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Office of Police Ombudsman 2010 Annual Report “Trust but Verify”

This report shall be produced on an annual basis. It is intended to provide the residents of Spokane and City officials with statistical analysis documenting the number of complaints made against members of the Spokane Police Department on an annual basis.

Pursuant to Spokane Municipal Code Section 04.32.110 (C) (1), (2) the data shall include the number of complaints received by category, disposition and action taken. The report shall also include analysis of trends and patterns and recommendations.

The report is also intended to provide the community and its elected representatives with an opportunity to understand and evaluate the performance of the Office of Police Ombudsman.

The ombudsman is accountable to the Mayor, the City Council, and the people of Spokane. The Office of Police Ombudsman has an obligation to perform in a professional, ethical, and service-oriented manner.

The ombudsman position was created by ordinance in October of 2008 to increase the public's trust in the Spokane Police Department. This will be accomplished by providing independent civilian oversight of law enforcement misconduct complaints which involve members of the Spokane Police Department.

Recognizing that no police department can operate effectively without the trust of the community it serves, the Spokane City Council approved the ordinance which created the Office of Police Ombudsman. The mission of the Office of Police Ombudsman is to provide a professional presence to ensure quality internal affairs investigations of law enforcement misconduct complaints and to provide for a visible independent oversight to reassure the public.

The Office of Police Ombudsman may recommend policies and procedures for review, audit the complaint resolution process, and review and recommend changes in departmental policies to improve the quality of police investigations and practices.

Through these means, the operation and actions of the Spokane Police Department and their officers will become more transparent to the community.

This report is divided into six sections to explain the various functions of the office:

- I. Profile of the Police Ombudsman and Support Staff
- II. The Office of Police Ombudsman
- III. Ordinance Requirements
- IV. Statistical Data for 2010
- V. Recommendations
- VI. 2010 Accomplishments and Next Steps for 2011

I. Profile of the Police Ombudsman and Support Staff

TIM BURNS, POLICE OMBUDSMAN

In August 2009 Tim Burns was appointed Spokane's first Police Ombudsman. Tim is an accomplished professional who takes a realistic, no nonsense approach to problem solving and conflict resolution. Tim is a result driven professional with 36 years of experience in law enforcement, code enforcement, teaching, licensed contracting and conflict resolution. Tim has a reputation as a resourceful problem solver.

Tim is responsible for providing independent civilian oversight to Spokane Police Department in conduct-related matters. Tim works under the direction of Mayor Verner and has prescribed authority through the Municipal Code. Tim frequently meets with the Spokane Police Administration, Spokane Police Department's Internal Affairs Unit, special interest organizations and concerned residents.

Tim is a member of the National Association for Civilian Oversight of Law Enforcement (NACOLE). In 2010 Tim was appointed to the NACOLE Professional Standards Committee.

In 2010 Tim was certified as a Mediator through the Fulcrum Institute of Spokane Washington.

Tim was previously employed by the City of Visalia in California. Tim managed the Neighborhood Preservation Division which included the Code Enforcement Program, the Substandard Housing Program, the Affordable Housing Program, the Administrative Citation and Hearing Program, the Neighborhood Preservation Committee and the Historical Preservation Advisory Committee. Tim was the appointed Project Manager for the CalTrans Context Sensitive Environmental Justice Planning Grant, the City of Visalia Substandard Housing Abatement Fund and the Fox Theatre Exterior Repainting Project.

Tim served as an appointed Hearing Officer for the County of Tulare in California, presiding over land use and zoning violation administrative hearings. In 2009, Tim was elected as a Regional Director for the California Association of Code Enforcement Officers representing 12 Central Valley California Counties.

While employed by the City of Visalia, Tim received 4 Certificates of Appreciation. He was involved in the development of several new municipal code ordinances and text amendments. He has participated in several hiring boards for positions throughout the Central California Region.

In the past Tim frequently dealt with dangerous housing, substandard housing, public nuisance properties and special projects.

Prior to being employed by the City of Visalia, Tim worked for the City of Hollister, California, as Hollister's first full time Code Enforcement Officer. Tim was responsible for development and implementation of the code enforcement program. He was also involved in the development and implementation of the city's relocation ordinance.

Tim graduated from San Jose State University with a Bachelors of Science Degree in the Administration of Criminal Justice with a minor in Sociology. He holds a life time, part-time, California Junior College Teaching Credential and is a certified Mediator and Verbal Judo instructor. He has advanced certifications from the Police Officers Standards and Training Commission (POST) and the California Association of Code Enforcement Officers (CACEO). He has received certification from the California Apartment Association (CAA) as a Certified Residential Manager/Superior Achievement and has a Code Enforcement Credential from the California Association of Building Officials (CALBO). He is a licensed contractor in the State of California.

JENNIFER STUM, ASSISTANT TO THE OMBUDSMAN

Jennifer Stum was appointed to serve as Assistant to the Police Ombudsman in April 2010. Prior to joining the office, Jennifer served Spokane citizens as a volunteer tax preparer and as an administrative intern with the City of Spokane, Office of the Mayor. Jennifer's familiarity with city departments, government agencies, civic organizations and local businesses make her an excellent resource for concerned citizens who contact the Office of Police Ombudsman.

In addition to acting as the primary point-of-contact for citizens calling and visiting the office, Jennifer's regular duties include scheduling appointments, community outreach events, preparation of informational materials, maintenance of the Office of Police Ombudsman website, research of law enforcement best practices, and statistical analysis of police department and complainant data.

Jennifer holds a Bachelors of Business Administration degree in Accounting from Gonzaga University and is currently pursuing designation as a Certified Public Accountant. In addition to work and study, Jennifer enjoys recreational running and spending time with her husband and their two large dogs.

TIM SZAMBELAN, POLICE OMBUDSMAN ATTORNEY

Tim Szambelan grew up in Chehalis, Washington. Chehalis is a small rural town 30 miles south of Olympia, Washington. In 1986, he received his undergraduate degree from Seattle University in Public Administration.

In 1987, he moved to Spokane to attend Gonzaga University School of Law. Tim graduated from the Gonzaga School of Law in 1990.

Upon graduation from law school, Tim worked at the Spokane law firm of Huppini, Ewing, and Anderson & Paul in their Litigation Department.

In 1991 Tim accepted a position with the Spokane City Attorney's Office in the Criminal Division as a prosecutor.

In 1998, Tim transferred to the Civil Division of the City Attorney's Office and currently represents the Ombudsman's office and other Departments within the City. Tim is licensed to practice law in Washington and Arizona.

EDUCATION

1986 SEATTLE UNIVERSITY, Major: Public Administration

1990 Gonzaga University School of Law – Juris Doctoris

BAR ASSOCIATION POSITIONS

Washington State Young Lawyers Division President 1996-1997

Washington State Bar Association – Long Range Planning Committee 1997-1998

Washington Young Lawyer Division Trustee 1994-1996

Spokane County Young Lawyer President 1995-1996

Spokane County Young Lawyer Trustee 1992-1995

ABA Young Lawyer Director – Aspiring Youth Program Washington

II. The Office of Police Ombudsman

MISSION

The Office of Police Ombudsman exist to promote public confidence in the professionalism and accountability of the members of the Spokane Police Department by providing independent review of police actions, thoughtful policy recommendations and ongoing community outreach.

GUIDING PRINCIPLES

The Office of Police Ombudsman will strive to:

- Provide equal, fair and impartial access to the services of the Office of Police Ombudsman without regard to age, race, gender, creed, color, nationality, sexual orientation, or socio-economic standing.
- Insure that all individuals will be treated with courtesy, dignity and respect regardless of their attitude or demeanor.
- Deliver service in a timely, thorough and objective manner.

The Ombudsman believes:

- In the empowerment of all people to solve problems and receive service.
- Individuals must be responsible and accountable for their personal and professional actions and behavior.

CODE OF ETHICS

The Office of Police Ombudsman subscribes to and has adopted the National Association for Civilian Oversight of Law Enforcement's Code of Ethics:

Personal Integrity

Demonstrate the highest standards of personal integrity, commitment, truthfulness, and fortitude in order to inspire trust among your stakeholders, and to set an example for others. Avoid conflicts of interest. Conduct yourself in a fair and impartial manner and recuse yourself or personnel within your agency when significant conflict of interest arises. Do not accept gifts, gratuities or favors that could compromise your impartiality and independence.

Independent and Thorough Oversight

Conduct investigations, audits, evaluations and reviews with diligence, an open and questioning mind, integrity, objectivity and fairness, in a timely manner. Rigorously test the accuracy and reliability of information from all sources. Present the facts and findings without regard to personal beliefs or concern for personal, professional, or political consequences.

Transparency and Confidentiality

Conduct oversight activities openly and transparently providing regular reports and analysis of your activities, and explanations of your procedures and practices to as wide an audience as possible. Maintain the confidentiality of information that cannot be disclosed and protect the security of confidential records.

Respectful and Unbiased Treatment

Treat all individuals with dignity and respect, and without preference or discrimination including but not limited to the following protected classes: age, ethnicity, culture, race, disability, gender, religion, sexual orientation, socioeconomic status or political beliefs.

Outreach and Relationships with Stakeholders

Disseminate information and conduct outreach activity in the communities that you serve. Pursue open, candid, and non-defensive dialog with your stakeholders. Educate and learn from the community.

Agency Self-examination and Commitment to Policy Review

Seek continuous improvement in the effectiveness of your oversight agency, the law enforcement agency it works with, and their relations with the communities they serve. Gauge your effectiveness through evaluation and analysis of your work product. Emphasize policy review aimed at substantive organizational reforms that advance law enforcement accountability and performance.

Professional Excellence

Seek professional development to ensure competence. Acquire the necessary knowledge and understanding of the policies, procedures, and practices of the law enforcement agency you oversee. Keep informed of current legal, professional and social issues that affect the community, the law enforcement agency, and your oversight agency.

Primary Obligation to the Community

At all times, place your obligation to the community, duty to uphold the law and to the goals and objectives of your agency above your self-interest.

ENABLING ORDINANCE

In October of 2008 an ordinance which led to the authorization and implementation of the Office of Police Ombudsman was approved by the Spokane City Council and Mayor Verner. The ordinance can be located in the City of Spokane Municipal Code under Title 04, Chapter 04.32.

In June of 2010 the Spokane City Council amended the Enabling Ordinance, with approval by Mayor Verner, to increase the responsibilities and authority of the Office of Police Ombudsman.

DUTIES AND RESPONSIBILITIES

In summation, the responsibilities and duties of the Police Ombudsman are to:

- Respond to critical incidents and act as an observer;
- Actively monitor all Spokane Police Department complaints and investigations;
- Receive complaints that are alleged to involve employees of the Spokane Police Department;
- Interview Complainants and Witnesses of misconduct allegations upon receipt of a complaint;
- Make recommendations to the Office of the Chief of Police to mediate complaints that involve employees of the Spokane Police Department when appropriate (Revised 2010);

- Mediate complaints when aggrieved parties agree to mediation;
- Attend, observe and participate in Spokane Police Department interviews of Officers, Complainants and Witnesses involving complaints received by the Ombudsman;
- Attend, observe and participate in Spokane Police Department interviews of Officers when the consequences of a misconduct investigation could result in suspension, demotion or termination of an Officer;
- Certify Internal Affairs investigations that are timely, thorough and objective;
- Make statistical observations regarding the disciplinary results of sustained internal investigations;
- Recommend policies and procedures for review or implementation;
- Audit the complaint resolution process and review and recommend changes in Spokane Police Department policies to improve the quality of police investigations and practices;
- Within five business days of case closure of all complaints of a serious matter and all complaints originated by the Office of Police Ombudsman, the Office of Police Ombudsman shall send a closing letter to, and/or conduct a closing interview with, the complainant to summarize the case findings;
- In the event that the Office of Police Ombudsman disagrees with the Mayor's decision regarding a contested matter the Office of Police Ombudsman may interview the Complainant and Non Member Witnesses and conduct an investigation in preparation for completion of a closing report;
- Complete a closing report summarizing the Office of Police Ombudsman's conclusions regarding revisions of any applicable law enforcement policy, training protocol, and/or any law enforcement procedure materially associated with the basis of the complaint received on all complaints received by the Office of Police Ombudsman and all complaints of a serious matter.

III. Ordinance Requirements

MEDIATION (SMC 04.32.030 (D))

Pursuant to Spokane Municipal Code Section 04.32.030 (D), the Office of Police Ombudsman will have the opportunity to make a recommendation for mediation to the Chief of Police prior to investigations. In the event the department, the complainant, and the officer all agree to mediation, that process will be utilized rather than sending the matter on for investigation.

Before mediation occurs, the Office of Police Ombudsman shall provide the complainant with a copy of subsection (D) and obtain a signed statement from the complainant acknowledging that he or she has read and understands that the complaint will be resolved through the mediation process and the investigation into the complaint will be terminated.

Assuming the officer participates in good faith during the mediation process, the officer will not be subject to discipline, and no disciplinary finding will be entered against the officer. Good faith means that the officer listens to all information presented and considers the issues raised by the complainant, and acts and responds appropriately. Agreement with either the complainant or the mediator is not a requirement of good faith. In the event an agreement to mediate is reached and the complainant thereafter refuses to participate, the officer will be considered to have participated in good faith.

As of December 31, 2010, eight complaints received during 2010 were resolved through the mediation process.

ADMINISTRATIVE INTERVIEWS (SMC 04.32.030 (F))

Pursuant to Spokane Municipal Code section 04.32.030 (F), the Internal Affairs Unit will notify the Office of Police Ombudsman of all administrative interviews on all complaints of a serious matter (complaints that could lead to suspension, demotion, or discharge) and all complaints originating at the Office of Police Ombudsman. The Police Ombudsman may attend and observe interviews and will be given the opportunity to ask questions after the completion of questioning by the department.

In 2010, The Police Ombudsman interviewed 76 Complainants through the Office of Police Ombudsman. The Ombudsman also participated with the Spokane Police Department's Internal Affairs Unit in the interviewing of 96 Officers, 16 Complainants and 32 Witnesses.

CRITICAL INCIDENT RESPONSE (SMC 04.32.040)

Pursuant to Spokane Municipal Code Section 04.32.040, in the event an employee of the Police Department is involved as a principal, victim, witness or custodial officer, where death or serious bodily injury results, or where deadly force was used regardless of whether a death or injury resulted, the Police Ombudsman shall be notified immediately and shall act as an observer to any administrative or civil investigation conducted by or on behalf of the Department. The Police Ombudsman and the Chief shall develop the necessary protocols for summoning the Ombudsman to the incident for purposes of firsthand observation and subsequent monitoring of the investigation.

In 2009 a call out procedure was established and implemented by the Office of the Chief of Police to notify the Ombudsman in a timely manner when a Critical Incident occurs.

WHEN A CRITICAL INCIDENT OCCURS:

When the Critical Incident Protocol is invoked, members from the Spokane Police Department, the Spokane County Sheriff's Office and the Washington State Patrol will respond to the location of the incident. These agencies have entered into a mutual agreement to investigate each other's critical incidents. The Critical Incident Protocol can be reviewed at the Office of

Police Ombudsman website (www.spdombudsman.org) in the “Documents and Reports” section.

Immediately after the incident occurs a criminal investigation begins. Upon completion of the criminal investigation, the case is referred to the Spokane County Prosecutor’s Office for review and consideration of any potential criminal violations that may have occurred. The Spokane Police Department’s Internal Affairs Unit conducts an administrative investigation immediately after the criminal case is sent to the Prosecutor. Upon completion of the administrative investigation the case is sent to an Administrative Review Panel (ARP) to review and address questions regarding policy compliance and then to a Deadly Force Review Board (DFRB) to consider issues of tactics, training, investigative follow-up, equipment and any other pertinent issue.

In 2010 the Spokane Police Department was involved in four Critical Incidents requiring the Ombudsman’s notification and response.

1. On Friday, March 26, 2010 at approximately 6:00 am the Ombudsman was notified that a critical incident had occurred at a private residence at 4127 E 36th Avenue in Spokane. A 46 year old male Caucasian shot at Officers who had responded to a probate settlement dispute where one family member had made verbal threats to harm another family member. Officers returned fire, fatally injuring the individual who had shot at them.

The Critical Incident protocol was invoked and the Spokane County Sheriff’s Office led the investigation of this incident. Review of the Investigation by the Prosecutor’s Office determined that the officers’ actions were justified under the circumstances. A Spokane Police Department’s internal review of the incident determined that the incident was handled within the scope of policy, procedures and training.

As a result of the Deadly Force Review Board’s review of this incident training recommendations were made and have been or are in the process of being implemented.

2. On Friday, September 24, 2010, at approximately 8:15 am the Ombudsman was notified of a Critical Incident where a woman had been shot during the serving of a search warrant at 1405 N. Lincoln Street in Spokane. It was determined that the Officer involved in this incident was a Washington State Trooper. The incident was outside the jurisdiction of the Office of Police Ombudsman.
3. On Friday, November 12, 2010, at approximately 3:31 pm the Ombudsman was notified that a Critical Incident had occurred at the intersection of N Monroe and W Indiana in Spokane after police attempted to contact a 29 year old male Caucasian. The male had reportedly fired a shotgun at his father into a nearby residence. When Officers attempted to stop the pickup truck he was driving, he abandoned the truck in traffic and

and ran towards a busy restaurant and on into a close neighborhood. The man fired at least one round in the direction of pursuing officers. Officers returned fire striking and fatally injuring the man.

The Critical Incident Protocol was invoked and the Spokane County Sheriff's Office is currently investigating this incident.

4. On Saturday, December 4, 2010, at approximately 10:04 pm the Ombudsman was notified that a Critical Incident had occurred at the "Special K Bar & Grill" located at 3817 N Market Street in Spokane. Officers responded to a man with a gun call at the business. Upon arrival they located a 34 year old male Caucasian standing in the parking lot of the business. He was pointing a gun at another man. Officers ordered the man to drop the gun. When he failed to comply he was fatally shot.

The Critical Incident Protocol was invoked and the Spokane County Sheriff's Office is investigating the incident.

In all three incidents the fatal confrontations occurred with individuals who were involved in criminal conduct and armed with firearms. In two of the incidents the individuals discharged their weapons at the officers. In the first incident toxicology reports have confirmed that the decedent had drugs in his system at the time of the incident. In the fourth incident toxicology reports have confirmed that the decedent was intoxicated prior to the incident occurring.

RELEVANT CASE LAW REGARDING OFFICERS' ACTIONS

When evaluating the performance of an officer, the following case law must be complied with in all instances.

U.S. Supreme Court *Graham v. Connor*, 490 U.S. 386 (1989): The Fourth Amendment "reasonableness" inquiry is whether the officers' actions are "objectively reasonable" in light of the facts and circumstances confronting them, without regard to their underlying intent or motivation. The "reasonableness" of a particular use of force must be judged from the perspective of a reasonable officer on the scene, and its calculus must embody an allowance for the fact that police officers are often forced to make split-second decisions about the amount of force necessary in a particular situation. Pp. 490 U. S. 396-397.

***Garrity v. New Jersey*, 385 U.S. 493 (1967):** was a case in which the Supreme Court of the United States held that law enforcement officers and other public employees have the right to be free from compulsory self-incrimination. It gave birth to the Garrity warning, which is administered by government employees to officers accused of misconduct in internal and administrative investigations. This warning is issued in a similar manner as the Miranda warning is administered to suspects in criminal investigations.

***Cleveland Board of Education v. Loudermill*, 470 U.S. 532 (1985):** certain public-sector employees can have a property interest in their employment, per Constitutional Due Process.

This property right entails a right to "some kind of hearing" before being terminated -- a right to oral or written notice of charges against them, an explanation of the employer's evidence, and an opportunity to present their side of the story. Thus, the pre-disciplinary hearing should be an initial check against mistaken decisions -- not a full evidentiary hearing, but essentially a determination of whether there are reasonable grounds to believe that the allegations against the employee are true and support the proposed action.

NLRB v. J. Weingarten Inc., 420 U.S. 251 (1975): In 1975, the United States Supreme Court upheld a decision by the Labor Board that employees have a right, protected by Section 7 of the National Labor Relations Act, to insist upon union representation during an investigatory interview by the employer, provided the employee "reasonably believes" the interview "might result in disciplinary action. The Supreme Court explained that this right arises from Section 7's "guarantee of the right of employees to act in concert for mutual aid and protection." The right has been applied to unionized workforces and is limited to situations in which an employee specifically requests representation. An employer is not required to advise the employee of this right in advance, and it applies only to investigatory meetings and not to meetings when, for example, the employer communicates a decision regarding a disciplinary matter.

