving and emergency response activities.

The Police Department does not have unlimited resources.

Department staff stated that they cannot replace high mileage vehicles because of resource restraints. The department's fiscal year 2017 budget request proposed a reduction of 131 positions to offset a proposed salary increase. Faced with limited resources, the Police Department has to balance competing demands and look for opportunities for savings. The Police Department's take-home vehicle program offers opportunities for adjustment and savings.

The Police Department should rotate take-home vehicles among those with shared and rotating call back responsibilities. Callback staff have continuous use of take-home vehicles although they are only subject to shared 24 hour on-call assignments. An example of shared on-call assignments are sergeants being on-call for one week out of every six weeks. At least one jurisdiction requires rotating the vehicle among employees when employees with rotating assignments can be deployed interchangeably. Some other jurisdictions require that take-home vehicles be assigned to individuals who respond to the scene of emergencies on a 24/7 basis. These individuals are on call at all times, not on a part-time or rotating basis.

Rather than providing a vehicle for each employee with periodic on-call responsibilities, the Police Department should investigate providing each employee a take-home vehicle only for the on call period. Rotating a single take-home vehicle among a group of employees who rotate on-call responsibilities requires fewer vehicles, is based on need and job responsibilities, and could allow the reallocation of department resources to other department needs.

To better allocate limited department resources while maintaining department operations, the chief of police should rotate take-home vehicles among those sharing rotating call back responsibilities.

The Police Department should reevaluate permitting the use of its vehicles for off-duty employment. Police officers can use their assigned take-home vehicles for off-duty, security-related employment with the approval of the division commander.⁹ According to the department's off-duty employment coordinator, almost all officers who have off-duty employment and an assigned take-home vehicle, use the department vehicle at their off-duty, second employers' location. In addition, division commanders have authorized the use of non-take-home vehicles for off-duty employment.

The use of department assets for the benefit of private employers is problematic given limited public resources. At least one city prohibits using take-home vehicles for off-duty employment. Other jurisdictions permit the use of marked vehicles for off-duty employment, with some charging an extra fee.

To ensure department vehicle resources are used for public purposes, the chief of police should evaluate the costs and appropriateness of using department vehicles for off-duty employment.

The Police Department should evaluate alternative methods of compensating civilians who return to work rather than assigning take-home vehicles. In May 2015, 22 civilian Police Department employees were assigned take-home vehicles because of call back or standby responsibilities. These vehicles do not appear to offer most of the civilians any advantages over a private vehicle when responding to an emergency. In addition, some civilian take-home vehicles are driven very little. One vehicle was driven only 2,200 miles in fiscal year 2015.

Purchasing and maintaining a vehicle is expensive. Providing after hours transportation to civilian employees whose responsibilities warrant it might be obtained more economically through other methods such as

⁹ Personnel Policy No. 630-7, Off-Duty Employment, III Policy R.

mileage reimbursements or car allowances. To better allocate limited department resources while maintaining needed response capabilities, the chief of police should evaluate the use of mileage reimbursements and car allowances in lieu of providing take-home vehicles for some civilian employees.

The Police Department should use higher mileage vehicles for standby assignments. As a group, vehicles assigned for take-home standby responsibilities are newer and have lower mileage, while non-take home patrol vehicles and take-home call back vehicles are older and have higher mileage. (See Exhibit 4.) Non-take home patrol and take-home call back employees, however, typically are first responders to a wide array of calls for service and have responsibilities that require more driving than employees performing administrative functions such as employees with standby responsibilities.

Exhibit 4. Mileage and Model Years for Selected Take-Home and Non-Take Home Assignments

Type of Vehicle Assignment	Number of Vehicles	Average Mileage	Percentage 2011-2016 Model Years
Take-Home Standby	95	45,645	78%
Take-Home Call Back	230	94,703	29%
Non-Take-Home Patrol	209	94,697	53%

Source: Police Department Master Vehicle List, September 2015.

Standby take-home vehicles are assigned to employees with the rank of captain and above and civilian managers to facilitate their ability to respond in emergencies. The primary use of many of the department's standby take-home vehicles, however, appears to be for commuting and transportation. Standby employees need vehicles with lights and sirens to facilitate an immediate response to an emergency event, however, older vehicles with higher mileage and lights and sirens could be used for emergency responses and the normal transportation needs of these employees. The reassignment of newer, lower mileage vehicles to employees who drive more and regularly make emergency responses would better match resources to needs.

In light of the department's limited resources and to better match vehicle assignments to driving needs, the chief of police should reassign higher mileage vehicles to standby employees and lower mileage vehicles to positions that require substantial driving or specialized equipment.