Whether the belief that discipline might result from the interview is reasonable is based on "objective standards" and upon an evaluation of all the circumstances. If the employee does have a reasonable belief that discipline may result from the interview, the employer must grant the request, dispense with the interview, or offer the employee the option of continuing the interview unrepresented or not having an interview. If an employer refuses to allow union representation but goes ahead with the interview, or if the employer disciplines the employee for refusing to participate in the interview after denying the employee union representation, the employer has committed an unfair labor practice in violation of the National Labor Relations Act.

In review of the three Critical Incidents in 2010 that Spokane Police Officers were involved in, it is the Ombudsman's opinion that police personnel responded in a professional, necessary and appropriate manner in these three incidents.

It is important for the community to recognize that Officers did not create the circumstances that led to the demise of the three individuals who perished in these three separate Critical Incidents in 2010.

While it is a reasonable expectation that members of the police department be accountable for their actions, we must also demand that members of our community be responsible for their behavior and accountable for their actions.

In 2011, the Office of Police Ombudsman will be reviewing all Fatal Incidents that directly involve members of the Spokane Police Department. The Office will issue public reports on the incidents.

COMMUNITY OUTREACH (SMC 04.32.050)

Pursuant to Spokane Municipal Code Section 04.32.050 the Ombudsman shall develop and maintain a regular program of community outreach and communication for the purpose of listening to, and communicating with the residents of Spokane on matters subject to the Ombudsman's jurisdiction.

OUTREACH EFFORTS

In 2009, satellite offices were established at the East Central, Northeast and West Central Community Centers to provide community outreach while attempting to minimize the cost and inconvenience to members and visitors of the community. The Ombudsman maintains regular office hours at the three community centers on Wednesdays. Please contact the Office of Police Ombudsman to confirm the specific hours.

In 2010, satellite office hours were established on a monthly basis at the House of Charity, the Spokane Transit Authority Plaza located in downtown Spokane and at the NATIVE Project. Please contact the Office of Police Ombudsman for specific dates and times.

In 2010 the Ombudsman met with the following organizations:

- The House of Charity
- The League of Women Voters
- The Peace and Justice Action League of Spokane, 3 times
- The Spokane Police Guild
- The State of Washington American Civil Liberties Union (ACLU) Assistant Director

In 2010 the Ombudsman attended the following meetings and events:

- 28 Spokane City Council Meetings, 2 Town Hall Meetings and the City Council Retreat
- 9 Spokane Community Assembly Meetings
- 55 Neighborhood Council Meetings were attended including nine for the Hillyard Neighborhood Council and nine for the West Central Neighborhood Council. In 2010 the Ombudsman attended 21 of the 27 neighborhood councils offered meetings.
- 4 Spokane Human Rights Commission Meetings
- 3 Spokane Police Advisory Committee Meetings
- 2 West Central Public Safety Committee Meetings
- The Community Assembly Retreat
- Holmes Elementary School Junior Achievement Day
- The Native American Youth Leadership Camp presented by the NATIVE Project
- The Northeast Community Center Awards Presentation
- The West Central Community Center Neighborhood Day Festival (Information Booth), Coats 4 Kids Coats Distribution **and** Winter Festival Dinner
- Holmes Elementary 6th Grade Graduation Party
- The East Central Community Center Coats 4 Kids Coats Distribution **and** Santa Toy Give Away.
- The Spokane Homeless Coalition "Food for Thought" Community Dinner
- The Hispanic Heritage Festival

In 2010 the Ombudsman provided presentations to:

- The Spokane County Bar Association
- The Democratic Women's Club
- The North Indian Trail Neighborhood Council
- KTRW Radio, "Spokane This Week"
- The Rockwood Neighborhood Council
- The Downtown Exchange Club
- COPS Leadership
- Two ITT Institute Criminal Justice Classes
- St. Mark's Lutheran Church
- The Greater Morgan Acres Neighborhood Association
- The COPS Board of Directors
- Spokane Police Department Leadership
- The Engineers Forum of Spokane
- COPS Southeast
- Spokane Police Detectives
- The Community Assembly
- Spokane Police Patrol Officers (during the various shift briefings)
- "Your City" with Mayor Verner, Channel 5
- The Spokane Valley Kiwanis Club
- The Spokane City Human Rights Commission
- The Friends of Eastern State Hospital Information Booth
- The Chief Garry Park Neighborhood Council
- The League of Women Voters Annual Dinner
- The Hillyard Neighborhood Council
- Spokane's Speaker's Corner
- A Council Connection show with Council Member Corker, Channel 5
- The Women's Hearth
- A Nevada Lidgerwood Neighborhood Council Meeting
- The Heritage Congregational Church
- An Eastern Washington University Masters in Public Administration Class

PROFESSIONAL TRAINING (SMC 04.32.070)

Pursuant to Spokane Municipal Code Section 04.32.070, the Ombudsman shall continue his/her education throughout the period of employment as the Ombudsman in subjects consistent with the responsibilities of employment. At a minimum, such training shall include:

- A training program in police procedures and orientation to the Spokane Police Department, including at least one ride along with the police within six months of appointment; and
- Completion of the Spokane Police Department's Citizen Academy within one year of appointment

TRAINING RECEIVED

In 2010 the ombudsman attended:

- The United States Ombudsman Association National Conference and Advanced Legal Writing Seminar in Dayton, Ohio
- The National Association for Civilian Oversight of Law Enforcement Conference in Seattle, Washington
- Interest Based and Child Custody and Family Law Mediation Training by the Fulcrum Institute in Spokane, Washington

- Excited Delirium and other Mental Health related training presented by the Spokane Police Department
- Use of Force reporting, Excited Delirium Update, Fatal Incident Protocol, Search Warrant and Legal Update training presented by Spokane Police Department
- Writing Documents in Plain Talk presented by the City of Spokane
- Crowd Control training presented by Spokane Police Department
- Situational Training for the Media presented by Spokane Police Department
- Spokane Regional Tourism Ambassador training presented by the Spokane Regional Convention and Visitor's Bureau
- Escalating Violence in the Work Place presented by the City of Spokane
- Recognizing Bullying presented by the City of Spokane
- "Intimate Partner Violence and Stalking. How to respond to it" training presented by the City of Spokane
- Performance Assessment Review training presented by the City of Spokane
- Sexual Harassment Prevention and Disability Awareness training presented by the City of Spokane

Due to budgetary constraints the Spokane Police Department did not offer a Citizens Academy in 2010. As a result the Ombudsman has been invited to attend future police in-service and leadership training classes the Department intends to offer.

In 2010, the Ombudsman participated in six different ride alongs on various shifts with Spokane Police patrol personnel.

REPORTING REQUIREMENTS (SMC 04.32.110)

Pursuant to Spokane Municipal Code Section 04.32.110 (C), the Ombudsman shall make a monthly report to the Mayor, the Chief of Police and the Public Safety Committee. In addition, the Ombudsman shall make an annual report to the City Council during a City Council meeting.

The report shall contain:

- statistical analysis documenting the number of complaints by category, disposition, and action taken;
- analysis of trends and patterns;
- recommendations.

REPORTING

In 2010, 12 monthly reports were made to the Mayor, Public Safety Committee Members and to the Chief of Police through the Public Safety Committee reports. The Public Safety Committee is comprised of City Council President Shogan (Chair) and Council Members Apple, McLaughlin and Snyder. The Public Safety Committee meets in Spokane City Hall Conference Room 5 A on the third Monday of each month at 1:30 pm. Public Safety Committee Meetings are open to the public. The Office of Police Ombudsman Report presented to the committee

contains information from the previous month and can also be located on the website for the Office of Police Ombudsman (www.spdombudsman.org) under “Documents & Reports.”

The 2009 Annual Report was presented to the City Council on Monday, April 12, 2010.

The 2010 Annual Report was presented to the Spokane City Council on Monday, March 7, 2011 during the 6:00 pm Legislative Session.

IV. Statistical Data for 2010

PERSPECTIVE

In 2010, Officers from the Spokane Police Department made a minimum of **134,615 contacts** with individuals in the community. In 2010 the contacts resulted in:

- 4,391 Arrests;
- 2,472 Warrants Being Served;
- 19,863 Citations Being Issued.

These numbers are intended to provide a perspective on the number of public contacts made by members of the Spokane Police Department in 2010. These numbers **are not intended** to minimize the significance of complaints made against officers and received by the Office of Police Ombudsman or the Spokane Police Department’s Internal Affairs Unit.

COMPLAINT CLASSIFICATIONS

While the primary focus of the Ombudsman’s Office has been to ensure that complaints received are investigated in a timely, thorough and objective manner this responsibility is one of several duties the Office of Police Ombudsman performs on a daily basis. The Office spends a significant amount of time assisting people who have questions regarding the actions of the Spokane Police Department.

For the purpose of documentation the Office of Police Ombudsman defines civilian interactions in one of the following terms:

CONTACT - Most contacts are received through phone calls. Many of the contacts do not rise to the level of a complaint or inquiry but typically involve general information questions such as: *How do I obtain a restraining order? Is panhandling against the law? Who can I contact for assistance with an imminent eviction? How can I retrieve a driver’s license that was not returned during a traffic stop?*

FORMAL COMPLAINT - A “formal complaint” is an allegation received from a citizen alleging conduct by a Spokane Police Department employee which, if sustained would

constitute a violation of law or the policies and/or procedures of the Spokane Police Department.

INQUIRY - This classification may only be made by the Chief of Police or the Chief's designee. An Inquiry is a matter which constitutes a question involving Spokane Police Department policies, procedures, points of law or other issues not pertaining to misconduct.

NOTE: Information received by the Office of Police Ombudsman is submitted to the Spokane Police Department Internal Affairs Unit for classification. Based on a case-by-case review of the information provided, complaints will either be classified as a Formal Complaint or Inquiry pursuant to Spokane Municipal Code Section 04.32.030. In the event that the Ombudsman disagrees with the classification the matter is subject to review by the Chief of Police and, if necessary, the Mayor.

FINDINGS

In 2010 pursuant to Spokane Municipal Code Section 04.32.030, the Office of Police Ombudsman certified 60 Internal Affairs Unit investigations as timely, thorough and objective. The Ombudsman determined that two investigations did not meet the threshold for certification and the Ombudsman declined to certify those investigations. Information relating to the two investigations that were not certified can be located in the December 2010 Public Safety Committee Report on Office of Police Ombudsman website (www.spdombudsman.org) under "Documents and Reports."

In 2010, the Office of Police Ombudsman appealed one complaint that was classified as an Inquiry by the Chief of Police. Mayor Verner reviewed the appeal and directed the Police Department to conduct further investigation. Upon completion of the additional investigative work the investigation was certified by the Office of Police Ombudsman. Information relating to the Ombudsman's appeal and the Mayor's finding can be located in the July 2010 Public Safety Committee Report on the Office of Police Ombudsman website (www.spdombudsman.org) under "Documents and Reports."

INTERNAL AFFAIRS COMPLAINTS RECEIVED IN 2010

In 2010, the Spokane Police Department Internal Affairs Unit received 132 complaints. Pursuant to Spokane Municipal Code Section 4.32.030 (E), 53 of those complaints were classified by Assistant Chief Nicks as Inquiries. The remaining 79 were classified as formal complaints and were investigated, mediated, or are in the process of being investigated

INTERNAL COMPLAINTS

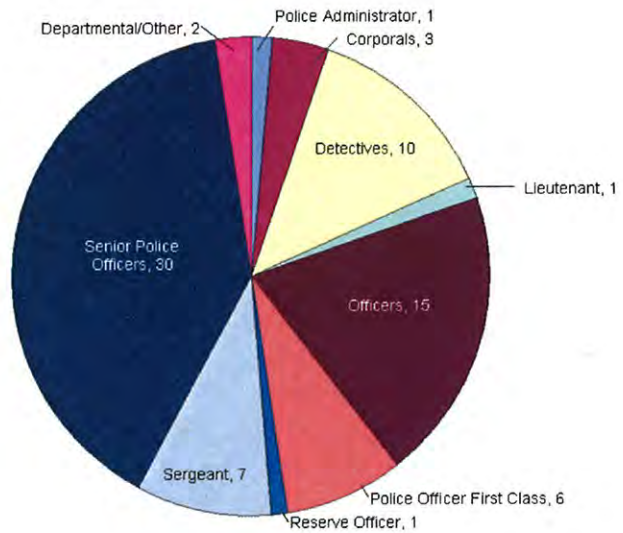
In 2010, 11 of the 79 complaints assigned for investigation were internally generated (typically by police supervisors) and involved 2 civilian employees, 1 volunteer, 2 Officers, 3 Senior Police Officers, 1 Detective, 1 Police Officer 1st Class, and 1 Sergeant.

Internal complaints included allegations of tardiness, pot-stirring, and poor demeanor among others.

CITIZEN COMPLAINTS (including OMBUDSMAN RECEIVED COMPLAINTS)

Sixty-eight **citizen** complaints were assigned for investigation in 2010. Forty, approximately 59%, originated through the Office of Police Ombudsman.

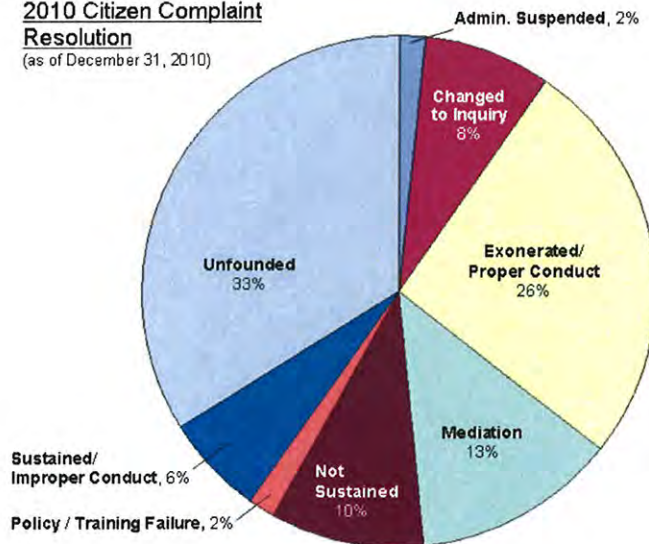
These 68 citizen complaints involved 76 different employees of various ranks. Senior Police Officers received 30 complaints; Officers received 15 complaints.



In 2010, citizen complaint allegations were resolved through the following process (six complaints remained open as of December 31, 2010):

- One complaints was Administratively Suspended due to inability to contact the complainant after multiple attempts.
- Five complaints were Changed to Inquiry after additional review determined the complaints to be policy related.
- Sixteen complaints were Exonerated (previously Proper Conduct) meaning the investigation discloses that the alleged act occurred, but that the act was justified, lawful and/or proper.
- Eight complaints were resolved through Mediation as an alternative to the investigation, adjudication and disciplinary process.
- Six complaints were Not Sustained meaning the investigation disclosed that there was insufficient evidence to sustain the complaint or fully exonerate the employee.
- One complaint was due to Policy/Training Failure meaning deficiency in training was the cause of the alleged act.

2010 Citizen Complaint Resolution
(as of December 31, 2010)



- Twenty-one complaints were Unfounded meaning the investigation disclosed that the alleged act(s) did not occur or did not involve department personnel.
- Four cases were Sustained (previously Improper Conduct) meaning the investigation disclosed sufficient evidence to establish that the act occurred and that it constituted misconduct.

Due to the use different reporting periods, there are some variations within the statistical data provided by the Spokane Police Department Internal Affairs Unit and the Office of Police Ombudsman. The Internal Affairs Annual Report (Attachment B) includes information through their reporting date of Monday, February 21, 2011 while the Office of Police Ombudsman report includes data available through December 31, 2010.

For additional analysis of citizen complaints, see Office of Police Ombudsman Attachment A.

OMBUDSMAN RECEIVED COMPLAINTS

During 2010, the Office of Police Ombudsman was contacted 456 times for a variety of reasons. Of the 456 contacts, 77 were forwarded to the Internal Affairs Unit for classification and assignment; 26 were classified as Inquiries, 40 were classified as complaints, and 11 were previously investigated, referred, or resolved through other means.

The 40 ombudsman-received complaints assigned for investigation resulted in the following 76 misconduct allegations:

- Abuse of Authority (1)
- Demeanor (18)
- Excessive Force (5)
- Failure to Mirandize (2)
- Failure to Report Domestic Violence (3)
- Harassment (6)
- Improper Search (5)
- Inadequate Response (22)
- Obstruction of Justice (1)
- Racial Profiling (2)
- Rendering Criminal Assistance (1)
- Stop/Stand in Roadway (1)
- Unlawful Arrest (2)
- Unlawful Detention (2)
- Unlawful Search (2)
- Untruthfulness (2)
- Violation of Constitutional Rights (1)

EXCESSIVE FORCE COMPLAINTS

In 2010, thirteen excessive force complaints were received involving 12 different officers. None of the Excessive Force complaints received in 2010 were sustained. In each case the Internal Affairs investigations revealed that the accused Officers performed within the scope of their legal authority and within department policies, procedures and training.

DISCIPLINE

In 2010, 79 complaint investigations resulted in various members of the Spokane Police Department receiving some level of discipline. The sanctions imposed by the Chief of Police, as reported by the Internal Affairs Unit, were:

- 1 Retirement/Resignation in lieu of termination;
- 3 Suspensions;
- 1 Letter of Reprimand;
- 2 Verbal Reprimands; and
- 1 Employee Receiving Counseling.

Sanctions imposed as a result of vehicle collisions are discussed later in this report.

For a comprehensive statistical overview of the Spokane Police Department Internal Affairs Unit's statistical data analysis for 2010, please refer to the Attachment B provided by the Spokane Police Department.

OTHER STATISTICS OF INTEREST

TASER USE

In 2010, Spokane Police Officers used the taser 32 times in 26 incidents in the performance of their duties. In each instance the use of the taser was determined to be necessary, appropriate and used within the scope of department policies, procedures and training.

The Office of Police Ombudsman and the Spokane Police Department's Internal Affairs Unit did not receive any complaints regarding the use of the taser in 2010.

DEADLY FORCE

In 2010 Spokane Police Officers were involved in three critical incidents requiring the use of Deadly Force (See "Critical Incidents" on page 8). In 2010, no complaints were received as a result of these incidents.

SPECIAL WEAPONS AND TACTICS (SWAT) CALL OUTS

In 2010 there were 42 call outs of the Special Weapons and Tactics (SWAT) Team. No complaints were received by the Office of Police Ombudsman or the Spokane Police Department Internal Affairs Unit related to SWAT deployments.

SEARCH WARRANTS EXECUTED

In 2010, the Spokane Police Department served 281 search warrants.

The Office of Police Ombudsman received two complaints regarding the execution of search warrants. The Spokane Police Department's Internal Affairs Unit did not receive any complaints regarding the execution of search warrants.

DOMESTIC VIOLENCE

In 2010 Spokane Police Officers responded to 6,446 Domestic Violence calls.

One complaint was received by the Office of Police Ombudsman when the responding officers failed to document the event with a report. The Spokane Police Department Internal Affairs Unit did not receive any complaints regarding officer response to domestic violence calls.

VEHICLE PURSUITS and ACCIDENTS

In 2010 members of Spokane Police Department were involved in 90 vehicle pursuits. The results/consequences of the pursuits were:

- 42 Suspects were arrested
- 22 Suspects escaped
- 4 Suspects collided with a citizen's vehicle
- 3 Suspects were forcibly stopped
- 4 Suspects surrendered
- 9 Pursuits were terminated by the pursuing officer(s)
- 6 Pursuits were terminated by a supervisor

In 2010, 49 members of the Spokane Police Department were involved in 58 collisions. Investigation of the collisions revealed that:

- **17 collisions were through Legal Intervention** (approximate repairs costs were \$57,291.75 for Legal Intervention collisions);
- **16 collisions were Not Preventable** (approximate repairs costs were \$56,059.09 for Non Preventable collisions);
- **25 collisions, 43%, were determined to have been Preventable** (approximate repairs costs were \$51,925.30 for Preventable collisions).
- **No collisions resulted in serious injury to a civilian.**
- **One collision resulted in a serious injury to a member of the Spokane Police Department.**

As a result of preventable vehicle accidents: 20 employees received an oral reprimand or counseling, 1 employee received shift level counseling, and 3 employees received written reprimands.

MENTAL HEALTH RESPONSE

In the 2009 Annual Report presented to the Spokane City Council on April 12, 2010 the Office of Police Ombudsman recommended to the Office of the Chief that the Police Department document the number of police encounters with individuals who displayed symptoms of "Excited Delirium" and report the number to the Public Safety Committee on an annual basis. The purpose of this recommendation was to quantify the actual number of encounters and review how the situations were resolved to assess future training needs.