Program Adjustments Could Increase Effectiveness

Visibility and presenting a police presence in the community are cited by the department as support for the take-home vehicle program. A majority of the take-home vehicles, however, are unmarked, with some unmarked vehicles even having standard Missouri state license plates. Employees assigned take-home vehicles in order to respond immediately are permitted to transport others in their vehicles, which could delay their ability to respond immediately to an emergency location.

The Police Department could increase its police presence through the use of marked vehicles and police license plates for take home-vehicles. One of the benefits of marked take-home vehicles is to provide a visible police presence in the community.¹⁰ Police Department management told us on several occasions that take-home vehicles provide a police presence in the community. The chief of police’s blog from May 2012 says that one of the reasons he supports the use of take-home vehicles is that they increase police visibility. “[J]ust having police cars out and about in the city brings a sense of security among law-abiding citizens and a sense of uneasiness among those who commit crimes.”¹¹

Only 13 percent of the department’s take-home vehicles are marked. None of the take-home vehicles with standby assignments are marked. Only about one-third of the vehicles assigned for high visibility purposes are marked, despite Procedural Instruction 15-04 requirement that high visibility vehicles be marked vehicles.¹² (See Exhibit 5.)

Exhibit 5. Marked and Unmarked Police Take-Home Vehicles

Vehicle Assignment	Marked	Unmarked	Total
Standby	0	95	95
Call Back	38	192	230
High Visibility	5	11	16
Total	43	298	341

Source: Police Department Master Vehicle List September 2015.

Almost a fourth of the unmarked take-home vehicles use regular Missouri state license plates rather than KCPD license plates. Unmarked vehicles combined with the use of regular Missouri license plates does not increase police visibility.

¹⁰ Cape Coral Police Department Assigned Vehicle Policy Evaluation, Howard Smith and Margaret Banyan SW Florida Center for Public and Social Policy, Florida Gulf Coast University, September 2010, p. 2.

¹¹ Darryl Forté, “Take-Home Police Vehicle Benefit Communities, Public Safety”, KCPD Chief’s Blog, May 24, 2012.

¹² Procedural Instruction 15-04, Section II A3 defines high visibility vehicles as marked vehicles.

Unmarked vehicles with regular Missouri license plates are assigned to civilians and police commanders, such as the chief of police, deputy chiefs, and majors. According to the Fleet Operations Unit, Missouri license plates are used to facilitate out of town travel, because some states do not recognize license plates without a date on it; however, travel within Missouri should not be affected. In addition, the Fleet Operations Unit has a few vehicles with Missouri state license plates available for out-of-town travel. In 2015, the department spent \$2,340 for state issued license plates.

Unmarked take-home vehicles with state issued license plates do not provide a police presence in the community or a sense of security. To increase police visibility in the community, the chief of police should mark and use Police Department license plates on take-home vehicles driven by sworn officers.

The Police Department could improve potential emergency response times and decrease potential risks by prohibiting the transport of family members in take-home vehicles. The department has no restrictions on who can ride with officers in their take-home vehicles. Transporting family members in the take-home vehicles is allowed. Officers reported that they had used their take-home vehicles to take children to school on the way to work and to after-school sports activities, and to transport their spouses.

Some cities prohibit transporting family, friends or non-employees in take-home vehicles. Standby assignments and on-call personnel are required to respond immediately to an emergency event. Allowing officers to transport family members could delay officers' responses because family members could need to be dropped off at safe locations before responding to an emergency location. In addition, transporting family members or non-employees in the department vehicle increases the potential for claims against the department.

To reduce the potential of delayed responses and the risk of claims against the department, the chief of police should evaluate prohibiting transporting non-employees in the take-home vehicles for non-business reasons.

Recommendations

1. The chief of police should determine and report the cost of the take-home vehicle program to the Board of Police Commissioners annually.
2. The chief of police should develop and present to the Board of Police Commissioners a comprehensive cost analysis of take-home vehicle provision included in future labor contracts.
3. The chief of police should determine annually how frequently each employee assigned a take-home vehicle responds to after-hours emergencies and determine whether the employee's take-home vehicle assignment continues to be warranted.
4. The chief of police should track costs associated with accidents, damages, injuries, and claims related to the off duty use of take-home vehicles and include these costs when annually reporting the program's costs.
5. The chief of police should track documented incidents of the non-monetary benefit of take-home vehicles which would not have occurred had the officer been traveling in a private vehicle and report the benefits to the Board of Police Commissioners annually.
6. The chief of police should rotate take-home vehicles among those sharing rotating call back responsibilities.
7. The chief of police should evaluate the cost and appropriateness of using department vehicles for off-duty employment.
8. The chief of police should evaluate the use of mileage reimbursements and car allowances in lieu of providing a take-home vehicle for some civilian employees.
9. The chief of police should reassign higher mileage vehicles to standby employees and lower mileage vehicles to positions that require substantial driving or specialized equipment.
10. The chief of police should mark and use Police Department license plates on take-home vehicles driven by sworn officers.

Changes to Police Take-Home Program Could Improve Vehicle Resource Management

11. The chief of police should evaluate prohibiting transporting non-employees in the take-home vehicles for non-business reasons.

Appendix A

Police Department's Response

Changes to Police Take-Home Program Could Improve Vehicle Resource Management

MEMORANDUM

April 5, 2016

RECEIVED
 APR 05 2016
 JAN 25 #1
 CHIEFS OFFICE
 RECEIVED

TO: Chief Darryl Forte'

FROM: Deputy Chief Patty Higgins, Executive Services Bureau
 CITY AUDITOR'S OFFICE

SUBJECT: Take Home Vehicle Audit

APR 13 2016

Staff has done an excellent job in responding to the Take Home Vehicle Audit. They have submitted comments addressing every recommendation. My following comments are more strategic and in general terms.

- The audit repeatedly refers to the "Take-Home Vehicle Program". There is no "Take-Home Vehicle Program". The word "program" insinuates that all the vehicles are utilized to fulfill one goal (transportation). This is not the case. Take home vehicles are an integral part of the Police Department's community policing strategy and emergency readiness response. Also, it should be noted that the Department's policing strategy incorporates both marked and unmarked vehicles. Both covert and overt activities are equally important and utilized by all police departments.
- If possible, the best community policing/crime reduction/emergency readiness strategies would be for every officer to have an assigned take home vehicle. Unfortunately, budget constraints do not allow this. Fortunately, Kansas City has not been the victim of major bombing or other terroristic act. Our sister city, Oklahoma City, has been the victim of domestic terrorism resulting in mass casualties. To insure readiness for future terroristic acts or natural disasters, 97% of their law enforcement fleet consists of take home vehicles. We should learn by their experiences.
- Technically, all law enforcement members and designated civilian members are always subject to call back. All members are required to have their telephone number on file for immediate response in the case of a full scale emergency.
- Providing public safety is expensive. It is essential for all involved to be fiscally intelligent and responsible. To that end, I agree with some of the recommendations in tracking costs.

I recommend that the Police Department model its comprehensive cost analysis and tracking system after the City's system (to include the Fire Department) to promote standardization. We could utilize the information from the City's most current vehicle audit which was conducted in the year 2000. In addition, I recommend this information be forwarded to the Board of Police Commissioners.

Patty Higgins
Deputy Chief Patty Higgins
Executive Services Bureau

Forward to the City Auditor's office

Chief [Signature]
4-12-16

cc: Commissioners Ruder and Wassen-Hunt

RECEIVED

MEMORANDUM

RECEIVED
LOGISTICAL SUPPORT
DIVISION

APR 13 2016

March 25, 2016

DATE: 3-25-16ITEM: #5

CITY AUDITOR'S OFFICE

TO: Deputy Chief Patty Higgins, Commander, Executive Services Bureau

FROM: Major Karl Oakman, Commander, Logistical Support Division

SUBJECT: Response to Recommendations: KCMO Take Home Vehicle Audit

On 3-22-2016, Captain Don Sight, commander of the Fleet Operations Unit, prepared a memorandum responding to the relevant items and recommendations by the KCMO Auditor Doug Jones. Captain Sight responded to 11 recommendations with detailed and practical comments. Upon review of Captain Sight's response I concur with each comment. In addition to Sight's response I have also identified two other areas of importance.

1. **On page 13, the auditor mentions that only 13 percent of the departments take home vehicles are marked.** This information is provided to contradict the fact that police vehicles provide a police presence in the community. However the auditor mentions in the next paragraph that **almost a fourth of the take-home vehicles use regular Missouri State license plates rather than KCPD plates.** So in fact almost three fourths of KCPD take-home vehicles have a marked KCPD license plate. The majority of these vehicles are unmarked, navy blue in color, contain a spotlight and KCPD plate. This look has always been universally recognized in the community as a police vehicle.
2. The auditor places an emphasis on the increase and percentage of KCPD take-home vehicles. **Between 2011 and 2015, the percentage of the passenger fleet devoted to take-home vehicles grew from 37 to 44 percent.** According to Kansas City Fire Department Fleet operations they listed 235 total vehicles and of those 41 were take-home vehicles. If you remove fire trucks and specialty vehicles, the total goes down to 81 passenger fleet vehicles. So KCFD has 41 out of 81 passenger fleet vehicles that are take-home vehicles. In actuality 50.6 % of KCFD's passenger fleet vehicles are take-home, slightly higher than KCPD.