In 2010, Spokane Police Officers responded to 580 incidents involving citizens with mental illness or disability. Of those incidents:

- 287 contacts required no enforcement action,
- 268 contacts resulted in the citizen being transported to a medical or mental health facility,
- 23 contacts resulted in the citizen being arrested and incarcerated in a Spokane County jail facility, and
- 2 individuals contacted exhibited symptoms of “Excited Delirium”.*

** The revision in tracking to include “Excited Delirium” cases occurred on September 22, 2010, and as a result the number of “Excited Delirium” cases only reflects the occurrences for the fourth quarter of 2010. All other listed totals within this section are for the complete year.*

ANALYSIS of TRENDS and PATTERNS

VEHICLE ACCIDENTS

In 2010 legal interventions involving police vehicles occurred 17 times. The average for the previous 5 years was 13 legal interventions annually. In 2008 and 2009 there were 10 legal interventions each year.

The current policy regulating vehicle pursuits is under review by police management.

COMPLAINTS

In 2010 the Office of Police Ombudsman received several inquires regarding law enforcement actions taken in response to street musicians, open-carry firearm possession, concealed weapons permits, and medicinal marijuana use. Although none of these contacts resulted in sustained complaint findings, the Ombudsman believes that these issues may become more prevalent and may require additional consideration for training and policy discussions.

V. Recommendations

The following training recommendations were made to the Office of the Chief of Police for consideration in 2010:

2010 Recommendations

As new patrol vehicles are purchased rear seat belts be a mandatory equipment requirement in the purchase, and when those vehicles are phased into patrol for use, that those officers assigned to those vehicles be required to seat belt prisoners when transporting them.

SPD Response

Recommendation not adopted due to financial constraints and safety concerns.

Corporal guidelines on photographing victims of sexual crimes	Captain Scalise is developing a section in the Patrol Standard Operating Procedures manual and training has been added to the new Corporal training program.
Policy/procedure is put in place to address parental/legal guardian notification in instances where a weapon is displayed to a juvenile during the detention process.	Will be addressed on a case by case basis due to privacy rights and varying circumstances. Addressed at roll call training.
Notification of the circumstances for a student's detention to the principal of the school the student(s) attend(s) in the event that the detention occurs during school hours.	Will be addressed on a case by case basis due to privacy rights and varying circumstances. Addressed at roll call training.
The police department be proactive in making high schools and junior high school administrations aware of the training curriculum and proactively pursue providing this training to all of the students who attend those schools.	Training previously developed. The Spokane Police Department recently sent a letter to the Superintendent of Schools encouraging presentation of this program to school staff.
Policy restricting use of cell phones by police while driving	Policy already exists; e-mail sent to Senior Staff as reminder
Request that dispatchers not have citizens step outside to check on calls involving possible violence	Notification to SPD dispatchers explaining issue and concerns as well as direction to not continue practice (if ongoing)
Training for Patrol on Noise ordinance issues as it relates to street performers	Captain Scalise has provided appropriate training to Patrol.
Training for officers in release of information to employers not directly involved in police event (example: traffic ticket notification to employer)	Officers notified that absent a legitimate business concern, business owners should not be advised of enforcement action taken against their employees.
Neighborhood Resource Officers work with and notify COPS shops volunteers when they will be off for extended leave	Expectation forwarded to all Neighborhood Resource Officers.

RECOMMENDATIONS FOR 2011

In 2011 the City of Spokane and the Spokane Police Guild will be engaged in contract negotiations. In an effort to increase transparency regarding actions taken by members of the police department the following recommendations have been made to the Office of the Mayor and the Office of the Chief of Police for consideration in 2011:

IN CAR VIDEO

Video cameras have been available for use in police cars since the 1980s. However video cameras became more commonly used in the 1990s. According to the United States Bureau of

Justice, 60% of police departments and 66% of sheriff' offices now use video cameras in their vehicles

In Car Video Cameras have been proven to be beneficial to law enforcement in many ways such as:

- Increased Public Opinion
- Resolving Citizen Complaints
- Improved Officer Safety

With regards to resolving complaints against officers the International Association of Chiefs of Police conducted a study in 2002 and found that when an event was recorded, 96.2% of officers accused of misconduct were exonerated by the recording. Only 3.8% of complaints were substantiated by the recordings.

In car cameras provide for an unbiased account of the event and allow for viewing of what actually occurred. Minor complaints regarding an officer's conduct during a traffic stop can be reviewed and dealt with in a factual manner and addressed appropriately when video exist.

The Ombudsman recognizes that there is a significant cost in recommending the installation of in car video equipment. However if the goal is to increase public trust through transparency then the cost for installation versus the value gained makes the cost priceless. Conceptually this is risk management at its most basic level.

The Ombudsman's recommendation is that serious consideration needs to be given to the installation of in car video equipment into police cars. This needs to be a high priority for the Office of the Mayor, the Office of the Chief of Police and for the Police Guild during contract negotiations in 2011. The Ombudsman recommends that an inner disciplinary committee be formed to develop an implementation plan.

For additional information regarding this recommendation please refer to Office of Police Ombudsman Attachment C.

TASER VIDEO

In August 2010, reports from all incidents where the taser was used in 2009 were placed on the Office of Police Ombudsman web site in a redacted format for community review. In June of 2010 the Office of Police Ombudsman seated an 11 member Ad Hoc Committee to study the "Best Practices" use of taser nationally, regionally and locally. While committee members made a good faith effort to move forward with the project, the Committee stalled and was not able to generate the momentum necessary to complete the project.

As a result, the Office of Police Ombudsman researched the use of tasers and established the following facts:

- In 2009 the taser was applied 32 times in 27 incidents.
- In 2010 the taser was used 32 times in 26 incidents.
- In 2009 and 2010 no complaints were received from individuals who were tased or from anyone witnessing the event.
- When used appropriately the taser is a necessary and valuable tool for law enforcement.
- The use of taser can reduce the number of injuries to officers and those being tased.
- In reviewing the reports where the taser was used in 2009 it was apparent that, if the taser had not been available for officer use, in at least two specific situations deadly force may have been necessary to gain control of the situation.

The use of taser will continue to generate conversation in the community and remain a point of contention for some. **Recognizing the community's demand for police accountability the Office of Police Ombudsman is recommending that video cameras be installed on tasers used by police personnel to insure that tasers are used only when necessary and appropriate.**

While there is significant cost associated with this recommendation the benefits derived far exceed the costs associated with implementation. The value of transparency and accountability is priceless.

MANDATORY CHEMICAL TESTING

When an officer is involved in a Critical Incident there is no requirement for the involved officer(s) to submit to a chemical test unless there is evidence that the officer(s) may be under the influence.

As a "Best Practice" the Ombudsman is recommending that when an officer(s) is involved in a Critical Incident the officer(s) be required to submit to a chemical test as soon as practical after the incident.

INTERVIEWING OF OFFICERS INVOLVED IN CRITICAL INCIDENTS

When a Critical Incident occurs the involved officer(s) immediately becomes a person(s) of interest in the ensuing Criminal Investigation.

Officers, like civilians, are entitled to exercise their 5th Amendment Constitutional Right which protects an individual against abuse of government authority in a legal procedure. The Fifth Amendment protects officers, like civilians from being forced to incriminate themselves. Officers, like civilians, have the legal right to refuse to answer a question because the response could provide self-incriminating evidence of an illegal conduct.

Based on the current Spokane Police Guild Fatal Incident Protocol Settlement; when an officer is involved in a fatal incident an interview of the officer may not be requested within the first 48 hours after the incident has occurred.

While this agreement serves the interest of Guild members, it is counterproductive to promoting trust and confidence throughout the community immediately after a fatal incident has occurred. While officers are entitled to invoke their 5th Amendment Constitutional Rights to remain silent, having to wait 48 hours before a voluntary interview can be requested presents the appearance of impropriety and a perception of collusion between the investigating agency and the officer(s) being investigated.

When a Law Enforcement Officer uses deadly force, the public has a right to expect that a thorough and neutral investigation will be conducted of the incident and that all parties shall be held accountable for their actions. It is the officers' decision on whether to participate in a voluntary interview once advised of the potential legal ramifications.

How these situations are investigated will have an immediate effect as well as long range effects on how the community will perceive all involved agencies.

It is the Ombudsman's recommendation that voluntary interviews be requested to take place as soon as practical after the incident has occurred.

INTERNAL AFFAIRS INVESTIGATION FINDINGS

The past practice of the Spokane Police Department has been to seal internal affairs investigations when the Office of the Chief has determined that no misconduct occurred. While this is a past practice it is not a legal requirement and as such **the Ombudsman recommends that the City of Spokane negotiate with the Police Guild as required by law to allow for all completed internal affairs investigations to become public records in a redacted format.**

Regardless of the "good faith" efforts currently being made to explain to complainants how their complaint was investigated and how the Chief's decision was arrived at, without being able to actually share the written file, the complainant is not able to see all the time, effort and resources that have been expended to thoroughly investigate their complaint. As a result, the current process for closing interviews is dysfunctional and ineffective.

SPOKANE POLICE DEPARTMENT POLICY AND PROCEDURE MANUAL

In an effort to increase transparency the Ombudsman is recommending that the Police Department Manual be placed on the Police Department website in a redacted format.

TAKE HOME VEHICLES

During a Public Safety Committee meeting in 2010 a discussion took place regarding the cost associated with police take home vehicles. Several members of the police department who are on-call and subject to callback have been authorized to take their assigned vehicles home. The costs for vehicle maintenance, fuel and insurance is paid for through the police department budget.

In 2010 Chatham Consulting completed a fleet survey regarding police vehicle cost, Refer to Attachment D for specifics. The study established that in 2009 the police department had 234 assigned vehicles. There were 109 employees authorized in 2010 to take their assigned vehicles home (46%). Personnel authorized to take their vehicles home are:

1. All personnel above the rank of Sergeant
2. All investigative personnel
3. 16/34 Police Sergeants who may be called out
4. All K-9 officers
5. Neighborhood Resource Officers
6. Traffic officers who ride motorcycles during the riding season
7. Civilians who have call out duties

In 2009, 53 employees who were assigned take home vehicles were called out. This is about half of the personnel who were assigned take home vehicles in 2009.

The cost of maintaining and fueling the 109 take home vehicles in 2009 was approximately \$ 348,000.00 (\$ 240,000.00 for maintenance and \$ 108,000.00 for fuel).

Take home vehicles for most police personnel are a luxury the community can no longer afford. While on call employees clearly benefit from having access to a vehicle to commute in at no expense to themselves, the fleet study suggests that there is a significant cost to the community to provide this benefit to police personnel and little benefit to the community.

The current policy and practice in place which permits specific personnel to take their assigned vehicle home has been in place for a number of years. It is clearly a "past practice" and may be a "property right" issue requiring contract negotiations to change.

The Ombudsman makes the following recommendations to address the concerns regarding take home vehicles:

1. Police Administration conduct an internal study to identify which employees currently assigned take home vehicles have a direct response obligation to a call out.
2. Once identified, a call out policy be developed that meets the needs of the community and department while reducing the cost to the community.
3. A discussion be held between the respective bargaining units during 2011 contract negotiations to begin the conversation on resolving this concern.

To review the Spokane Police Department Take Home Vehicle Study in its entirety, please refer to the Attachment D provided by the Spokane Police Department.

V. 2010 Accomplishments and Next Steps for 2011

2010 Accomplishments were:

- The relocation and opening of the Office of Police Ombudsman to “The Old City Hall” building located at 221 N Wall Street, Suite 238.
- The launching of the Office of Police Ombudsman website.
- The hiring of Jennifer Stum as the Assistant to the Police Ombudsman.
- The development and implementation of a mediation process to assist in complaint resolution.
- A policy review of the use of tasers by the Spokane Police Department in 2010 to ensure that the Best Practices are being utilized.
- The Creation of an Ad Hoc Committee to provide input to the Office of Police Ombudsman regarding the use of taser.
- The addition of monthly satellite office locations at the House of Charity, The NATIVE Project and the STA Plaza.
- Spokane City Council revision of the enabling ordinance for the Office of Police Ombudsman and approval by Mayor Verner to increase the authority and responsibilities of the Office of Police Ombudsman.

While considerable effort has been expended and visible progress has been made in 2010, the Office of Police Ombudsman continues to be a work in progress. The “Next Steps” for 2011 include:

- The ongoing, day-to-day evaluation of the Spokane Municipal Code ordinance regulating the Office of Police Ombudsman to insure that the ordinance is providing the tools necessary and appropriate to perform the duties as Police Ombudsman in an effective and efficient manner.
- Clarify the role of the Police Ombudsman in Critical Incidents. Recognizing that Spokane Police Department has entered into an agreement with the Spokane County Sheriff’s Office and the Washington State Patrol to investigate each others’ Critical Incidents clarification of the Ombudsman’s role in the Critical Incidents process needs to be refined. Recognizing that the Ombudsman’s jurisdiction is limited to Spokane Police Department clarification is required to determine whether the lead investigating agency will cooperate with the Office of Police Ombudsman by providing reports and answering questions related to Spokane Police Department Critical Incidents being investigated.
- In 2011 the Office of Police Ombudsman will issue reports on the three Critical Incident fatalities that occurred in 2010.
- In 2011 the Office of Police Ombudsman will receive and review all resisting arrest reports and audit the reports for any trends or patterns and for any potential training needs or opportunities.

CLOSING REMARKS

The Annual Report is titled "Trust but Verify". The dictionary defines trust as; assured reliance on the character, ability, strength, or truth of someone or something or one in which confidence is placed. Verify is defined as; to prove to be true by demonstration, evidence, or testimony; confirm or substantiate.

The Annual Report is intended to provide the people of Spokane and City officials with statistical analysis documenting the number of complaints made against members of the Spokane Police Department on an annual basis.

The reader has been provided with the statistical information necessary to provide the reader with an opportunity to formulate their own opinions and conclusions regarding the performance of members of the police department in 2010.

Respect is defined as; to feel or show honor or esteem for; hold in high regard; to consider or treat with deference or dutiful regard or to show consideration for.

Based on the statistical data for 2010 the Ombudsman's opinion is that members of the Spokane Police Department performed their duties exceptionally well in 2010.

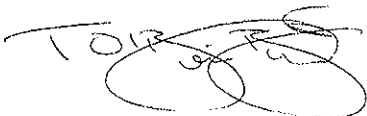
In two instances that come to mind, officers who were off duty put themselves in harms way in the interest of public safety. The first situation occurred during the annual Hoopfest event on June 27, 2010. An off duty Detective followed a shooting suspect after a confrontation occurred between rival gang members and a gun was fired. The Detective followed one of the suspects on foot and remained in contact with 911 until the suspect could be taken into custody by responding officers.

The second situation occurred on October 14, 2010 at approximately 4pm. A man entered the Washington Trust Bank at 1900 West Francis. A witness called police to report a possible bank robbery, and provided a physical a description of the suspect. The suspect fled the bank on a bicycle. While off duty and returning home, a Sergeant responded to the area and located the suspect. The Sergeant pulled his patrol car in front of the suspect, who then struck the patrol car. When the suspect fell to the ground, a gun flew across the sidewalk.

The Sergeant was the able to arrest the suspect without further incident.

Trust and respect are difficult to earn and easy to lose. Based on their performance, members of the Spokane Police Department have earned the Ombudsman's respect in 2010. I hope that after careful review of the information provided the Police Department has earned the respect of the Community as well.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Burns", with a stylized flourish underneath.

Tim Burns
Police Ombudsman

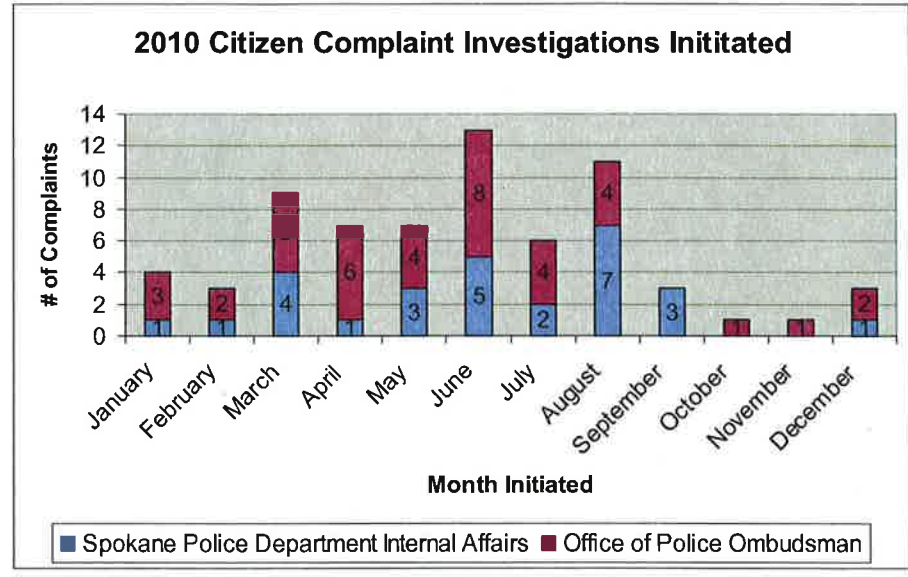
Citizen Complaint Analysis

In 2010, the Spokane Police Department conducted 79 investigations into allegations of employee misconduct. Sixty-eight of these investigations were the result of citizen complaints and examined below.

2010 Citizen Complaints Overview

In 2010, 68 citizen complaints were investigated by the Spokane Police Department Internal Affairs Unit. The chart to the right shows the number of investigations initiated each month in 2010 and includes complaints originating through the Spokane Police Department and the Office of Police Ombudsman.

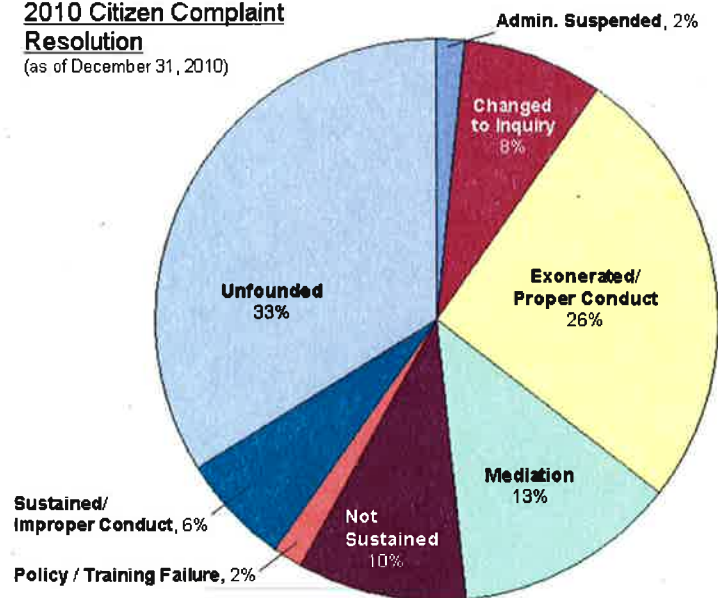
Due to time required for classification, in some cases investigations may not have initiated in the same month that complaints were received.



In 2010, 68 citizen complaints were investigated by the Spokane Police Department Internal Affairs Unit. Six investigations remained open at the end of 2010. The chart to the right shows the resolution of the 62 investigations that were closed as of December 31, 2010.

For a description of complaint findings please see page 17 of the Office of Police Ombudsman 2010 Annual Report.