I recommend the listed information be submitted for comments and approval.

Respectfully Submitted,



Major Karl Oakman #3885

MEMORANDUM

March 22, 2016

RECEIVED

APR 13 2016

CITY AUDITOR'S OFFICE

To: Major Karl Oakman, Commander, Logistical Support Division

From: Captain Don Sight, Commander, Fleet Operations Unit

Subject: Response to Recommendations: KCMO Audit of Department Take-Home Vehicles

The Fleet Operations Unit has reviewed the attached performance audit conducted by the Office of the City Auditor, Kansas City Missouri. The scope of the audit focused on the police department's take-home vehicles and included findings and recommendations.

Performance Audit Recommendations – Department Responses:

- 1) The Chief of Police should determine and report the cost of the take-home vehicle program to the Board of Police Commissioners annually.
 - **The Fleet Operations Unit (FOU) agrees with this recommendation. The FOU currently determines (not inclusive of acquisition/equipping) the average operating costs per mile for department vehicles assigned as take-home as well as vehicles deployed for patrol. (Exhibit A) This information may be made available to the Chief of Police upon request.**

- 2) The Chief of Police should develop and present to the Board of Police Commissioners a comprehensive cost analysis of take-home vehicle provision included in future labor contracts.
 - **The FOU agrees with the recommendation. This directly correlates with the preceding. The average procurement cost in addition to equipment may be integrated into the average operating cost per mile. As KCMO Central Fleet does not gather/track this information, the all-inclusive report should be standardized for use among all KCMO fleet entities to include fire and aviation as well.**

- 3) The Chief of Police should determine annually how frequently each employee assigned a take-home vehicle responds to after-hours emergencies and determine whether the employee's take-home vehicle assignment continues to be warranted.
 - **The FOU agrees with this recommendation in part. Research and Development could develop a department form which the member may utilize to document instances of call back, etc. This information could then be centrally filed within the member's division office for annual access. To the suggestion of whether the assignment would be continually warranted we offer several exceptions. Regardless of the number of call backs one should not discount benefits to the community such as increased police visibility and the public perception thereof. These include increased levels of enforcement as well as the potential for additional back up to assist on duty officers.¹ Most importantly the department's state of readiness to rapidly respond to emergencies or civil disorder is greatly enhanced.**

- 4) The Chief of Police should track costs associated with accidents, damages, injuries, and claims related to the off-duty use of take-home vehicles and include these costs when annually reporting the program's costs.
 - **The FOU recommends Research and Development update the Police Vehicle Report (Form 154 PD) to include a category for the member to indicate on or off duty status. This information could then be maintained and disseminated by the Office of the General Counsel.**

- 5) The Chief of Police should track documented incidents of the non-monetary benefit of take-home vehicles which would not have occurred had the officer been traveling in a private vehicle and report the benefits to the Board of Police Commissioners annually.
 - **Much of this information may be collected as indicated in the response to recommendation number three (3). Many perceptible benefits; however, are not easy to track. Take-home vehicles assist in creating an impression of a heightened police presence which reduces opportunities for criminal activity as well as increasing the number of trained observers on the street who are in a department vehicle with all the necessary equipment.¹**

¹ IACP's Perspectives Series/ Take-Home Cruisers: Issues for Consideration

- 6) The Chief of Police should rotate take-home vehicles among those sharing rotating call-back responsibilities.
 - **The FOU does not agree with the recommendation. Based upon current policy and every division's specific responsibilities there are various factors that affect the rotation of vehicle assignments relative to call back duties. While some department elements are able to rotate a vehicle (Property Crimes Sections) others are unable to do so due to the nature of their position(s) and specialized equipment (TRT, K-9, etc.)**

- 7) The Chief of Police should evaluate the cost and appropriateness of using department vehicles for off-duty employment.
 - **In situations when/if an off-duty employer specifically requests the use of a department owned vehicle in conjunction with an off-duty job/assignment, the department could consider seeking remuneration from the off-duty employer.**

 - **In instances involving take-home vehicles there are both public and department benefits obtained by a member's use of the vehicle. A member utilizing an assigned, take-home vehicle increases police visibility. This also is beneficial to the department as the off-duty member will have access to all the necessary equipment to perform their job in handling any incidents at the off-duty location. This in turn limits the need for on-duty personnel to respond, allowing them to be available to handle police matters elsewhere. Finally in the event of an emergency call out, the department member will be able to respond immediately from the off-duty location.**

- 8) The Chief of Police should evaluate the use of mileage reimbursements and car allowances in lieu of providing a take-home vehicle for some civilian employees.
 - **The FOU agrees with this recommendation. Procedural Instruction 15-04 outlines the steps for a department member to utilize their personal vehicle for official department business.**

9) The Chief of Police should reassign higher mileage vehicles to standby employees and lower mileage vehicles to positions that require substantial driving or specialized equipment.

- **The FOU does not agree with the recommendation. The department currently replaces/issues vehicles based upon its assignment within the department. New(er) vehicles assigned to those with standby responsibilities not only have lower operating costs but most importantly have a far longer life cycle and may be utilized in other assignments even after several years in the initial assignment.**

10) The Chief of Police should mark and use Police Department license plates on take-home vehicles driven by sworn officers.

- **The majority of take-home vehicles utilized by sworn department members are issued police department license plates. Placing state issued license plates on vehicles issued to members with standby responsibilities allows them to utilize their vehicles for out of jurisdiction travel to training, etc. This allows road cars to be available for other department members to utilize for this purpose.**

11) The Chief of Police should evaluate prohibiting transporting non-employees in the take-home vehicles for non-business reasons.

- **The FOU does not agree with the recommendation but acknowledges potential concern regarding liability. Not allowing members with standby responsibilities to utilize their department vehicles in this capacity undermines the most essential reason for the issuance of the take-home vehicle: the ability to respond without delay to call outs and/or other emergency circumstances. There are and have been many instances where department members utilizing a take-home vehicle have assisted and/or responded to situations requiring a police presence.**
- **The FOU was able to garner responses regarding take-home vehicles from two (2) other agencies as indicated below.**
 - **Charlotte Mecklenburg Police Department:**
 - **1392 total vehicles – 628 take-home.**
 - **PD plates on all vehicles with exception of U/C**

- **Members assigned a take-home vehicle may utilize the vehicle off-duty for non-department/personal related activities.**
 - **Members are not required to track how often they are called out or utilize vehicle for official business off-duty, etc.**
 - **Family members may ride in department take-home vehicles off-duty.**
- **Oklahoma City Police Department:**
 - **867 total vehicles – 841 take-home.**
 - **722 vehicles City/PD license plates – 145 vehicles have state issued plates.**
 - **Members do track number of call-backs, etc.**
 - **Take-home vehicles are not allowed for personal use and family members are not allowed to ride in vehicles.**
 - **Vehicles are allowed for off-duty employment relating to security, etc. once approved.**

Additional concerns

The Fleet Operations Unit does not concur with the data presented by the city auditor regarding commuting and personal use of take-home vehicles. In their finding regarding commuting/personal use of assigned take-home vehicles, the city auditor estimated 2.5 million miles or 55% of the total miles driven were for commuting/personal use. It was then estimated that the associated costs were approximately \$1.5 million for the annual period, utilizing the IRS's standard mileage reimbursement rate (\$0.575 per mile). It is the opinion of the FOU the IRS standard mileage reimbursement rate is utilized invalidly in this instance and not applicable. The IRS reimbursement rate is formulated to cover an employee's use of their *personal* vehicle for official business use for items relating to gas, insurance, repairs, oil, tires, etc.¹

¹ IRS Publication 17, Your Federal Income Tax - Chapter 26, Car Expenses.....

The take-home vehicle is maintained, insured, fueled and owned by the department. As such, the FOU has determined the average operating costs (inclusive of those indicated above) associated with both department take-home vehicles and vehicles assigned within the patrol element (Attachment A).

Based upon the average operating cost of \$0.18 per mile attributed to take-home vehicles and utilizing 2.5 million miles as referenced by the city auditor, the FOU determined the associated cost relative to the miles driven was approximately \$450,000 – over *\$1 million less* than the amount estimated utilizing the IRS values presented by the auditor's office. Additionally the average operating cost per mile for vehicles assigned within patrol (\$0.32 per mile) is significantly greater than those of take-home vehicles (77% increase cost per mile).

Summary

The FOU is appreciative of the information and recommendations presented by the Office of the City Auditor. It provides the department an opportunity to seek methods to improve in both the accountability and utilization of available resources.

As indicated by the above referenced information collected from other police agencies, there are various options for consideration regarding the management of a police fleet and the deployment of take-home vehicles. One factor is consistent and arguably the most important: The greater number of trained, sworn department members operating in a police vehicle enhances both visibility and the public perception of safety. In today's volatile, ever changing social climate it is imperative police agencies are ready to provide a rapid response and take-home vehicles play a pivotal role in doing so.