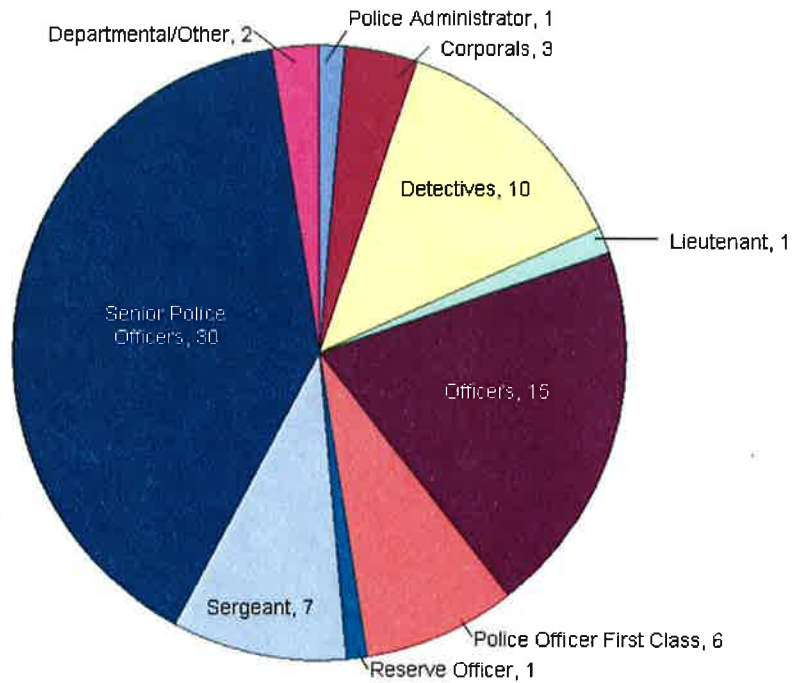
2010 Citizen Complaint Resolution
(as of December 31, 2010)



Citizen Complaints by Officer Information

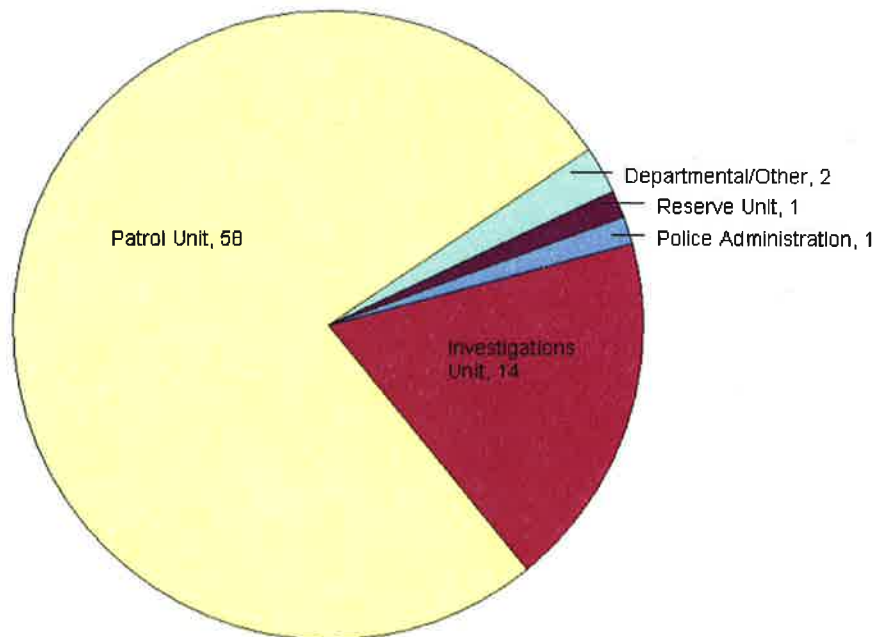
In 2010, 68 citizen complaints were received involving 76 employees of the Spokane Police Department. The chart to the right shows the distribution of officers involved in citizen complaints by rank at the time of the incident.

Citizen Complaints by Officer Rank



In 2010, 68 citizen complaints were received involving 76 employees of the Spokane Police Department. The chart to the right shows the distribution of officers involved in citizens' complaints by unit assignment at the time of the incident.

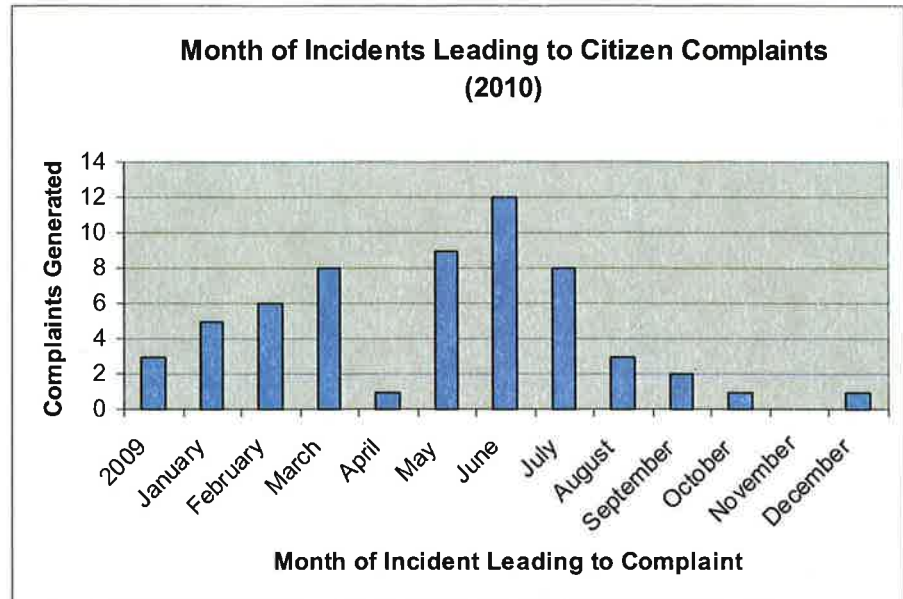
Citizen Complaints by Officer Assignment



Month and Time of Incidents Resulting in Citizen Complaints

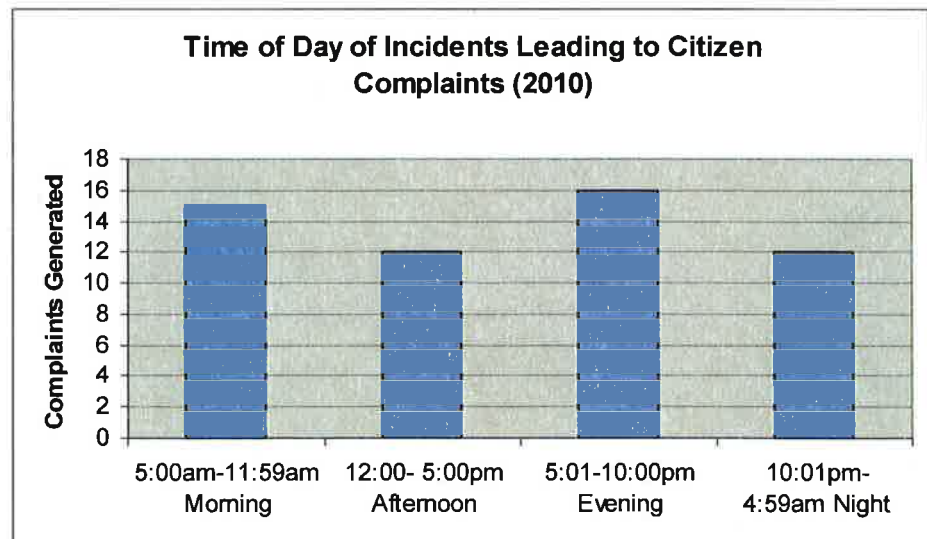
The chart to the right shows the month of incident occurrences that led to 59 of the 68 citizen complaints received in 2010. Data was not available for 9 of the citizen complaints received during this time period.

The highest rate of occurrences leading to complaints occurred in the early summer months with the highest spikes of 12 occurrences in the month of June.



The chart to the right shows the time of day of incident occurrences that led to 55 of the 68 citizen complaints received in 2010. Data was not available for 13 of the citizen complaints received in this time period.

The highest rate of occurrences leading to complaints occurred in the evening (16 complaints regarding incidents between 5:01 pm and 10:00 pm) however distribution of complaints was fairly even across time of day.



**SPOKANE POLICE DEPARTMENT
INTERNAL AFFAIRS**

2010 Internal Affairs Report

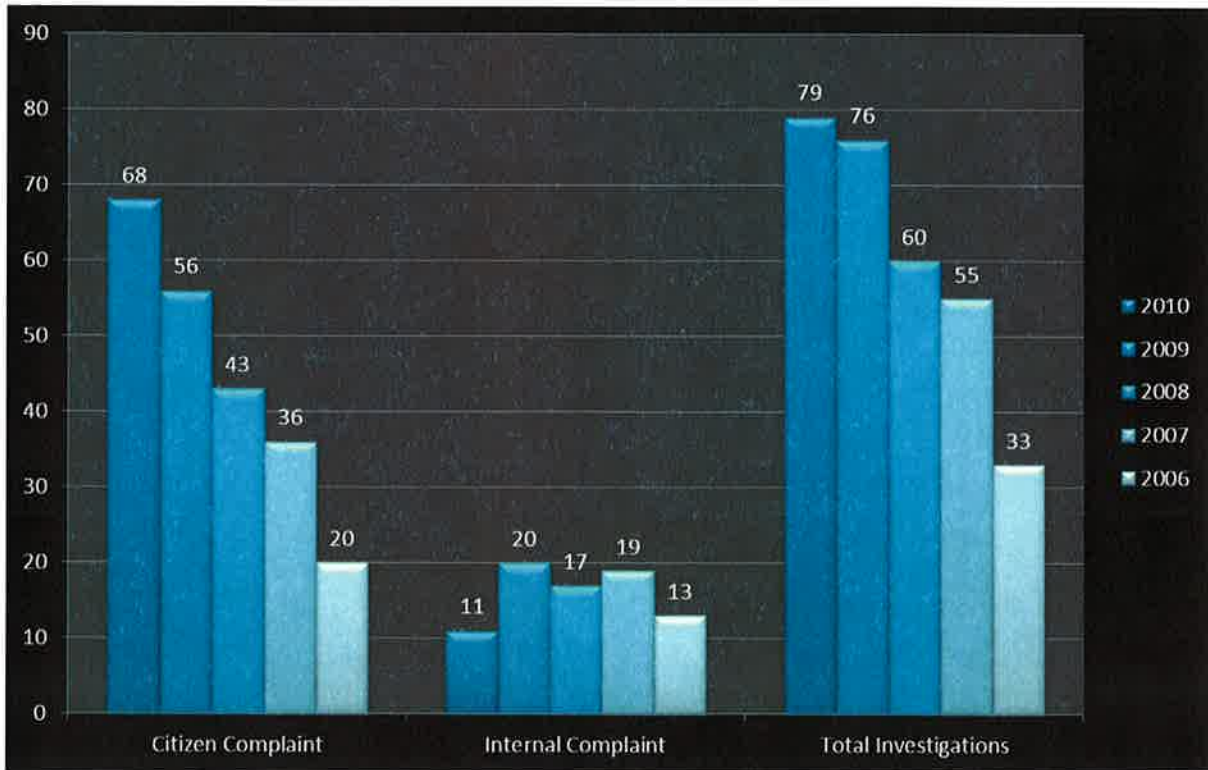
2010 TOTAL REFERRALS TO INTERNAL AFFAIRS

	Received through IA	Received through OPO	Total
# Inquiries	27	26	53
# Investigations	39	40	79

TOTAL INVESTIGATIONS

	Citizen Complaint	Internal Complaint	Total Investigations
2010	68	11	79
2009	56	20	76
2008	43	17	60
2007	36	19	55
2006	20	13	33
Total	223	80	303
Average	45	16	61

Officer Involved Shootings
3
2
0
4
0



INVESTIGATIONS INITIATED BY THE OFFICE OF THE POLICE OMBUDSMAN (OPO)

	Total Investigations	Total from OPO	% from OPO
2010	79	40	51%
2009	76	10	13%

**SPOKANE POLICE DEPARTMENT
INTERNAL AFFAIRS**

2010 Internal Affairs Report

TOTAL INVESTIGATIONS CONTAINING THE FOLLOWING ALLEGATIONS

	2010	2009	2008	2007	2006
Total Investigations Per Year	79	76	60	55	33
Bias/Biased Policing	0	2	0	0	0
Conduct Unbecoming	2	1	1	3	0
Crime	3	1	1	1	3
Demeanor	29	20	22	14	11
Excessive Force	13	15	9	10	8
False/Untruthful Statements	3	1	2	2	1
Harassment	6	2	3	1	1
Insubordination	0	1	0	0	0
Lack of/Inadequate Response	20	23	9	9	4
Neglect of Duty	0	0	2	0	0
Policy Violation	18	17	18	22	15
Racial/Gender Profiling	3	1	1	2	1
Sexual Assault/Harassment	0	1	1	0	0
Unlawful/Improper Search/Entry/Arrest/Detention	9	11	7	5	3

Note: Multiple officers and multiple accusations may be investigated within each complaint. Because of this, multiple allegations may be counted within the same investigation. The cumulative totals for each year will differ when compared to the annual totals.

INVESTIGATIONS CONTAINING THE FOLLOWING FINDINGS

	2010	2009	2008	2007	2006
Total Investigations Per Year	79	76	60	55	33
Exonerated (previously Proper Conduct)	23	32	32	22	13
Unfounded	24	14	10	8	4
Not Sustained (previously Insufficient Evidence)	7	5	4	4	1
Administratively Suspended	3	4	1	1	3
Changed to Inquiry	7	2	0	1	3
Settled by Mediation (does not apply prior to 2009)	9	1	0	0	0
Policy/Training Failure	3	3	1	1	0
Sustained (previously Improper Conduct)	8	20	17	20	13

**SPOKANE POLICE DEPARTMENT
INTERNAL AFFAIRS**

2010 Internal Affairs Report

SANCTIONS BASED ON TOTAL INVESTIGATIONS WITH IMPROPER CONDUCT FINDINGS

	2010	2009	2008	2007	2006
Total Investigations with Sustained Findings	8*	20	17	20	13
Termination	0	2	0	0	2
Retired/Resigned	1	0	1	4	0
Suspension	3	3	4	5	4
Letter of Reprimand	2	8	5	4	2
Verbal Reprimand	1	7	2	1	0
Counseling	1	0	5	5	4

*In one case the employee resigned prior to completion of the investigation (not included). In a second case the employee resigned after the investigation was complete, prior to a finding.

PERCENTAGE OF INVESTIGATIONS RESULTING IN DISCIPLINE

	2010	2009	2008	2007	2006
Total Investigations Per Year	79	76	60	55	33
Total Investigations Resulting in Discipline	7*	20	17	20	13
% of Investigations with Sustained Findings	10%	26%	28%	36%	39%

*In one case the employee resigned after the investigation was complete, prior to a disposition being imposed.

SUSTAINED FINDINGS WERE FOR THE FOLLOWING ALLEGATIONS

Some case files have multiple allegations and multiple officers. This chart shows the total number of sustained findings within the total investigations indicated per year.

	2010	2009	2008	2007	2006
Total Investigations with Sustained Findings	7	20	17	20	13
Conduct Unbecoming	1	1	0	2	0
Crime	1	1	0	0	0
Demeanor	2	3	3	2	3
False/Untruthful Statements	0	0	0	2	1
Insubordination	0	1	0	0	0
Lack of/Inadequate Response	3	7	2	4	2
Neglect of Duty	0	0	1	0	0
Policy Violation	8	8	11	12	9
Sexual Assault/Harassment	0	1	0	0	0
Unlawful/Improper Search/Entry/Arrest/Detention	0	1	0	0	0

*In one case, an employee resigned prior to completion of the investigation (not included).

**SPOKANE POLICE DEPARTMENT
INTERNAL AFFAIRS**

2010 Inquiry Report

2010 INQUIRIES

	Received through IA	Received through OPO	Total
# Inquiries	27	26	53
# Investigations	39	40	79
<i># Investigations Changed to Inquiry</i>	3	4	7
Total Referrals	66	66	132
% Changed to Inquiry	23%	23%	45%

**SPOKANE POLICE DEPARTMENT
INTERNAL AFFAIRS**

2010 Sustained Findings Report

TOTAL I.A. INVESTIGATIONS

	Citizen Complaints	Internal Complaints	Total Investigations per Year
2010*	68	11	79
2009	56	20	76
2008	43	17	60
2007	36	19	55
2006	20	13	33

SUSTAINED FINDINGS

	Total Cases with Sustained Findings	Total Investigations per Year	% with Sustained Findings
2010*	9*	79	11%
2009	20	76	26%
2008	17	60	28%
2007	20	55	36%
2006	13	33	39%

* Two employees resigned in lieu of termination

CITIZEN COMPLAINTS

	Total Citizen Complaints with Sustained Findings	Citizen Complaint Total	% Citizen Complaints with Sustained Findings
2010	5	68	7%
2009	6	56	11%
2008	4	43	9%
2007	5	36	14%
2006	4	20	20%

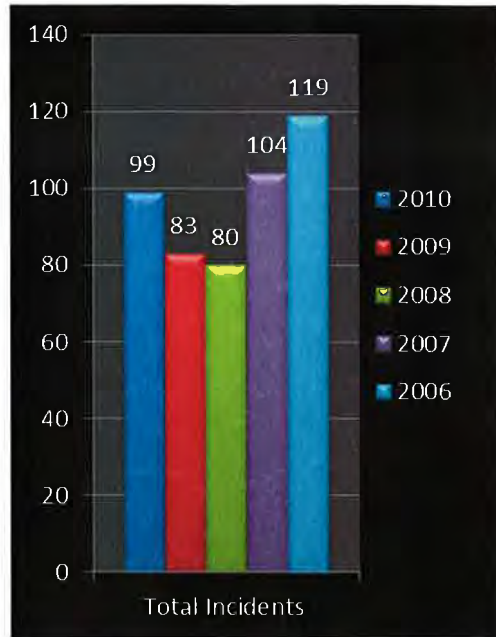
INTERNAL COMPLAINTS

	Total Internal Complaints with Sustained Findings	Internal Complaint Total	% Internal Complaints with Sustained Findings
2010	4*	11	36%
2009	14	20	70%
2008	13	17	76%
2007	15	19	79%
2006	9	13	69%

* 2 employees resigned in lieu of termination

**SPOKANE POLICE DEPARTMENT
INTERNAL AFFAIRS
2010 Use of Force Report**

	Total Incidents with Force Used
2010	99
2009	83
2008	80
2007	104
2006	119
Average	97



TOTAL APPLICATIONS OF FORCE

The total number of “applications” of force differs from the total number of “incidents” with force because multiple officers who used force may have been involved in each incident.

	2010	2009	2008	2007	2006	Average
Verbal	106	78	70	68	86	82
Neuro-muscular Controls	10	6	7	12	21	11
OC/Chemical Application	1	1	5	5	0	2
Leverage Techniques	39	31	29	33	39	34
Restraint Devices	43	32	23	30	33	32
Takedown Techniques	51	35	40	36	48	42
Arrest Tactics	63	49	40	43	46	48
Drive Stun M26 Taser	11	18	11	15	29	17
Fired M26 Taser	21	14	15	13	13	15
Physical Pursuit Tactics	10	1	7	8	7	7
Level 1 Carotid Neck Restraint	20	21	11	10	13	15
Level 2 Carotid Neck Restraint	18	22	10	13	16	16
Level 2 Tactics	0	1	1	1	4	1
K9 Deployment	25	23	21	39	33	28
Intentional Discharge of Firearm	2	2	3	6	6	4
(animal, beanbag round, etc. – does not include officer involved shootings)						
Total	420	334	293	332	394	355

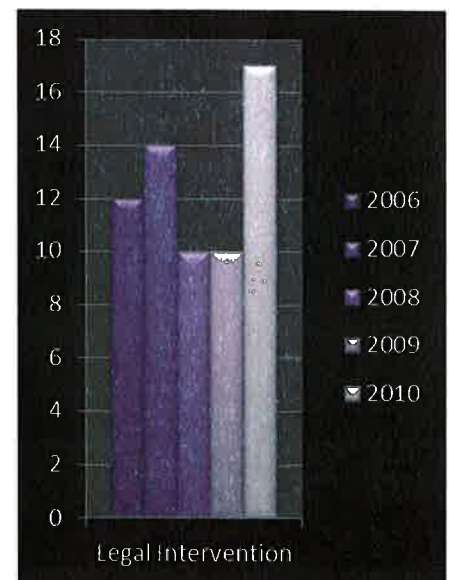
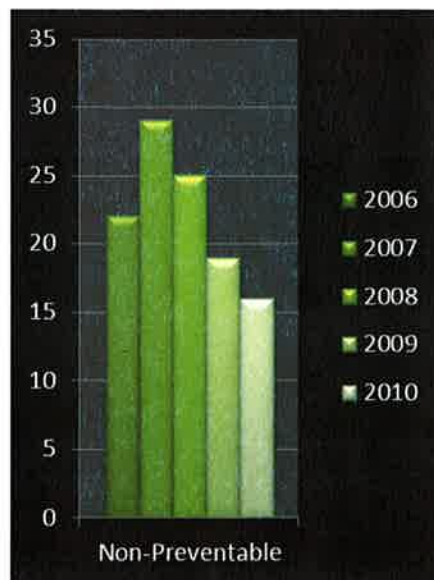
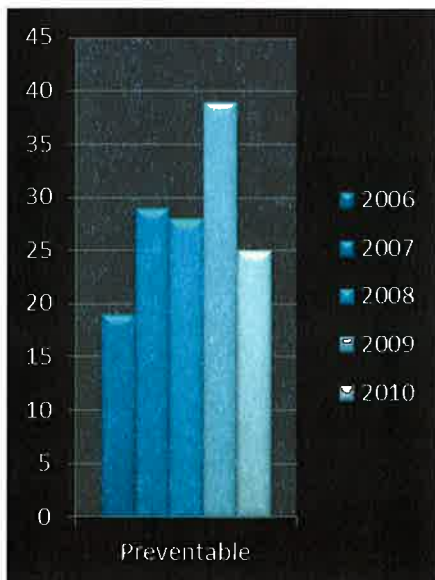
**SPOKANE POLICE DEPARTMENT
INTERNAL AFFAIRS
2010 Collision Report**

TOTAL COLLISIONS

	Total Collisions
2010	58
2009	66
2008	61
2007	66
2006	45
Average	59

COLLISION FINDINGS

	Preventable	Non-Preventable	Legal Intervention
2010	25	16	17
2009	39	19	10
2008	28	25	10
2007	29	29	14
2006	19	22	12
Average	28	22	13



Office of Police Ombudsman In Car Video Recommendation

In car camera technology for law enforcement vehicles has become increasingly common. According to the United States Bureau of Justice, 60% of police departments and 66% of sheriff' offices now use video cameras in their vehicles. Similarly, a 2004 International Association of Chiefs of Police (IACP) In Car Camera Study found that 97 % of the citizens polled across the U.S. supported the use of in-car cameras for law enforcement.