Don Sight

Attachment A

**TOTAL COST OF OPERATION FOR
DEPARTMENT VEHICLES - TAKE HOME ASSIGNMENT
January 1, 2015 to December 31, 2015**

VEHICLE #	YEAR	MAKE	MODEL	ASSIGNMENT	MILEAGE 01/01/2015	MILEAGE 12/31/2016	MILES DRIVEN	MAINT COST	FUEL IN GALLONS	FUEL COST @ \$1.88 GAL.	TOTAL OPERATING COST
13	2009	Ford	CV	SPD Capt	85,494	99,887	14,393	\$459.99	780.81	\$1,467.92	\$1,927.91
22	2015	Chev	Tahoe	Chief	33	24,263	24,230	\$337.49	1,540.35	\$2,895.86	\$3,233.35
47	2014	Ford	Taurus	CPD Capt	1,599	15,334	13,735	\$49.19	701.89	\$1,319.55	\$1,368.74
63	2014	Ford	Taurus	Sp Proj Maj	11,405	35,124	23,719	\$370.41	1,311.07	\$2,464.81	\$2,835.22
98	2008	Ford	F250	Sgt Supply	118,105	134,952	16,847	\$1,295.61	1,629.43	\$3,063.33	\$4,358.94
76	2011	Ford	CV	Trng Maj	48,953	63,003	14,050	\$107.92	785.47	\$1,476.68	\$1,584.60
182	2013	Dodge	Charger	TAC Maj	25,024	44,562	19,538	\$593.06	767.26	\$1,442.45	\$2,035.51
195	2011	Ford	CV	Canine	51,189	68,750	17,561	\$743.52	1,647.59	\$3,097.47	\$3,840.99
300	2008	Ford	F250	Bldg A/Mgr	138,831	160,595	21,764	\$4,559.41	2,098.60	\$3,945.37	\$8,504.78
361	2011	Ford	CV	TRT 1	77,737	108,596	30,859	\$2,842.43	2,234.72	\$4,201.27	\$7,043.70
386	2007	Ford	CV	KC Terror	116,983	129,332	12,349	\$1,333.91	764.58	\$1,437.41	\$2,771.32
388	2013	Ford	Expl	TEU	36,296	71,370	35,074	\$1,034.10	2,228.12	\$4,188.87	\$5,222.97
392	2013	Ford	Taurus	Staff Inspect	28,079	58,931	30,852	\$388.94	1,648.63	\$3,099.42	\$3,488.36
407	2013	Ford	Expl	TEU	35,308	60,953	25,645	\$744.51	1,845.64	\$3,469.80	\$4,214.31
417	2013	Ford	Expl	TRT 3	17,781	30,561	12,780	\$598.46	897.04	\$1,686.44	\$2,284.90
452	2011	Ford	CV	Media Capt	38,639	54,128	15,489	\$343.38	690.30	\$1,297.76	\$1,641.14
472	2013	Ford	Taurus	Homicide	16,425	28,850	12,425	\$75.10	697.89	\$1,312.03	\$1,387.13
490	2013	Ford	Taurus	Robb Capt	19,665	29,754	10,089	\$105.02	590.22	\$1,109.61	\$1,214.63
555	2011	Ford	Fusion	Oper Mgr	41,843	57,305	15,462	\$2,380.36	807.86	\$1,518.78	\$3,899.14
605	2007	Chev	Tahoe	Bldg Op Mgr	95,786	119,795	24,009	\$4,020.24	1,613.69	\$3,033.74	\$7,053.98
630	2011	Kia	Optima	Inf Svc	55,137	69,056	13,919	\$427.88	530.56	\$997.45	\$1,425.33
657	2011	Ford	CV	Trng Capt	43,087	57,151	14,064	\$409.01	779.49	\$1,465.44	\$1,874.45
747	2013	Ford	Expl	TRT 1	16,574	41,660	25,086	\$945.74	1,582.85	\$2,975.76	\$3,921.50
854	2013	Chev	Tahoe	CVI	50,011	72,121	22,110	\$1,139.32	1,952.53	\$3,670.76	\$4,810.08
973	2009	Ford	CV	Homicide	95,289	104,162	8,873	\$1,711.31	557.95	\$1,048.95	\$2,760.26
TOTALS:					1,740,195	474,922	\$27,016.31	30,684.54	\$57,686.94	\$84,703.25	

<u>VEHICLE AVERAGE</u>	
MILEAGE ON VEHICLES:	69,608
MILES DRIVEN PER PERIOD:	18,997
COST OF MAINT. PER PERIOD:	\$1,080.65
COST OF FUEL PER PERIOD:	\$2,307.48
FUEL IN GALLONS PER PERIOD:	1,227.38
TOTAL OPERATING COST PER PERIOD:	\$3,388.13
TOTAL OPERATING COST PER MILE:	\$0.18