In Car Video cameras have many proven benefits to law enforcement including:

- Enhancing officer safety,
- Advancing prosecution/case resolution,
- Reducing agency liability,
- Simplifying incident review,
- Enhancing new recruit and in-service training,
- Improving agency accountability,
- Improving community/media perceptions of law enforcement,
- Enhancing officer performance and professionalism, and
- Assessing use of force and other police/citizen interactions

With regards to resolving complaints against officers the International Association of Chiefs of Police conducted a study in 2002 and found that when an event was recorded, 96.2% of officers accused of misconduct were exonerated by the recording. Only 3.8% of complaints were substantiated by the recordings.

While budget limitations will always be a factor, it is the opinion of the Office of Police Ombudsman that given increasing concern regarding law enforcement's interaction with the community in conjunction with available data from the National Law Enforcement Officers Memorial Fund indicating a 37% increase in line-of-duty deaths in 2010, that implementation of an in-car video program needs to be a high priority for the Office of the Mayor, the Office of the Chief of Police and for the Police Guild during contract negotiations in 2011.

The Ombudsman recognizes that there is a significant cost in recommending the installation of in car video equipment. However if the goal is to increase public trust through transparency then the cost for installation versus the value gained makes the cost priceless. Conceptually this is risk management at its most basic level. To facilitate the creation of this program, the Office of Police Ombudsman recommends that an interdisciplinary committee be formed to develop an implementation plan.

POLICY COMPONENTS

In 2008, the Spokane Police Department researched and tested the use of in car video (also referenced as "Mobile Audio Video") within their fleet. The intention of the program was to "assist and compliment uniformed officers in the performance of their duties by providing an unbiased visual and/or audio record of certain activities and to supplement the reporting

process.” Although a policy was developed and adopted, lack of funding prevented the project from being implemented.

While cost may prohibit implementation of an In Car Video Program within the Spokane Police Department in 2011, there is opportunity to develop a solid foundation for the program through review and improvement of the current policy. For that purpose, the Office of Police Ombudsman recommends the following policy considerations for use of in car video:

Data Capture/ Video Activation

Current Spokane Police Department policy requires the activation of the Mobile Audio Video (MAV) system in the following situations:

- (a) All field contacts involving actual or potential criminal conduct, within video or audio range, which includes:*
 - 1. *Vehicular pursuits.*
 - 2. *Suspicious vehicles.*
 - 3. *Arrests.*
 - 4. *Pedestrian checks.*
 - 5. *DUI investigations including field sobriety tests.*
 - 6. *Consensual encounters.*
 - 7. *Responding to an in progress call.*
- (b) All self initiated activity in which an officer would normally notify the Combined Communications Center.*
- (c) Any call for service involving a crime where the recorder may aid in the apprehension and/or prosecution of a suspect, such as:*
 - 1. *Domestic violence calls.*
 - 2. *Disturbance of peace calls.*
 - 3. *Offenses involving violence or weapons.*
- (d) Any other contact that becomes adversarial after the initial contact in a situation that would not otherwise require recording.*
- (e) Any other circumstances where the officer believes that a recording of an event would be appropriate.*

The Office of Police Ombudsman agrees that this language should be maintained but would like to include specific language in sub section (a) to include “all vehicle stops for traffic violations”.

Documentation

Any incident that was recorded with either the video or audio system shall be documented in the officer’s report. If a citation was issued, a notation shall be placed on the back of the records copy of the citation that the incident was recorded.

Retention

Current Spokane Police Department policy states that all video media not booked in as evidence be “retained for as long as any crime may be charged based on the events or communications or conversations recorded or for a minimum of one year, whichever is longer.” This is noticeably longer than in other regional jurisdictions. For example, while state law dictates that law enforcement in car video be stored and retained until the adjudication of all related criminal, civil or administrative cases, Seattle’s alternate retention date is only 90-days.

While the current retention rate is ideal for the purposes of the Office of Police Ombudsman (given time restraints on filed complaints), there is cost associated with this extended retention cycle. It is the opinion of the Office of Police Ombudsman that the current policy relating to retention of in car video be maintained in its present state.

Review of In Car Video Recordings

Current Spokane Police Department Policy dictates that in car video recordings may be reviewed in the following situations:

- (a) By a supervisor for performance review or investigating a specific act of officer conduct.*
- (b) By a department detective after approval of a supervisor who is participating in an official investigation, such as a personnel complaint, administrative inquiry or a criminal investigation.*
- (c) By department personnel who request to review their own recordings (a written request is required).*
- (d) By court personnel through proper process or with permission of the Chief of Police or his/her designee.*
- (e) By media personnel with permission of the Chief or his/her designee except that (no sound or video recording may be made available to the public until final disposition of any criminal or civil litigation which arises from the event or events which were recorded (RCW9.73.090(1)(c)).)*
- (f) Recordings may be shown for the purposes of training value. If an involved officer objects to the showing of recording, his/her objection will be submitted to staff to determine if the training value outweighs the officer’s objection for not showing the recording.*

Consistent with other jurisdictions, Spokane’s in car video policy does not allow for the use of video to randomly “spot-check” officer performance. If video is reviewed in conjunction with a citizen’s complaint, investigation, or pending court case and violations of Department policy are observed, appropriate corrective action may be taken in regard to those violations.

TOPICS FOR COMMITTEE CONSIDERATION

To facilitate implementation of a Spokane Police Department In Car Video program within a reasonable amount of time, the Office of Police Ombudsman has recommended that an

interdisciplinary team of City employees be convened during 2011 to study various feasibility issues. At minimum, this team should consist of representatives from Police Department, Risk Management, City Legal and the Office of Police Ombudsman.

The Office of Police Ombudsman suggests the following topics for study by the interdisciplinary team:

Installation Funding

In 2008, the Spokane Police Department determined that it would cost approximately \$415,000 for equipment and \$500,000 for server improvements and software required for storage and editing of the in car video. Prior to adding the cost of full-time employees required to administer the program, the total approximate cost to implement the fleet with in-car video was approximately \$1,000,000.

Given the passage of time, current and planned changes in the make-up of the patrol fleet (i.e. transition away from Crown Victorias), and technology changes it is likely that these estimates have increased although an updated quote was not available at the time of this report.

Ongoing Funding and Resources

Any system purchased will carry a staffing commitment for system selection, installation, and training. In the long term, staff time will be required for system and data management, records redaction and on-going maintenance.

Recurring costs may also include:

- Staff time for initial and recurring training
- Full-time staff needed for maintenance and redaction
- Replacement costs

Technical Specifications

In 2008, the Spokane Police Department met with vendors from several companies to evaluate options for in-car video systems. SPD tested COBAN, ICOP, and L3 video systems in approximately 40 fleet vehicles. The systems were installed and run for approximately three months each.

Technical issues regarding the data quality standards, preferred upload methods, and the type of data management system should be considered by the interdisciplinary team. Several procedural issues related to specific responsibilities of officers, supervisors, and program supervisors will need to be resolved once a specific system is selected.

In regard to technical specifications, committee members may benefit from attending the Law Enforcement and Emergency Services Video Association's Annual Mobile Video Summit which will take place in Coeur d'Alene in October 2011.

Implementation Timeline

The ombudsman recommends that all marked units used for patrol be outfitted with digital video cameras by December 31, 2012.

Integrity of Recording

The integrity of in-car video and audio recordings is crucial to the usefulness of the data for evidentiary purposes and for resolving misconduct allegations. Current Spokane Police Department policy dictates - Only in exceptional circumstances will original video media be booked into evidence. The exceptions would include a major event such as a homicide or as directed by the Shift Commander or a member of staff.

While the current policy provides instruction on the treatment of video as evidence, on-going changes in case-law and best practices make; particularly as it relates to the use of in-car video as part of a larger risk management plan. As recently as January 2011, the Department of Justice has sought comments on new standards cover testing, rules of evidence, and other performance standards for in-car digital video systems.



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[RCWs](#) » [Title 9](#) » [Chapter 9.73](#) » [Section 9.73.090](#)

[9.73.080](#) » [9.73.090](#) » [9.73.095](#)

RCW 9.73.090

Certain emergency response personnel exempted from RCW 9.73.030 through 9.73.080 — Standards — Court authorizations — Admissibility.

(1) The provisions of RCW ~~9.73.030~~ through ~~9.73.080~~ shall not apply to police, fire, emergency medical service, emergency communication center, and poison center personnel in the following instances:

(a) Recording incoming telephone calls to police and fire stations, licensed emergency medical service providers, emergency communication centers, and poison centers;

(b) Video and/or sound recordings may be made of arrested persons by police officers responsible for making arrests or holding persons in custody before their first appearance in court. Such video and/or sound recordings shall conform strictly to the following:

(i) The arrested person shall be informed that such recording is being made and the statement so informing him shall be included in the recording;

(ii) The recording shall commence with an indication of the time of the beginning thereof and terminate with an indication of the time thereof;

(iii) At the commencement of the recording the arrested person shall be fully informed of his constitutional rights, and such statements informing him shall be included in the recording;

(iv) The recordings shall only be used for valid police or court activities;

(c) Sound recordings that correspond to video images recorded by video cameras mounted in law enforcement vehicles. All law enforcement officers wearing a sound recording device that makes recordings corresponding to videos recorded by video cameras mounted in law enforcement vehicles must be in uniform. A sound recording device that makes a recording pursuant to this subsection (1)(c) must be operated simultaneously with the video camera when the operating system has been activated for an event. No sound recording device may be intentionally turned off by the law enforcement officer during the recording of an event. Once the event has been captured, the officer may turn off the audio recording and place the system back into "pre-event" mode.

No sound or video recording made under this subsection (1)(c) may be duplicated and made available to the public by a law enforcement agency subject to this section until final disposition of any criminal or civil litigation which arises from the event or events which were recorded. Such sound recordings shall not be divulged or used by any law enforcement agency for any commercial purpose.

A law enforcement officer shall inform any person being recorded by sound under this subsection (1)(c) that a sound recording is being made and the statement so informing the person shall be included in the sound recording, except that the law enforcement officer is not required to inform the person being recorded if the person is being recorded under exigent circumstances. A law enforcement officer is not required to inform a person being recorded by video under this subsection (1)(c) that the person is being recorded by video.

(2) It shall not be unlawful for a law enforcement officer acting in the performance of the officer's official duties to intercept, record, or disclose an oral communication or conversation where the officer is a party to the communication or conversation or one of the parties to the communication or conversation has given prior consent to the interception, recording, or disclosure: PROVIDED, That prior to the interception, transmission, or recording the officer shall obtain written or telephonic authorization from a judge or magistrate, who shall approve the interception, recording, or disclosure of communications or conversations with a nonconsenting party for a reasonable and specified period of time, if there is probable cause to believe that the nonconsenting party has committed, is engaged in, or is about to commit a felony: PROVIDED HOWEVER, That if such authorization is given by telephone the authorization and officer's statement justifying such authorization must be electronically recorded by the judge or magistrate on a recording device in the custody of the judge or magistrate at the time transmitted and the recording shall be retained in the court records and reduced to writing as soon as possible thereafter.

Any recording or interception of a communication or conversation incident to a lawfully recorded or intercepted communication or conversation pursuant to this subsection shall be lawful and may be divulged.

All recordings of communications or conversations made pursuant to this subsection shall be retained for as long as any crime may be charged based on the events or communications or conversations recorded.

(3) Communications or conversations authorized to be intercepted, recorded, or disclosed by this section shall not be inadmissible under RCW ~~9.73.050~~.

(4) Authorizations issued under subsection (2) of this section shall be effective for not more than seven days, after which period the issuing authority may renew or continue the authorization for additional periods not to exceed seven days.

(5) If the judge or magistrate determines that there is probable cause to believe that the communication or conversation concerns the unlawful manufacture, delivery, sale, or possession with intent to manufacture, deliver, or sell, controlled substances as defined in chapter ~~9A.50~~ RCW, or legend drugs as defined in chapter ~~9A.41~~ RCW, or imitation controlled substances as defined in chapter ~~9A.52~~ RCW, the judge or magistrate may authorize the interception, transmission, recording, or disclosure of communications or conversations under subsection (2) of this section even though the true name of the nonconsenting party, or the particular time and place for the interception, transmission, recording, or disclosure, is not known at the time of the request, if the authorization describes the nonconsenting party and subject matter of the communication or conversation with reasonable certainty under the circumstances. Any such communication or conversation may be intercepted, transmitted, recorded, or disclosed as authorized notwithstanding a change in the time or location of the communication or conversation after the authorization has been obtained or the presence of or participation in the communication or conversation by any additional party not named in the authorization.

Authorizations issued under this subsection shall be effective for not more than fourteen days, after which period the issuing authority may renew or continue the authorization for an additional period not to exceed fourteen days.

[2006 c 38 § 1; 2000 c 195 § 2; 1989 c 271 § 205; 1986 c 38 § 2; 1977 ex.s. c 363 § 3; 1970 ex.s. c 48 § 1.]

Notes:

Intent -- 2000 c 195: "The legislature intends, by the enactment of this act, to provide a very limited exception to the restrictions on disclosure of intercepted communications." [2000 c 195 § 1.]

Severability -- 1989 c 271: See note following RCW ~~9A.41.510~~.

Severability -- 1970 ex.s. c 48: "If a court of competent jurisdiction shall adjudge to be invalid or unconstitutional any clause, sentence, paragraph, section or part of this act, such judgment or decree shall not affect, impair, invalidate or nullify the remainder of this act, but the effect thereof shall be confined to the clause, sentence, paragraph, section or part of this chapter so adjudged to be invalid or unconstitutional." [1970 ex.s. c 48 § 3.]

REPORT ON
FLEET STUDY
FOR
SPOKANE POLICE DEPARTMENT
WASHINGTON



AUGUST 2010



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August 17, 2010

Captain Glenn Winkey
Spokane Police Department
1100 W Mallon
Spokane, WA 99260

RE: Fleet Study

Dear Captain Winkey:

In accordance with our proposal, Chatham Consulting, Inc. is pleased to submit this **Final Report** on the **Fleet Study** that we conducted for the Spokane Police Department, Washington.

Some our findings and recommendations are:

- **The Spokane PD Fleet**
 - Totals 234 units.
 - Costs \$1.7 million in annual payments to the City's Fleet Services Department for vehicle maintenance, repair and upfitting services.
 - Averages 6.9 years, but there are 56 units or nearly one-quarter of the fleet that are over 10 years old.
- **Upfitting**
 - The costs that Spokane PD pays to Fleet Services for upfitting of its patrol cars and motorcycles are not competitive and the turnaround times are too long.
 - We recommend that Spokane use the turnkey approach for the upfitting of patrol cars and motor cycles.
- **Shop Rates**
 - The shop rates charged by Fleet Services are not competitive for the work done on the Spokane PD vehicles.
 - Since many include some administrative overhead that may not be relevant for the Spokane PD fleet, we recommend that the Spokane PD negotiate with Fleet Services to obtain a shop rate that is more competitive.

- **Markups**
 - Fleet Services work order handling, parts and fueling services markups are within normal limits.

- **Preventive Maintenance**
 - Our review data indicates that the A inspection, which is primarily a vehicle lubrication, tends to be costly and should be outsourced to qualified local vendors working under a contract that includes performance stipulations.
 - The B inspection, which is primarily a vehicle condition and safety inspection should remain in-house.

- **Replacement**
 - Per our economic life cycle analysis, we recommend that the Spokane PD implement a formal fleet replacement program targeted at 60,000 miles per year.
 - When this guideline is reached, the Crown Vic should be retired from the fleet and not reassigned to less intensive use like administration and investigations. Instead, a more fuel-efficient sedan should be assigned.
 - Furthermore, to meet a replacement target of 60,000 miles about Spokane PD would need to re-place 29 to 37 Crown Vic units per year for the next five years, and about 22 to 30 vehicles per year thereafter.

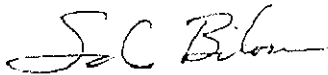
- **Vehicle Utilization**
 - Our review of available utilization data revealed a significant number of vehicles that *appear* to be underutilized.
 - We recommend that the Spokane PD should review the continued need for vehicles identified as lower use units in their respective application.
 - Another consideration would be to reduce the number of assigned vehicles that can be driven home since call-out data for 2009 indicated that only 53 employees or about one-half of those assigned take-home vehicles actually were called out during the year.
 - To facilitate monitoring of fleet size and utilization, we recommend that the Spokane PD maintain a “Table of Organization and Equipment”.

- **Expanded Take-Home Vehicle Program**
 - The average annual costs (capital, fuel, maintenance & repair expenses) of implementing a take-home car program are significantly greater than continuing with the existing pool program.
 - An expanded take-home program would increase the patrol fleet size by four (4) times.
 - The costs for assigning four (4) take-home vehicles needed to replace a single pool vehicle total \$36,890. These are \$12,590 more than the \$24,300 cost for the single pool vehicle.
 - Therefore, patrol program costs would increase by \$251,800 to \$402,880 per year if it were changed to a take-home program. (This increase is derived by multiplying the \$12,590 per vehicle cost difference times the size of the exiting patrol fleet, which ranges between 20 and 32 vehicles.)

- Consequently, we recommend that the Spokane PD **not** implement a take-home vehicle program for its patrol fleet.
- **Existing Commuting Costs**
 - We also estimated the annual costs of commuting for the existing 112 vehicles that are taken home. These costs total \$348,000 per year.

We thank you for the opportunity to conduct this study, and the cooperation provided by the Spokane PD. Should you have any questions on the results of this study or are in need of implementation assistance, please give me a call.

Very truly yours,



Sal Bibona
President

EXECUTIVE SUMMARY

INTRODUCTION

Spokane Police Department (Spokane PD), WA engaged Chatham Consulting, Inc. to study the Department's fleet and make recommendations regarding, fleet size, type, utilization, replacement, equipment, costs and possibly expanding the take-home car program to all officers.

Our approach plan consisted of interviews; compilation of statistical, cost and operational data; observations and inspections; internet survey of police procurement practices; cost-effectiveness analyses; application of study team experience and knowledge of best fleet management practices; and, report preparation.

FINDINGS AND RECOMMENDATIONS

Overview of Fleet Operations

The Spokane PD has a fleet size of 234 units and pays about \$1.7 million annually to the City's Fleet Services Department for vehicle maintenance, repair and upfitting services. While the average of the fleet is 6.9 years, there are 56 units or nearly one-quarter of the fleet that are over 10 years old.

Upfitting

The costs that Spokane PD pays to Fleet Services for upfitting of its patrol cars and motorcycles are not competitive and the turnaround times are too long. The turnkey procurement of a completely upfitted vehicle can be far less expensive, produce a product of at least equal quality on a more timely basis. We recommend that Spokane use this turnkey approach for the upfitting of patrol cars and motor cycles.

Preventive Maintenance

Our review of available cost data indicates that the A inspection, which is primarily a vehicle lubrication, tends to be costly and should be outsourced. The B inspection, which is primarily a

vehicle condition and safety inspection should remain in-house. Therefore, we recommend that the Spokane PD phase in the outsourcing of the A inspection to qualified local vendors working under a contract that includes performance stipulations such as turn-around times and parts availability. The phase in should begin with the PM inspections of administrative and investigative vehicles and then after review should include patrol cars.