**TOTAL COST OF OPERATION FOR
DEPARTMENT VEHICLES - PATROL DIVISION DISTRICT STATIONS
May 1, 2014 - April 30, 2015**

VEHICLE #	YEAR	MAKE	MODEL	ASSIGN	MILEAGE 05/01/2014	MILEAGE 04/30/2015	MILES DRIVEN	MILES PER MINUTE	MAINT COST	FUEL IN GALLONS	FUEL COST @ \$2.34 GAL.	TOTAL OPERATING COST
173	2010	Ford	CV	CPD	34,447	45,284	10,837	0.02062	\$343.52	1,390.74	\$3,254.33	\$3,597.85
319	2013	Ford	Expl	CPD	15,276	31,186	15,910	0.03027	\$1,470.39	1,584.00	\$3,706.56	\$5,176.95
430	2011	Ford	CV	CPD	33,755	49,656	15,901	0.03025	\$1,666.93	2,114.12	\$4,947.04	\$6,613.97
542	2013	Ford	Taurus	CPD	669	20,749	20,080	0.03820	\$802.18	2,002.96	\$4,686.93	\$5,489.11
742	2011	Chev	Caprice	CPD	34,362	47,696	13,334	0.02537	\$2,914.27	1,599.99	\$3,743.98	\$6,658.25
762	2009	Ford	CV	CPD	93,729	115,509	21,780	0.04144	\$1,970.58	2,325.18	\$5,440.92	\$7,411.50
130	2013	Ford	Taurus	EPD	27,520	63,207	35,687	0.06790	\$2,669.33	3,160.30	\$7,395.10	\$10,064.43
155	2010	Ford	CV	EPD	84,704	109,757	25,053	0.04767	\$5,541.39	3,250.23	\$7,605.54	\$13,146.93
408	2011	Ford	CV	EPD	46,964	72,574	25,610	0.04873	\$1,832.18	2,752.91	\$6,441.81	\$8,273.99
773	2013	Ford	Expl	EPD	3,088	33,565	30,477	0.05799	\$1,727.67	2,968.41	\$6,946.08	\$8,673.75
784	2013	Ford	Expl	EPD	5,137	32,330	27,193	0.05174	\$968.08	2,556.82	\$5,982.96	\$6,951.04
977	2009	Ford	CV	EPD	53,598	94,253	40,655	0.07735	\$7,176.98	4,500.42	\$10,530.98	\$17,707.96
5	2008	Ford	CV	MPD	114,220	134,937	20,717	0.03942	\$4,387.51	2,130.51	\$4,985.39	\$9,372.90
366	2011	Ford	CV	MPD	73,142	106,371	33,229	0.06322	\$5,652.26	3,323.96	\$7,778.07	\$13,430.33
427	2011	Ford	CV	MPD	58,719	91,214	32,495	0.06182	\$5,185.21	3,329.94	\$7,792.06	\$12,977.27
443	2013	Ford	Expl	MPD	21,452	44,217	22,765	0.04331	\$2,363.85	2,243.34	\$5,249.42	\$7,613.27
778	2013	Ford	Expl	MPD	2,011	34,557	32,546	0.06192	\$1,285.46	3,170.42	\$7,418.78	\$8,704.24
880	2009	Ford	CV	MPD	112,335	136,206	23,871	0.04542	\$3,883.85	2,635.55	\$6,167.19	\$10,051.04
147	2013	Ford	Taurus	NPD	31,360	66,469	35,109	0.06680	\$1,930.52	3,029.98	\$7,090.15	\$9,020.67
290	2011	Ford	CV	NPD	68,568	105,125	36,557	0.06955	\$4,323.04	4,050.67	\$9,478.57	\$13,801.61
346	2013	Ford	Expl	NPD	30,857	71,710	40,853	0.07773	\$1,576.88	3,778.04	\$8,840.61	\$10,417.49
358	2011	Ford	CV	NPD	60,126	96,643	36,517	0.06948	\$2,812.66	3,219.89	\$7,534.54	\$10,347.20
475	2008	Ford	CV	NPD	146,077	176,133	30,056	0.05718	\$5,507.10	3,246.08	\$7,595.83	\$13,102.93
813	2013	Ford	Expl	NPD	1,488	42,599	41,111	0.07822	\$2,270.85	3,697.36	\$8,651.82	\$10,922.67
105	2010	Ford	CV	SCPD	59,413	89,679	30,266	0.05758	\$3,355.67	3,033.71	\$7,098.88	\$10,454.55
288	2011	Ford	CV	SCPD	67,084	108,216	41,132	0.07826	\$3,048.82	3,574.26	\$8,363.77	\$11,412.59
356	2013	Ford	Expl	SCPD	45,881	92,153	46,272	0.08804	\$3,768.80	3,570.71	\$8,355.46	\$12,124.26
421	2011	Ford	CV	SCPD	25,195	65,795	40,600	0.07725	\$2,345.30	3,870.39	\$9,056.71	\$11,402.01
753	2013	Ford	Expl	SCPD	7,614	38,665	31,051	0.05908	\$741.51	2,564.21	\$6,000.25	\$6,741.76
971	2009	Ford	CV	SCPD	99,798	141,249	41,451	0.07886	\$2,691.81	3,890.61	\$9,104.03	\$11,795.84
230	2011	Ford	CV	SPD	45,868	77,775	31,907	0.06071	\$2,048.14	2,773.27	\$6,489.45	\$8,537.59
313	2011	Ford	CV	SPD	67,233	106,620	39,387	0.07494	\$2,275.38	3,312.05	\$7,750.20	\$10,025.58