We also recommend that Fleet Services change the codes in its work order system to distinguish between the work and cost involved with the preventive maintenance inspection versus the work and cost involved with the repairs, if any, resulting from the inspection.

Shop Rates

The shop rates charged by Fleet Services are not competitive for the work done on the Spokane PD vehicles. These rates include some administrative overhead that may not be associated with activities supporting the work of maintaining the Spokane PD fleet. Therefore, we recommend that the Spokane PD negotiate with Fleet Services to obtain a shop rate that is more competitive with local dealer rates.

Markups

The markups that Fleet Services uses for work order handling, parts and fueling services are within normal limits.

Replacement

Currently, there is no written policy on fleet replacement. Our economic life cycle analysis estimated that the optimum mileage to replace Spokane PD Crown Vic vehicles is about 60,000 miles. Consequently, we recommend that the Spokane PD implement a formal fleet replacement program targeted at 60,000 miles per year. Furthermore, upon reaching this replacement guideline, the Crown Vic should be retired from the fleet and not reassigned to less intensive use like administration and investigations. Instead, a more fuel-efficient sedan should be assigned to these functions.

Furthermore, to meet a replacement target of 60,000 miles about Spokane PD would need to replace 29 to 37 Crown Vic units per year for the next five years, and about 22 to 30 vehicles per year thereafter.

Vehicle Utilization

Our review of available utilization data on the Spokane PD fleet revealed a significant number of vehicles that *appear* to be underutilized. We recommend that the Spokane PD should use these results to review the continued need for vehicles identified as lower use units in their respective application. However, there may be special circumstances that preempt reassignment or removal from the fleet. Furthermore, Spokane PD should examine the possibility of using more pool vehicles for some of these applications. This would free up parking spaces, which are in short supply.

Another consideration would be to reduce the number of assigned vehicles that can be driven home. Analysis of call-out data for 2009 indicated that only 53 employees or about one-half of those assigned take-home vehicles actually were called out during the year. This approach would increase the demand for parking spaces at local streets. Additional off street parking may need to be built to accommodate the employees who have been displaced from their take-home vehicles.

To facilitate monitoring of fleet size and utilization, we recommend that the Spokane PD maintain a “Table of Organization and Equipment”. This management tool originally developed by the military, prescribes the organization, staffing, and equipage of units.

Expanded Take-Home Vehicle Program

The average annual costs (capital, fuel, maintenance & repair expenses) of implementing a take-home car program are significantly greater than continuing with the existing pool program. Moreover, a take-home program would necessitate increasing the patrol fleet by a factor of four. The costs for assigning four (4) take-home vehicles needed to replace a single pool vehicle total \$36,890. These are \$12,590 more than the \$24,300 cost for the single pool vehicle. Therefore, patrol program costs would increase by \$251,800 to \$402,880 per year if it were changed to a take-home program. (This increase is derived by multiplying the \$12,590 per vehicle cost differ-

ence times the size of the exiting patrol fleet, which ranges between 20 and 32 vehicles.) Consequently, we recommend that the Spokane PD **not** implement a take-home vehicle program for its patrol fleet.

Existing Commuting Costs

We also estimated the annual costs of commuting for the existing 112 vehicles that are taken home. These costs total \$348,000 per year.

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I. INTRODUCTION

BACKGROUND AND OBJECTIVES

The Spokane Police Department (Spokane PD), WA engaged Chatham Consulting, Inc. to study the Department's fleet and make recommendations regarding the following issues:

- Fleet size
- Fleet type
- Fuel use
- Fleet maintenance
- Annual mileage
- Replacement schedules
- Damage (accident) costs
- Auxiliary equipment (light bars, sirens, computers etc) use, type and replacement schedules.
- Possibly implementing a take-home car program for all officers and the effects on the above, especially overall costs and potential investment returns.

Spokane PD has nearly 400 employee positions including about 300-commissioned employees. Its fleet count totals 234 vehicles of which 109 vehicles are assigned and are taken home. The annual Spokane PD budget is about \$49.6 million and includes \$1.7 million in payments to the City's Fleet Services Department for vehicle maintenance, repair and upfitting services.

APPROACH

Our approach plan consisted of interviews; compilation of statistical, cost and operational data; observations and inspections; internet survey of police procurement practices; cost-effectiveness analyses; application of study team experience and knowledge of best fleet management practices; and, report preparation. *Some* of the questions we answered in the study were:

- Is the Spokane Police Department getting good value for its fleet maintenance expenditures?
- How competitive are its fleet costs?
- How can they become more competitive?
- Is the mix between in-house and outsourced maintenance and repair work appropriate?
- Does the Department have the right information at hand to continuously measure or monitor its fleet's performance?
- What specifically can be done to improve quality, cost, and timeliness of services?
- Are chargeback rates fair, equitable and sufficient?
- Does there appear to be indications that fleet units are under-utilized?

ORGANIZATION OF REPORT

This report is divided into the following chapters:

Executive Summary - Summarizes the study's results.

I. Introduction - Outlines the background, objectives and approach of the study and the organization of this report.

II. Overview of Current Fleet Operations - Provides summary information on both the Spokane Police and City fleet operations including size, cost, organization, resources, and systems.

III. Cost Competitiveness – Analyzes the cost competitiveness of Fleet Services and costs for preventive maintenance and upfitting patrol cars and motorcycles.

IV. Replacement Analyses – Presents the results of our economic life cycle analysis used to evaluate the replacement practices of the Spokane PD fleet. Projects 5-year replacement needs.

V. Fleet Utilization – Reviews whether the Spokane PD fleet is fully utilized and the degree to which take-home vehicles are being used for call outs.

VI. Take-Home Vehicle Analysis – Reviews the economics of expanding the assigned vehicle, take-home program to all officers. Calculates commuting costs of existing take-home vehicles.

VII. Findings and Recommendations – Contains the major findings and recommendations of this study.

II. OVERVIEW OF EXISTING FLEET OPERATIONS

SPOKANE PD FLEET

The Spokane Police Department has a fleet size of 234 units as tabulated in Chart 1 below.

Type	Count
Police package vehicles (a)	165
Motorcycle	19
Sedans	14
SUVs	11
Vans	8
Minivans	5
Miscellaneous units	3
Pickups	3
Suburbans	2
Trailers	2
Forklift	1
Medium truck	1
Total	234
Note: (a) Ford Crown Victoria in patrol or investigative service.	

This represents about 21% of the City's total fleet size of 1,129 units. While the average of the fleet is 6.9 years, there are 56 units or nearly one-quarter of the fleet that are over 10 years old.

Assigned Take-Home Vehicles

The Spokane PD has 109 vehicles (46% of the fleet) that are authorized to be taken home, as listed by organizational unit in Exhibit 1. The Major Crimes, Special Investigative Units and Property Crimes have the most take-home vehicles and account for one-third of the take-home units. The current practice of assigning take-home units is based on:

- All persons above the rank of sergeant
- All investigative persons (for possible call out)
- All supervisors who have positions of possible call out (16 of the 34 sergeants are included in this number)

- K-9 Officers
- NRO officers (nighttime meetings etc.)
- Traffic officers get take-home motorcycles during riding season
- Civilians with call out or night time meeting duties

Fleet Policies and Procedures

The Spokane PD has in place a Vehicle Use Policy that prescribes regulations relating to the use of city-owned motor vehicles. These regulations stipulate that:

- “Employees shall be responsible for inspecting the interior and exterior of any assigned vehicle before taking the vehicle into service and at the conclusion of their shift.
- Employees shall make daily inspections of their assigned vehicle for service/maintenance requirements and damage.
- Supervisors shall make, at a minimum, monthly inspections of vehicles assigned to employees under their command to ensure the vehicles are being maintained in accordance with policy.
- Routine maintenance and oil changes shall be done in accordance with the garage schedule. The vehicles will normally be serviced at the City garage.
- The equipment servicer will be notified of all needed repairs per the Vehicle Maintenance Policy Manual § 704.”

However, the Spokane PD does not have a written policy regarding replacement of its vehicles. Instead, it takes into consideration vehicle, age, mileage and condition. Older cars are rotated into take-home cars or sold at auction.

Preventive Maintenance Program

A preventive maintenance (PM) program is in place. It consists of both “A” and “B” inspections performed alternately every 4,000 miles. The A inspection basically consists of lubrication, oil change, and inspection of air cleaner, belts, battery and tires and application of the brakes. The B inspection is a much more thorough inspection of the vehicle. The B inspection includes all of the A inspection plus checks of: lights, wiring and wiring harnesses; engine and engine mounts; driveline, transmission, and differential; cooling, heating and air conditioning systems; steering

and suspension; exhaust system; drive belt replacement (at 36,000 miles); tire tread depths; and, other items. It also includes both preliminary and final road tests. In addition, assigned vehicles are subject to daily and monthly inspections by the vehicle operator and supervisor respectively.

Costs

Fleet Services billed the Spokane PD for \$1.7 million of services and materials in 2009, as tabulated in Chart 2. The Spokane PD accounted for 14% of Fleet Services total citywide billings and 60% of the citywide bill for Fleet Maint Comm. as detailed in Exhibit 2.

Account	Item	Amount
59905	Fleet Repairs	\$1,041,320
59305	Fuel	\$499,891
59913	Fleet Maint Comm	\$126,311
59802	Face Repairs	\$27,718
59504	Motor Pool	\$60
59805	Fluid Lob	\$37
59803	Car Wash	\$10
59804	Vacuum	\$2
59501	Fleet Eqp Replace	-\$56
59503	Comm Reply	\$0
Total		\$1,695,293
Source: Spokane PD Financial Services		

Traffic Accidents

Traffic accidents in 2009 involving police officers included 68 incidents and totaled \$143,300 in damages. Officers were considered responsible for 47 of these incidents and damage of \$73,600.

FLEET SERVICES DEPARTMENT

Fleet Services provides maintenance services for Spokane PD and all City-owned vehicles, excepting those of the Fire Department. Fleet Services is part of the Public Works & Utilities Division. It is headed by the Director of Fleet Services and is organized as shown in Exhibit 3. Fleet Services has 45 authorized positions (see Exhibit 4) of which 42 are currently filled. Fleet Services operates from two service locations - Normandy and Foothills.

Fleet Services supplies oil and fuel; maintains a preventive maintenance program for motorized equipment; and, makes both major and minor repairs as required. Fleet Services also upfits the Spokane PD patrol vehicles and motorcycles.

Fleet Services provides detailed cost accounting of all expenditures on equipment and bill departments monthly. It uses the “AssetWorks/Fleet Focus” (formerly known as Maximus) for its fleet information system.

The department also furnishes technical information and prepares specifications for vehicles and equipment purchased by the City. The department maintains a replacement fund to finance the replacement of equipment for the various departments. (The Spokane PD is no longer a participant department.)

In addition, Fleet Services maintains all of the City’s two-way radio equipment and cellular phones. The department also operates and maintains the City Hall parking lot and operates a motor pool available for City Hall use.

The Building Maintenance division of the Fleet Services Department performs maintenance, repairs, and remodeling services for all City real property. Major repairs to buildings and equipment are outsourced to local firms.

The 2010 Budget for Fleet Services Fund totals \$12.5 million, as listed in Chart 3 below.

Fund	2008 Actual	2009 Preliminary	2010 Budget
Fleet Services Fund	\$12,058,150	\$11,598,452	\$12,502,450
Fleet Services Equip Replacement Fund	\$2,348,221	\$2,802,292	\$4,152,150
Source: City of Spokane, “2010 Adopted Budget”, December 21, 2009			

III. COST COMPETIVENESS

This chapter reviews the cost competitiveness of the maintenance, repair and upfitting services provided by the Fleet Services Department to the Spokane PD. As detailed below, we found the current shop rates charged by Fleet Services and their costs for upfitting patrol cars and motorcycles not to be competitive with private sector vendors and in some cases with what other public fleet operations charge. However, the markups that Fleet Services uses for work order handling, parts and fueling services are within normal limits.

RATE STRUCTURE COMPETIVENESS

The primary purpose of any fleet charge back system is to recover all fleet operating expenses and, if there is a fleet replacement fund, the costs of that fund as well. Similarly, Fleet Services, which is set up as an internal service fund, must recover all its costs through inter-fund billing. It does so through billing on a time and materials basis that includes various markups and fees. This practice is common among government fleets.

Fleet departments use one or multiple sets of rates, fees, markups and other charges in a variety of ways to recover their direct or indirect operating expenses. For example, some fleet departments will include all their overhead costs in the buildup of the shop rates. Others, to avoid having their shop rates appear uncompetitive will charge monthly fees based on the number or value of the vehicles serviced to recover overhead costs.

Fleet Services has chosen the first approach by incorporating much of administrative overhead costs into its shop rate. This results in rates that are high and exceed some commercial vendors in the area, as highlighted in Chart 4 on the next page.

Vendor Type	Hourly Rate
Auto dealer and servicer	\$84
Truck and trailer service company	\$85
Heavy truck servicing	\$86
Heavy equipment servicing	\$90
Automatic transmissions and diesel engine servicing	\$92
Heavy truck servicing	\$93
Diesel engine servicing	\$95

In particular, the commercial rate for the auto dealer is \$84 per hour. This is less than the \$89 average labor charge for Fleet Services work on Spokane PD vehicles, based on analysis of a one-month sample of Fleet Services work orders for Spokane PD fleet work.

Shop Rate Derivation

The Fleet Services shop rate is set to recover all direct, indirect and administrative employee costs plus other overhead costs like utilities, facilities, information systems costs, etc. It is computed for each major class of direct employees by dividing the sum of costs described above by the total number of billable hours. For 2009, these hourly rates ranged between \$83.78 for an equipment servicer and \$99.98 for a heavy equipment mechanic, as tabulated below in Chart 5.

Position	Hourly Rate
Equipment Servicer – Normandie	\$85.45
Equipment Servicer – Foothills	\$90.36
Auto Mechanic – Normandie	\$93.58
Electrician	\$98.47
Auto Mechanic – Foothills	\$98.50
Auto Body & Painting	\$99.10
Heavy Equipment Mechanic	\$99.98
Heavy Equipment Mechanic— Foothills	\$104.89
Source: Fleet Services "2009 Shop Rates Calculation."	

Chart 6 provides an example of how the shop rate has been derived for the Equipment Servicer position. The costs for direct employees, consisting of wages and fringe benefits, are divided by the estimated number of billable hours per year of 1,490. This represents the equivalent of a mechanic utilization rate of a 71% (1,490 divided by 2,080 available hours per year). In addition,

the costs of front line supervision, administration personnel and other overhead items are divided by the total billable hours of the Fleet Services Department and added to the buildup of the shop rate to produce the total costs per hour of \$85.40.

Item	Cost per Hour
Direct Employee (a)	\$36.12
First Line Supervision (b)	\$8.74
Administrative Personnel (b)	\$9.80
Overhead (b)	\$30.79
Total	\$85.40
Notes:	
a) Based on 1,490 available hours per employee.	
b) Based on 42,777 total billed shop hours.	

Other Rates

Most fleet departments will also markup their parts costs to cover the costs of maintaining and operating a parts room. Depending on what proportion of parts function costs are assigned to overhead versus being recovered wholly through parts markups, the markup can range between 20% and 35%. Therefore, Fleet Services parts markup of 25% is not unusual.

Besides these charges, Fleet Services adds a work order fee of 2½% up to a max of \$20 to each work order. Again, this is not unusual.

Similarly, fleet departments will markup bills of commercial vendors. These can range between 5% and 25%. The Fleet Services vendor markup of 10% is about average for this type of charge.

At the end of the year, fleet departments typically perform an end-of-year review to compare their department costs versus the invoices paid and income received from their customer. In turn, the customer departments will do their own reviews to assess whether the cost for and quality received by the services provided by their municipal fleet department are competitive. If they are not and if allowed to do so, the customers will then outsource this work to private firms.

PREVENTIVE MAINTENANCE COSTS

We analyzed a one-month sample of work orders (December 22, 2009 to January 29, 2010) to obtain a better understanding of Spokane PD vehicle maintenance costs. During this period, there were 127 work orders. Of these, 45 contained some preventive maintenance (PM) activity. It should be noted that Fleet Services does not create a separate work order if it makes a repair because of a PM inspection. Instead, it tacks on the repair resulting from the PM onto the original PM work order. Therefore, PM work orders are not purely PM inspections, but instead include multiple jobs. This practice, which is counter to best practice, tends to inflate the perceived costs of the underlying PM.

To examine what these underlying costs were, we segmented the total PM work order into inspection versus repair activity. As indicated in the upper part of Exhibit 5 and summarized below in Chart 7, total "PM" work orders averaged between \$618 and \$913 in cost. However, the inspection or PM portion of the work order was much less and averaged between \$107 and \$335, which represents 12% and 37% of the total work order cost. Most unusual was finding that more costs were incurred for work associated with an A inspection than for a B inspection. (The A & B PM work order contained both A and B inspections.)

PM Type	Total WO	PM Cost	%PM
A	\$860	\$107	12%
B	\$618	\$214	35%
A & B	\$913	\$335	37%

Source: Chatham analysis of Spokane PD work orders from December 22, 2009 to January 29, 2010

In addition, when we compared these costs to available data from another jurisdiction in Washington State, we found that the Spokane PD costs were considerably higher. The City of Federal Way has received competitive bids for its preventive maintenance inspections that range between \$26 and \$32 for an A service at 6 months or 3,750 miles, and \$75 to \$112 for a B service at 12 months or 7,500 miles.

OTHER WORK ACTIVITY

Exhibit 6 provides a listing of all work order activity during this period by job type. The top 10 functions other than PM related are listed in Chart 8 below and account for over one-half of the repair costs. These activities principally involve commissioning, tires, bodywork, brakes, communications, battery work and transportation.

Chart 8: Top Ten Non-PM Jobs		
Top Ten Non-PM Jobs	Amount	% of Total
Commission Communications System	\$9,006	10.3%
Commission Accessories To Police Unit	\$7,009	8.0%
Repair Tire - Pneumatic	\$5,965	6.8%
Replace Tire - Pneumatic	\$5,837	6.7%
Repair Rear Quarter & Deck Panels	\$4,733	5.4%
Replace Front Brakes & Drums	\$4,673	5.3%
Modify Accessories To Police Unit	\$4,555	5.2%
Repair Communications System	\$4,139	4.7%
Repair Battery & Cables	\$1,767	2.0%
Transport Complete Unit	\$1,760	2.0%
Subtotal	\$49,444	56.6%
Other Non-PM Jobs	\$30,360	34.7%
PM Jobs	\$7,643	8.7%
Total	\$87,448	100.0%
Source: Chatham analysis of Spokane PD work orders from December 22, 2009 to January 29, 2010		

If all this work were priced at the local automotive dealer labor rate of \$84 per hour, the total costs to the Spokane PD would have been 5.6% less (\$3,200). Moreover, if the Spokane PD were to obtain competitive bids such as the City of Federal Way has for maintenance and repair work at \$60 per hour, the cost would have been \$38,500 or 32.6% less.

UPFITTING

The Spokane PD replaces about 25 patrol cars per year and relies on the Fleet Services Department to upfit these vehicles. Fleet Services also upfits a few motorcycles per year. When we compared what the Spokane PD has paid for recent upfittings of its vehicles to alternative pro-

viders, we found that these alternative providers were considerably less expensive than what the Spokane PD is paying for now.

Patrol Vehicles

We examined recent cost data from the Fleet Services Department on upfitting the Spokane PD Crown Vics. (It should be noted that while exact one to one comparisons are not possible because of differences in specifications among fleets, broad comparisons nevertheless could be made to assess competitiveness.) Tabulated in Exhibit 7, the average upfitting cost was \$7,900 per vehicle. We compared Spokane's to those of other jurisdictions. As listed in Chart 9, the costs of Spokane's Fleet Services Department are greater than the prevailing costs of other jurisdictions or the original equipment manufacturer (OEM).

Program	Includes	Cost
Spokane Fleet Services (a)	labor and parts	\$7,900
Seattle Fleets and Facilities (b)	labor and parts	\$6,600
City of Federal Way, WA (c)	outsourced labor only	\$4,000
OEM: Ready-For-The-Road Package (d)	labor and parts	\$4,000
Sources:		
a) Chatham analysis of Spokane Fleet Services Work Orders.		
b) Seattle Police Vehicle Lease Overview, September 2009.		
c) Chatham interview with Federal Way Police Quartermaster.		
d) Representative data from a state contract.		

Moreover, the average turnaround time was over 100 days, which is quite high. In discussions with Federal Way as well as the Spokane County Sheriff's, we learned that turnaround time was about two weeks, which is considerably less than the Spokane PD's experience. Furthermore, upfitting can be done in-transit prior to vehicle delivery.

For example, the Ford Motor Company offers a "Ready-for-the-Road Package" (Option 65U), whereby all the options are installed in a Ford-approved facility. Vehicle turnaround is advertised as being less than 24 hours. It includes plug-and-play lighting components and mounting solutions. What would need to be added at the local level are light bars, decals, radio and com-

puter. Ford also has other packages for those fleets that do their own upfitting or that subcontract with a local installation facility. The Ready-For-The-Road Package (65U) option costs about \$4,000. The other major manufacturers, General Motors and Chrysler, also offer “factory” based street ready packages.

Motorcycles

The Spokane PD has 18 active motorcycles in the fleet, which range between one and eight years of age. The Spokane PD has relied on the Fleet Services to upfit its motorcycle fleet. The most recent upfitting occurred in May & June of 2009 when two Honda motorcycles were upfitted at the average cost of \$12,450 each. This amount is nearly one-half of the total upfitted vehicle cost of \$28,200. (See Chart 10 below.)

Unit	Purchase	Prep Cost	Total Cost
427357	\$15,777	\$12,627	\$28,404
427358	\$15,777	\$12,272	\$28,049
Average	\$15,777	\$12,450	\$28,227
% of Total	56%	44%	100%

Moreover, this upfitted cost is significantly higher than the \$20,200 upfitted motorcycle that the City of Federal Way, WA pays from qualified vendors. (We have sent to the Spokane PD, under separate cover, the details on the Federal Way specifications and bid responses for its perusal.)

IV. REPLACEMENT SCHEDULE ANALYSIS

We conducted an economic life cycle analysis of current fleet replacement practice to assess whether they are appropriate or not. As vehicles age and accumulate mileage, maintenance costs generally increase and salvage (resale) values decrease. Our economic life cycle analysis estimated that the optimum mileage to replace Spokane PD Crown Vic vehicles is about 60,000 miles. We also note, based on the shape of the life cycle costs curve, that an acceptable range for replacement would be 50,000 to 70,000 miles, or about two to three years, assuming 28,000 miles of travel per year. Furthermore, upon reaching this replacement guideline, the Crown Vic should be retired from the fleet and not reassigned to less intensive use like administration and investigations. Instead, a more fuel-efficient sedan should be assigned to these functions.

CURRENT PRACTICES

Currently, there is no written policy on fleet replacement. Instead, the Spokane PD bases vehicle replacement on need and takes into consideration the following vehicle factors: oldest age, highest mileage and worst condition.

Prior to 2005, the Spokane PD replaced about 25 patrol cars per year and tried to rotate out the patrol fleet at about 90,000. No patrol cars were ordered in 2005 and 2006, which resulted in the aging of the patrol fleet. Some patrol cars have accrued over 100,000 miles in travel, while some investigative cars have over 125,000 miles. Furthermore, about two to five patrol cars are wrecked totally each year and depending on type of car (assigned, K-9 etc.) are replaced immediately.

As tabulated in Charts 11 and 12 respectively on the next page, about 23% or 38 vehicles are older than 10 years, and 25% have more than 100,000 miles on their odometers.

Age	Frequency	% of Total
1	2	1.2%
2	24	14.6%
3	24	14.6%
6	18	11.0%
7	18	11.0%
8	15	9.1%
9	10	6.1%
10	15	9.1%
11	7	4.3%
12	11	6.7%
13	7	4.3%
14	9	5.5%
15	2	1.2%
16	1	0.6%
17	1	0.6%
Total	164	100.0%

Mileage	Frequency	% of Total
10,000	3	1.8%
20,000	11	6.7%
30,000	6	3.7%
40,000	10	6.1%
50,000	9	5.5%
60,000	16	9.8%
70,000	11	6.7%
80,000	17	10.4%
90,000	20	12.2%
100,000	20	12.2%
110,000	17	10.4%
120,000	13	7.9%
130,000	7	4.3%
140,000	3	1.8%
150,000	1	0.6%
Total	164	100.0%

ECONOMIC LIFE CYCLE ANALYSIS

We calibrated our economic life cycle model to forecast the future stream of costs of vehicle maintenance, repair, and depreciation as a function of the total miles traveled by the vehicle. The model, in turn, estimates the optimum point when a class of vehicles should be replaced. This point occurs when average sum of all costs per mile reach their minimum.

Chart 13 on the next page illustrates the relationship of maintenance and repair costs of Spokane PD's Crown Vic vehicles to their odometer readings. It was derived from our analysis of five years of maintenance and repair invoices provided to us by the Spokane Fleet Services Department. Maintenance and repair costs were grouped by odometer reading in increments of 10,000 miles. Costs for vehicles under 10,000 were excluded to avoid including vehicle upfitting charges in the mix of costs.

As shown in Chart 13, maintenance and repair costs tend to be relatively flat prior to reaching 60,000 to 70,000 miles. Then after 80,000 miles, they begin their increasingly upward slope.

Chart 13: Crown Vic M&R Costs Vs. Mileage

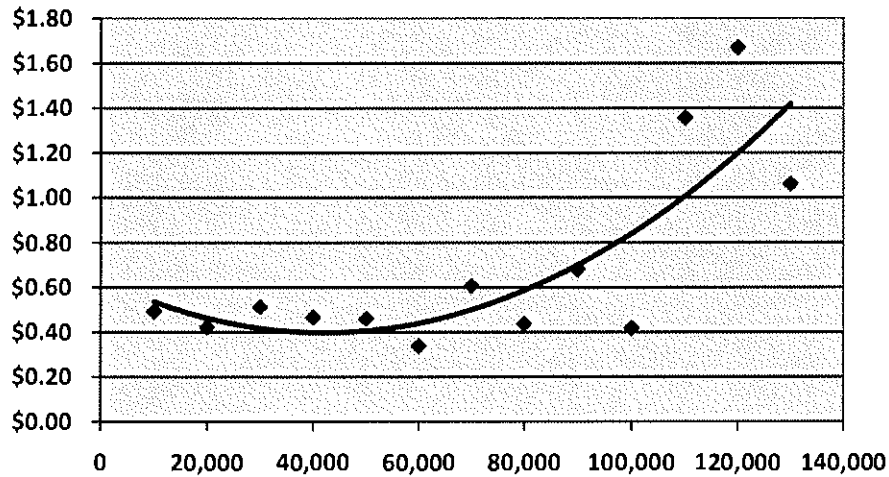
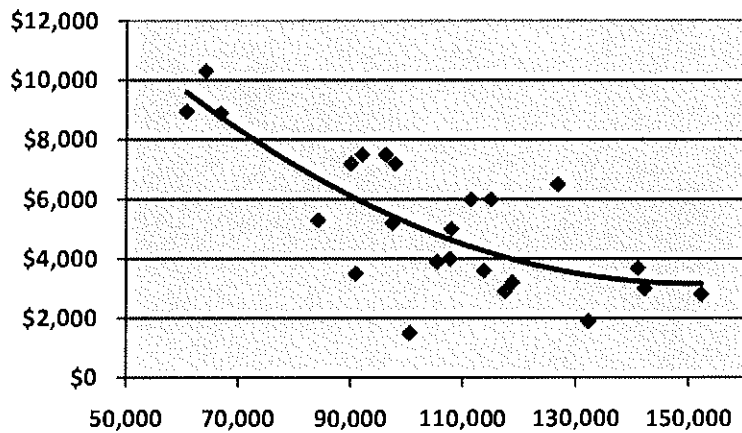


Chart 14 illustrates the trend in resale values of the Crown Vic in relation to mileage at the time of the sale. These data, which were obtained from “eBay Motors”, were used to develop depreciation costs per mile. Depreciation is the change in salvage value over a period, whether the period is expressed in miles or years.

Chart 14: Crown Vic Resale Prices Vs. Mileage

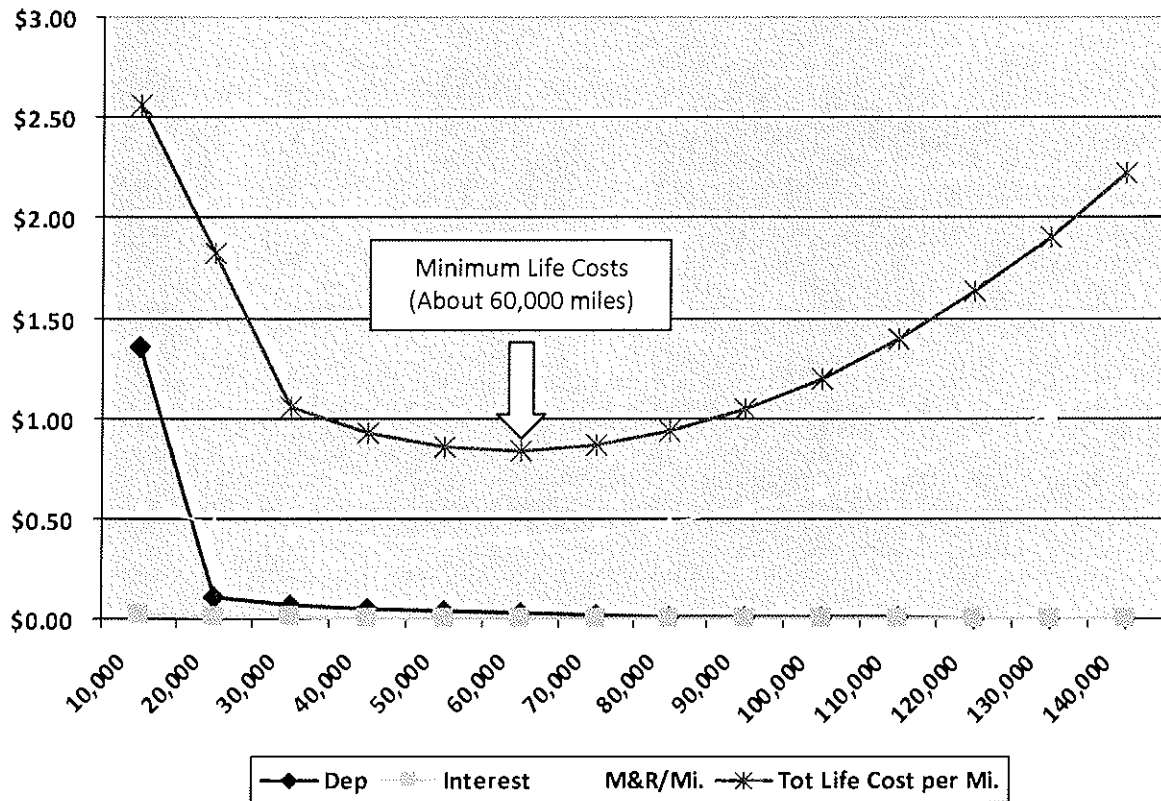


We next combined the maintenance and repair costs per mile with the capital costs (depreciation and interest expense) per mile. Depreciation expense was based on the change in salvage value between each mileage interval, while interest expense was based on multiplying a 1% interest

rate times the resale value of the vehicle. (Note, since interest rates are time based and the model is miles based, we used only one-third of the 3% interest rate assumed for this study, since 10,000-mile increments would be reached in one third of the year nominal.) Finally, we computed the cumulative sum of combined expenses per mile to determine when the cumulative sum reaches a minimum or optimum point.

Exhibit 8 presents the detailed economic life cycle computation, while Chart 17 graphs the results. As demonstrated, total life-costs per mile reach their minimum at 60,000 miles. This equates to about two and one-half (2½) years if patrol vehicles travel 28,000 miles per year. We also note based on the flat shape of the life cycle costs curve, that an acceptable range for replacement would be 50,000 to 70,000 miles, or about two (2) to three years (3).

Chart 17: Plot of Life Cycle Costs Vs. Miles For Crown Vic



PATROL CAR REASSIGNMENT PRACTICE

After a police patrol car has been in service for a few years, the Spokane PD reassigns it to other police officers such as administration and investigations for less intense use. Spokane PD should reconsider this practice. A full size sedan such as a Chevy Impala or Ford Fusion would be more economical to own and operate in the long run than operating a patrol car in an extended life.

Since a police patrol car will eventually fully need to be replaced regardless of reassignment, the economic tradeoff essentially involves comparing the ownership and operations costs of the heavier and less fuel-efficient cruiser versus a lighter and more fuel-efficient sedan during their respective lifecycles.

Both the Impala and Fusion can be acquired from the Washington State Contract for significantly less cost than the Crown Victoria Police Interceptor model, about \$16,000 to \$17,000 versus \$22,000 (before upfitting). The Spokane PD has several Chevy Impalas that average over 22 miles per gallon (mpg) in contrast to the 14 to 15 mpg average by the Crown Vic. Similarly, maintenance and repair costs for the Impala at 33 cents per mile are about 40% less than those of the Crown Vic at 55 cents per mile.

REPLACEMENT PROJECTIONS

We analyzed odometer readings and miles traveled per year to estimate how many patrol vehicles the Spokane PD would need to buy every year for the next five years in order to meet the replacement target of 60,000 miles. We estimate this need to be 29 to 37 Crown Vic units per year for the next five years, and about 22 to 30 vehicles per year thereafter.

As shown in Exhibit 9, there are 84 (eighty-four) Crown Vics in the patrol fleet. As of July 27, 2010, thirty-five (35) exceed the 60,000-mile target. Replacing these units over five-years requires 7 (seven) replacements per year.

Besides these units, an additional 22 to 30 units need to be replaced every year depending on the assumed miles driven each year per vehicle. If based on average lifetime miles per year (i.e.,

dividing the odometer reading by the number of years in service) the average miles driven per year per vehicle is 21,000. If based on 2009 mileage records, the average miles driven per year per vehicle is 16,000. Dividing the 60,000-mile target by the average number of miles driven per year yields the average turnover rate. Thus, 60,000-miles divided by 21,000 miles per year yields 2.84 vehicles per year; and, 60,000-miles divided by 16,000 yields 3.78 vehicles per year. For a patrol fleet size of 84 units, these turnover rates produce replacements of 22 and 30 vehicles respectively.

V. VEHICLE UTILIZATION

Our review of available utilization data on the Spokane PD fleet revealed a significant number of vehicles that *appear* to be underutilized. This conclusion was determined by comparing the annual utilization of each vehicle in the Spokane PD fleet to a 15th percentile low use target. We use the term “target” or “guideline” rather than “standard” since there are no national standards *universally accepted* regarding fleet utilization assessment. Each specific agency has its own guidelines for assigning vehicles or assessing if they are fully utilized. We have seen targets as low as 3,000 miles per year to as high as 12,000 miles per year for light passenger vehicles.

UTILIZATION DATA ANALYZED

We integrated and analyzed a considerable amount of data to develop a picture of the current utilization and assignment of the Spokane PD vehicle fleet. It should be noted that while we used 2009 as the baseline year for review, vehicle usage trends are a moving target since new vehicles are periodically entering the fleet, active units are being reassigned and older ones are being retired. The types of data we examined were:

- Latest fleet inventory listing of make, model and in-service dates
- Monthly fuel consumption data
- Monthly meter readings
- Call out frequency data on Spokane PD employees
- Listings of employees that are assigned take-home vehicles
- Listings of radios and other specialized equipment by vehicle and the operator and organizational unit associated with the vehicle

The last item was used to associate vehicles with employees and organizational unit. Since vehicles are periodically reassigned, we used available radio listing data for more than one point in time (March 2009 and June 2010). The names and organizational units of employees with assigned vehicles provided additional information on matching vehicles to organizational unit.

Similarly, the names of employees that had been called out during 2009 and were designated as having a take-home vehicle were matched to their organizational unit.

It should be noted that when combined, these various components of data did not always match perfectly. For example, we had instances where an employee was designated in the call out data as having a take-home vehicle but was not so designated in the list of employees with take-home vehicles. The opposite was true as well.

We organized the multiple sources of data into lists of utilization and fuel consumption by vehicle for 2009. Also shown is the presumed organizational unit associated with the vehicle as well as any indication whether the vehicle had been used as a take-home unit. We aggregated these data into the followings six-vehicle groups.

- Crown Vics
- Other Sedans
- SUVs/Suburbans
- Minivans
- Trucks
- Motorcycles

We then sorted each vehicle in ascending order of its utilization. In addition, we computed the average and 15th percentile of the group's utilization. Those units whose utilization was less than the 15th percentile were tagged as "lower use" vehicles, unless they were in service for less than one year. A few units had abnormally high or low usage. For these units we estimated what their usage should have been based on analysis of their fuel consumption numbers.

Exhibits 10 through 15 detail individual vehicle utilization by group, while Chart 18 on the next page summarizes the results.

Group	Total	Minimum	Average	Maximum	15th percentile	Under Target
Crown Vics	168	116	10,909	41,066	2,801	25
Other Sedans	24	169	5,458	15,890	1,063	3
SUVS	27	34	8,509	26,559	2,109	6
Minivans	7	34	9,303	26,559	968	3
Trucks	21	12	3,181	16,857	206	4
Motorcycles	17	753	13,271	3,608	1,100	4
Total	264					45

Overall, we identified 45 vehicles, or 17%, of the Spokane PD fleet that might be underutilized and should be subject to further review.

CALL OUT ANALYSIS

Analysis of call-out data for 2009 indicated that only 53 employees or about one-half of those assigned take-home vehicles actually were called out during the year as listed in Chart 19 below.

Measure	Without Take-home Vehicle		With Take-home Vehicle	
	Incidents	Hours	Incidents	Hours
Total	80	231.8	222	974.4
Average	2.2	6.3	4.2	18.4
Median	2.0	5.0	3.0	9.8
Called Out Employees	37		53	
Employees with Take-home Vehicles	N. A		109	

Those employees with take-home vehicles averaged 4.2 incidents and 18.4 hours of call duty during the year. In addition, 37 employees were called out but did not have a take-home vehicle. These employees averaged 2.2 incidents and 6.3 hours of call duty during the year. Thus, there is some potential for consolidating take-home vehicle assignments.

VI. EXPANDED TAKE-HOME VEHICLE PROGRAM ANALYSIS

This section analyzes the overall cost and potential investment returns of implementing an expanded take-home car program for all officers and makes recommendations for this area. As detailed below, the average annual costs of implementing a take-home car program are significantly more expensive than continuing a pool program: \$36,900 versus \$24,300. This difference of \$12,600 per year is sufficiently large to outweigh potential savings, if any, in parking spaces that would no longer be needed for the patrol vehicles that would be parked at home instead of at downtown Spokane. Moreover, a take-home program would necessitate increasing the patrol fleet by a factor of four.

ADVANTAGES AND DISADVANTAGES

Agencies that assign take-home vehicles to police officers generally cite the following advantages of such a program over a pool vehicle program:

- Increases officer morale,
- Improves officer productivity,
- Enhances police visibility in the community,
- Provides a positive impact on police response time,
- Serves as an important tool in the recruitment of qualified candidates and the retention of experienced police officer,
- Possibly reduces the need for and cost of providing parking spaces, and
- Incentivizes officers to take better care of their vehicles and in turn reduces vehicle repair expense.

On the other hand, a take-home vehicle program does have some disadvantages, such as:

- Increases the numbers of vehicles to acquire and maintain,

- Adds commuting miles to vehicles being driven home that otherwise would not have been incurred if the vehicles were domiciled at the police station,
- Increases the potential for abuse for personal gain,
- May cause unwanted attention where police officers live, and
- Take-home vehicles are replaced after manufacture warranties expire.

Quantifying all these issues objectively is very challenging. Many assumptions need to be made to estimate definitively the costs or benefits of each item. For example, other than a study made of the Tacoma Police Department fleet¹, little hard data exist that quantifies the reduction in maintenance and accident costs attributable to operating a take-home fleet rather than a pool fleet. That study estimated that the reduction in operating and accident costs was 1.9 %.

There is much debate on whether increased police visibility in the community resulting from take-home vehicles actually reduces crime. Even if it is agreed that this benefit exists, the beneficiary may not necessarily be the city paying for the vehicle, but rather the community where the officer lives. Furthermore, the recent economic contraction has prompted many communities to reduce or severely limit their take-home vehicles.

PATROL DIVISION VEHICLES

Currently, the Patrol Division operates sixteen (16) teams with one-half or eight (8) teams being on duty on a given day. The eight teams are divided among four (4) shifts per day, resulting in two (2) teams per shift. The shifts are:

- Days: 06:00 to 16:40
- Swing: 10:00 to 20:40
- Power: 16:30 to 03:10
- Grave: 20:00 to 06:40

¹Mann, B. & Goodman D, *Police Fleet Magazine*: (2004)

The vehicles assigned to the day shift are subsequently used during the power shift later in the day. Similarly, the vehicles assigned to the swing shift are subsequently used during the grave shift later in the day.