333	2009	Ford	CV	SPD	110,875	133,406	22,531	0.04287	\$4,036.91	2,024.21	\$4,736.65	\$8,773.56
368	2011	Ford	CV	SPD	74,894	108,293	33,399	0.06354	\$7,078.19	2,994.93	\$7,008.14	\$14,086.33
788	2013	Ford	Expl	SPD	17,922	66,974	49,052	0.09333	\$1,285.46	4,184.00	\$9,790.56	\$11,076.02
850	2013	Ford	Expl	SPD	3,345	52,201	48,856	0.09295	\$1,459.62	4,190.15	\$9,804.95	\$11,264.57
TOTALS:						2,902,973	1,124,247	2.13898	\$104,398.30	108,044.32	\$252,823.71	\$357,222.01

18 VEHICLE AVERAGE

MILEAGE ON VEHICLES:	80,638
MILES DRIVEN PER PERIOD:	31,229
COST OF MAINT. PER PERIOD:	\$2,899.95
COST OF FUEL PER PERIOD:	\$7,022.88
FUEL IN GALLONS PER PERIOD:	3,001.23
MILES DRIVEN PER MINUTE:	0.05942
TOTAL OPERATING COST PER PERIOD:	\$9,922.83
TOTAL OPERATING COST PER MILE:	\$0.32

Appendix B

City Auditor's Comments on the Police Department's Response

Changes to Police Take-Home Program Could Improve Vehicle Resource Management

City Auditor's Comments on the Police Department's Response

This appendix is the city auditor's written comments on the Police Department's response to this audit. The department's response is Appendix A.

We appreciate the Kansas City, Missouri Police Department's (KCPD's) response to this audit and providing additional information about the take-home vehicles programs for its sister cities, Oklahoma City and Charlotte-Mecklenburg.

We agree with the Oklahoma City take-home vehicle policy that prohibits family members from riding in take-home vehicles. Implementing our recommendation to prohibit transporting non-employees in take-home vehicles would address the potential liability concern acknowledged by KCPD in its response to recommendation 11 and the potential concern raised in the International Association of Chiefs of Police Research Center Directorate *Perspectives* "Take-Home Cruisers: Issues for Consideration" – "What to do with non-law enforcement passengers in the event of police response in an emergency – i.e., family members, friends, or children's car seats." Implementing our recommendation should also make KCPD more responsive in an emergency since they would not have to take time to drop off family members or other non-employees who may be in the take-home vehicle when an emergency arises.

In its response, KCPD states that the average operating cost associated with the department's take-home vehicles is \$0.18 per mile. The department's cost calculation only includes vehicle maintenance and fuel costs. The cost of a vehicle is more than just maintenance and fuel. According to *Government Fleet*, vehicle costs should include acquisition, license, fuel, maintenance, repair, salvage, administration, accidents, inventory, and downtime.¹³

KCPD's response identifies the importance of take-home vehicles in creating a visible presence in the community as does the International Association of Chiefs of Police Research Center Directorate *Perspectives* "Take-Home Cruisers: Issues for Consideration." We agree that marked take-home vehicles can provide a community presence. Charlotte-Mecklenburg uses police department plates on all of its non-undercover take-home vehicles which could increase police visibility. With 87 percent of KCPD's take-home vehicles unmarked, and almost a quarter of these using state license plates, the community may not know that these are police vehicles – which does not contribute to police visibility.

We do not dispute KCPD's judgement that take-home vehicles are a part of community policing efforts and commend Oklahoma City for being able to have 97 percent of its law enforcement fleet consist of take-home vehicles. KCPD acknowledges that budget constraints do not allow every officer to have an assigned take-home vehicle. We believe that implementing our recommendations would allow KCPD to use information to help the department increase community visibility, improve response time in emergencies, mitigate potential liability risks, and more effectively allocate public resources.

¹³ David Schiller, "Lifecycle Management Strategies: Art of Science" *Government Fleet*, May 2007.