Each team has a sergeant, corporal and eight (8) officers assigned to it. Thus, each team uses ten (10) vehicles at a time. However, since the shifts overlap, the number of vehicles in use on a given day can range between twenty (20) and thirty-two (32) depending on officer deployment and availability. Sometimes, two officers are assigned to one vehicle, and on other days, officers may be absent due to illness.

Thus, if Spokane were to switch from patrol vehicles used on multiple shifts to patrol vehicles individually assigned and taken home, there would be need for four (4) times as many patrol vehicles (80 to 128 vehicles), which in turn would necessitate an increase of 60 to 96 vehicles.

COST ANALYSIS

We estimated the average annual costs of implementing a take-home program versus continuing with the current pool vehicle program. As developed in Exhibit 16, the average annual costs for assigning four (4) take-home vehicles needed to replace a single pool vehicle total \$36,890 in contrast to \$24,300 in annual costs for the pool vehicle. When we extrapolate the \$12,590 in costs per pool vehicle times the 20 and 32 vehicles in the pool program, the patrol program costs would increase by \$251,800 to \$402,880 per year if it were changed to a take-home program.

The average annual costs include both capital and operating expense. The capital costs consist of the initial costs of the vehicle (\$33,000) less its estimated resale value at time of disposal for its projected life and accumulated miles. We analyzed sales data from “eBay Motors” and used correlation analysis to develop a relationship of resale value versus age and miles.

We multiplied the remainder by the capital recovery factor, which is analogous to a mortgage payment, for the interest rate of 3% assumed for this analysis, and the projected service life. The

projected vehicle life assumed that a patrol vehicle would be replaced at 70,000 miles and that a pool vehicle would travel 28,000 miles per year. The assigned vehicle would travel one-fourth of this distance or 7,000 miles per year. This computation resulted in projected lives of 10 years for the assigned vehicle and 2.5 for the pool vehicle.

The operating costs per mile include fuel and maintenance and were derived from analysis of 2009 cost records for the Crown Vic. Only those units that were in service for the full year and that traveled at least 20,000 miles during the year were chosen to be representative as patrol vehicles. We found 22 vehicles that met these criteria. Their average miles were 28,000, while their average operating costs were \$0.50 per mile.

The operating costs per mile were multiplied times the number of patrol miles driven per year, which respectively were 7,000 miles for a take-home vehicle and 28,000 miles for a pool vehicle.

This rate was also multiplied times the estimated number of annual commuting miles for take-home vehicles. The commuting miles of 5,200 were determined by multiplying the average roundtrip commuting distance of 26 miles by 200 days per year. The average commuting distance was developed by the Spokane PD Planning office based on the locations employees residences.

Finally, credit was given for the intangible savings in operating costs resulting from improved care that might be attributed to drivers of take-home vehicles. This credit was assumed to be 2% of operating expenses. No other intangible credits were given because of the difficulty in proving that there would be actual savings resulting from improvements in worker productivity or lowered crime rates. We do note that there may be some savings resulting from *possibly* fewer parking spaces being needed after the Department shifts to an expanded take-home program. However, the savings would be more than offset by the \$12,600 per year per vehicle additional costs of a take-home program. Furthermore, the 20 to 32 patrol spaces that would be freed up could be otherwise obtained by reducing the overall fleet size through pooling of non-patrol vehicles as described in the preceding chapter.

EXISTING COMMUTING COSTS

We also estimated the annual costs of commuting for the existing 112 vehicles that are taken home. As developed in Exhibit 17, these costs total \$348,000 per year; they consist of \$240,000 in maintenance and repair expense and \$108,000 in fuel expenses.

FINDINGS AND RECOMMENDATIONS

COST COMPETIVENESS

Upfitting

The costs that Spokane PD pays to Fleet Services for upfitting of its patrol cars and motorcycles are not competitive. Moreover, the turnaround times averaging months in duration are too long. There are alternative procurement strategies, such as turnkey procurement of a completely upfitted vehicle, that are far less expensive and which produce a product of at least equal quality on a more timely basis than what the Spokane PD has experienced. We recommend that Spokane use this turnkey approach for the upfitting of patrol cars and motor cycles.

We note that a significant amount of work is required to upfit police vehicles, which are becoming increasingly complex. These efforts can be particularly challenging to municipal fleet operations when fleet department budgets and personnel rosters are being cut. Some agencies with a small in-house upfitting operation, such as the Spokane Fleet Services Department, may find they might not have sufficient resources to accomplish the upfitting process on a timely or cost effective basis despite being able to perform it on a quality basis. Consequently, such agencies are switching to factory-based upfitters, local dealer/upfitters or more recently major car dealerships where upfitting has become a major share of their business. These dealers will upfit thousands of vehicles per year, which creates economies in scale, throughput and expertise. Similarly, some motorcycle dealers have created upfitting operations that offer quite competitive services in producing a fully upfitted motor cycle.

Preventive Maintenance

Our review of available cost data indicates that the A inspection, which is primarily a vehicle lubrication, tends to be costly and should be outsourced. The B inspection, which is primarily a vehicle condition and safety inspection should remain in-house.

Therefore, we recommend that the Spokane PD phase in the outsourcing of the A inspection to qualified local vendors working under a contract that includes performance stipulations such as turn-around times and parts availability. The City of Federal Way, which use performance based contracts, is a good model to explore. The phase in should begin with the PM inspections of administrative and investigative vehicles and then after review should include patrol cars.

We also recommend that Fleet Services change the codes in its work order system to distinguish between the work and cost involved with the preventive maintenance inspection versus the work and cost involved with the repairs, if any, resulting from the inspection. This change, which is a best practice, will improve accountability and clarity in monitoring costs.

Shop Rates

The shop rates charged by Fleet Services are not competitive for the work done on the Spokane PD vehicles. These rates include some administrative overhead that may not be associated with activities supporting the work of maintaining the Spokane PD fleet. Therefore, we recommend that the Spokane PD negotiate with Fleet Services to obtain a shop rate that is more competitive with local dealer rates.

Markups

The markups that Fleet Services uses for work order handling, parts and fueling services are within normal limits.

REPLACEMENT

Currently, there is no written policy on fleet replacement. Instead, the Spokane PD bases vehicle replacement on need and takes into consideration vehicle age, mileage and condition. Our economic life cycle analysis estimated that the optimum mileage to replace Spokane PD Crown Vic vehicles is about 70,000 miles.

Consequently, we recommend that the Spokane PD implement a formal fleet replacement program targeted at 70,000 miles per year. We also note, based on the shape of the life cycle costs

curve, that an acceptable range for replacement would be 60,000 to 80,000 miles, or about two to three years, assuming 28,000 miles of travel per year. Vehicle condition should also be taken into account. Furthermore, upon reaching this replacement guideline, the Crown Vic should be retired from the fleet and not reassigned to less intensive use like administration and investigations. Instead, a more fuel-efficient sedan should be assigned to these functions.

With a 60,000 miles replacement target, we estimate that 29 to 37 Crown Vic units per year will need to be replaced for the next five years, and about 22 to 30 vehicles per year thereafter.

VEHICLE UTILIZATION

Our review of available utilization data on the Spokane PD fleet revealed a significant number of vehicles that *appear* to be underutilized. We recommend that the Spokane PD should use these results to review the continued need for vehicles identified as lower use units in their respective application. There may be special circumstances that preempt reassignment or removal from the fleet such as:

- Unique or one of a kind application
- Lack of proximity to other vehicle users
- Spare vehicle need
- Mission critical factor
- No other practical alternative

Furthermore, Spokane PD should examine the possibility of using more pool vehicles for some of these applications. This would free up parking spaces, which are in short supply.

Another consideration would be to reduce the number of assigned vehicles that can be driven home. Analysis of call-out data for 2009 indicated that only 53 employees or about one-half of those assigned take-home vehicles actually were called out during the year. This approach would increase the demand for parking spaces at local streets. Additional off street parking may need to be built to accommodate the employees who have been displaced from their take-home vehicles.

To facilitate monitoring of fleet size and utilization, we recommend that the Spokane PD maintain a “Table of Organization and Equipment”. This management tool originally developed by the military, prescribes the organization, staffing, and equipage of units.

The fleet would be segmented into patrol, transportation, specialty, and spare vehicles. The data would include the following:

- Organizational unit that is attached to the vehicle
- Domicile
- Whether the vehicle is a pool or assigned vehicle authorized to be driven home
- Name and title of the vehicle operator if it is an assigned vehicle
- Name and title of the supervisor if it is a pool vehicle
- Vehicle make, model, serial number, capitalized cost, in service date, and odometer reading, maintenance & repair costs, fuel consumption and usage.

Most of these data already exist but are in fragmented sources. They should be consolidated by the Spokane PD into a unified database.

EXPANDED TAKE-HOME VEHICLE PROGRAM

The average annual costs (capital, fuel, maintenance & repair expenses) of implementing a take-home car program are significantly greater than continuing with the existing pool program. Moreover, a take-home program would necessitate increasing the patrol fleet by a factor of four. The costs for assigning four (4) take-home vehicles needed to replace a single pool vehicle total \$36,890. These are \$12,590 more than the \$24,300 cost for the single pool vehicle. Therefore, patrol program costs would increase by \$251,800 to \$402,880 per year if it were changed to a take-home program. (This increase is derived by multiplying the \$12,590 per vehicle cost difference times the size of the exiting patrol fleet, which ranges between 20 and 32 vehicles.) Consequently, we recommend that the Spokane PD **not** implement a take-home vehicle program for its patrol fleet.

EXISTING COMMUTING COSTS

We also estimated the annual costs of commuting for the existing 112 vehicles that are taken home. These costs total \$348,000 per year.

EXHIBITS

**SPOKANE POLICE DEPARTMENT
FLEET STUDY**

Exhibit 1

NUMBER OF TAKE HOME VEHICLES BY ORGANIZATIONAL UNIT

Organizational Unit	Take Homes	Take Homes	Cumulative %
Major Crimes Unit	13	11.9%	11.9%
Special Investigative Unit	13	11.9%	23.9%
Property Crimes	11	10.1%	33.9%
NROs	9	8.3%	42.2%
K-9 Team	8	7.3%	49.5%
Gang Task Force	6	5.5%	55.0%
Administration	5	4.6%	59.6%
Fraud	5	4.6%	64.2%
Sexual Assault	5	4.6%	68.8%
Targeted Crimes	5	4.6%	73.4%
Criminal Intelligence	3	2.8%	76.1%
Sexual Exploitation	3	2.8%	78.9%
Chaplain's Office	2	1.8%	80.7%
Child Physical Abuse Investigation	2	1.8%	82.6%
Domestic Violence	2	1.8%	84.4%
Internal Affairs Unit	2	1.8%	86.2%
Special Events	2	1.8%	88.1%
Training Unit	2	1.8%	89.9%
COPS	1	0.9%	90.8%
General Detectives	1	0.9%	91.7%
Investigative Services Division	1	0.9%	92.7%
North Patrol Days/Swing	1	0.9%	93.6%
North Patrol Power/Grave	1	0.9%	94.5%
Patrol	1	0.9%	95.4%
Patrol Administration	1	0.9%	96.3%
Regional Drug Task Force	1	0.9%	97.2%
South Patrol Days/Swing	1	0.9%	98.2%
South Patrol Power/Grave	1	0.9%	99.1%
Volunteer Services	1	0.9%	100.0%
Total	109		

SPOKANE POLICE DEPARTMENT
FLEET STUDY

SUMMARY OF FLEET INTERNAL SERVICE FUND CHARGES BY CITY DEPARTMENT FOR 2009

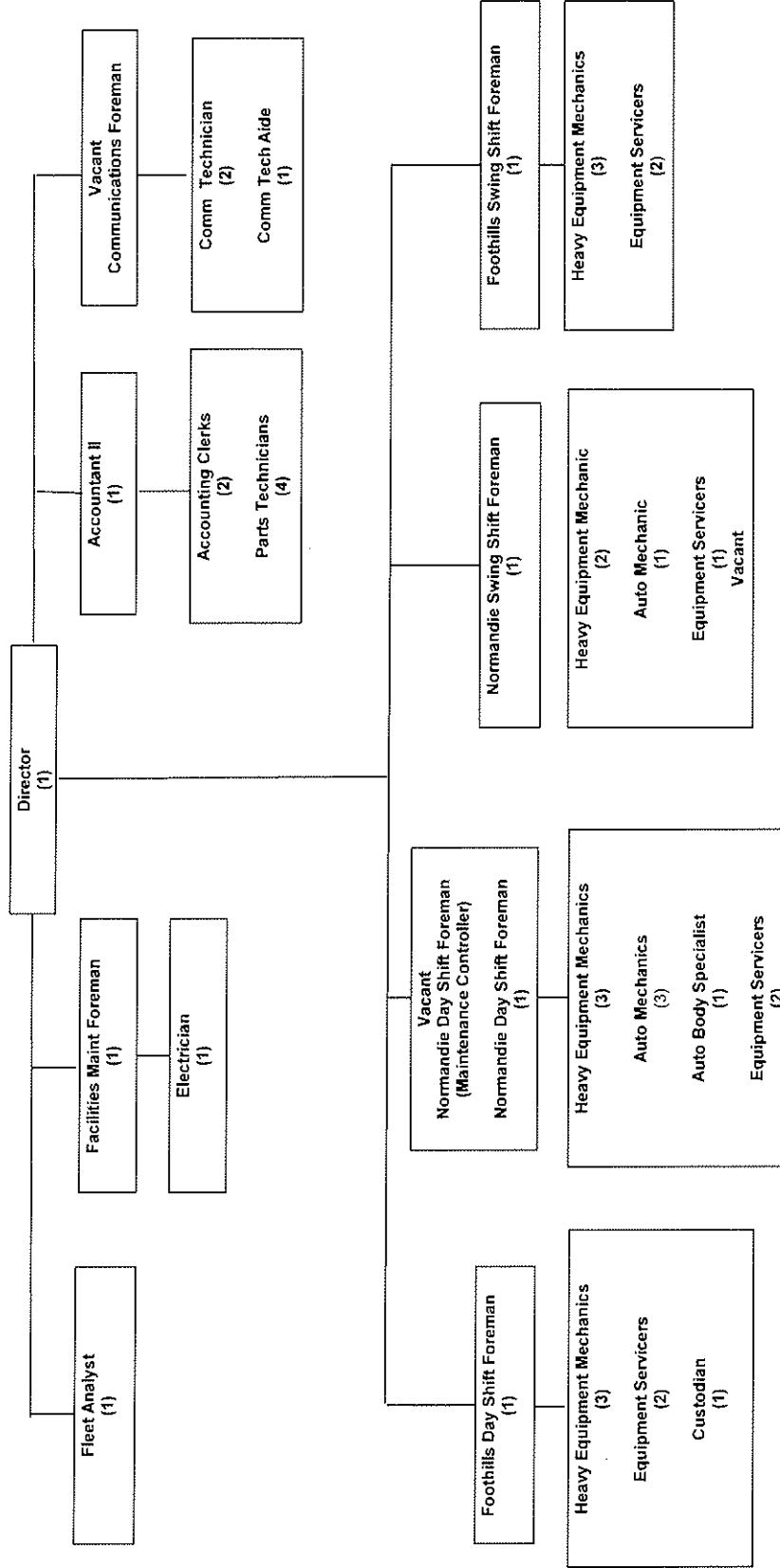
Dept#	Department	59305 IF Fuel	59501 IF Fleet Eqp Replace	59503 IF Comm Repl	59504 Motor Pool	59802 IF Fac Repairs	59803 Car Wash	59804 Vacuum	59805 IF Fluid Lub	59905 IF Fleet Repairs	59913 Fleet Maint Comm	2009 Total	% of Costs
20	Non Dept	\$1,060										\$1,060	0.0%
70	Admin Svcs											\$4,899	0.0%
230	Civil Serv				\$297							\$534	0.0%
320	Council				\$61							\$297	0.0%
330	PubAffcomm											\$81	0.0%
350	Comm Centr	\$5,235					\$46	\$3	\$5	\$5,211		\$20,412	0.2%
370	Eng Svcs	\$19,261			\$7,485	\$5,685	\$675	\$22	\$4	\$27,530	\$8	\$60,669	0.5%
380	Entrmt Fac	\$145			\$19							\$164	0.0%
440	File	599										\$9,510	0.1%
500	Legal				\$737							\$10,468	0.1%
650	Planning				\$1,729							\$1,729	0.0%
680	Police				\$60		\$10	\$2	\$37	\$1,041,320	\$126,311	\$1,695,293	13.7%
700	Publ Defnd	\$499,891	-\$56		\$27,718	\$15,685						\$15,685	0.1%
780	Busdevsvcs	\$1,163					\$63			\$2,889		\$4,114	0.0%
1100	Street Fd	\$355,230	\$1,816,779	\$20,546	\$2,079	\$69,821	\$17,611	\$133	-\$42	\$2,024,105	\$21,566	\$4,327,827	34.9%
1200	Code Enf	\$14,621	\$3,183		\$62		\$801	\$17	\$326	\$22,293	\$1,560	\$42,863	0.3%
1300	Library	\$5,817					\$114					\$5,931	0.0%
1390	Urban Fors	\$4,622					\$276	\$1	\$3	\$7,305		\$12,207	0.1%
1400	Park Fund	\$115,581			\$28,407	\$378	\$574	\$137	\$42	\$132,405	\$3,512	\$281,037	2.3%
1510	Law Inform									\$9		\$9	0.0%
1620	PubSalgmt	\$102										\$10,353	0.1%
1630	Comb Comm			\$1,800								\$17,950	0.1%
1669	Cd Admin				\$864							\$864	0.0%
1970	EMS Fund											\$77	0.0%
4100	Water Div	\$214,484	\$0			\$71,218	\$4,989	\$90	\$245	\$414,885	\$10,166	\$716,077	5.8%
4310	Sewer Mant	\$372			\$58	\$10,183	\$25	\$4		\$248,706	\$7,454	\$236,802	1.9%
4320	WWTP	\$847			\$401		\$108	\$1		\$3,487	\$3,433	\$8,077	0.1%
4360	Envrn Prog				\$161							\$161	0.0%
4490	Sol Ws Con	\$326					\$162,270			\$1,079		\$1,404	0.0%
4500	Sol Waste	\$1,077,286				\$156,823		\$973	\$6,840	\$9,007,726		\$4,411,918	35.6%
4600	Golf Fund									\$3		\$3	0.0%
4700	Bldg Svcs	\$13,975	-\$755				\$73	\$23	\$20	\$17,977		\$31,314	0.3%
5100	Fleet Svcs	\$16,852			\$453	\$91,449	\$2,427	\$66	\$342	\$128,769	\$1,513	\$241,870	2.0%
5110	Fileqtpl	\$1,061					\$33			\$185,016	\$12	\$186,122	1.5%
5200	PubWksutil	\$391			\$3,360		\$50	\$3		\$579	\$165	\$4,548	0.0%
5300	MIS	\$1,193			\$1,488	\$31,804	\$37		\$1	\$1,933		\$36,457	0.3%
6100	Emp Reirmt				\$2,059							\$2,069	0.0%
	City Total	\$2,349,415	\$1,819,151	\$22,346	\$47,739	\$507,909	\$190,182	\$1,476	\$7,823	\$7,243,248	\$211,567	\$12,400,854	100.0%
	PD Percent of City Total	21.3%	0.0%	0.0%	0.1%	5.5%	0.0%	0.1%	0.5%	14.4%	59.7%	13.7%	

Source: Spokane PD Financial Services

**SPOKANE POLICE DEPARTMENT
FLEET STUDY**

Exhibit 3

FLEET SERVICES ORGANIZATION



**SPOKANE POLICE DEPARTMENT
FLEET STUDY**

Exhibit 4

**FLEET SERVICES PERSONNEL SUMMARY
(PER 2010 ADOPTED BUDGET)**

Fleet Services Fund	Authorized Positions
Director	1
Accountant II	1
Fleet Analyst	1
Accounting Clerk	2
Electronic Comm Technical Aide	1
Electronic Comm System Tech	2
Comms Maint Foreperson	1
Custodian I	1
Electrician	1
Building Maintenance Foreperson	1
Parts Technician	4
Equipment Servicer	8
Automotive Mechanic	4
Equipment Maintenance Foreprsn	2
Certified Equipmt Maint Foreprsn	3
Certified Auto Body Specialist	1
Heavy Equipment Mechanic	7
Certified Heavy Equipmt Mechnc	4
Total	45

SPOKANE POLICE DEPARTMENT
FLEET STUDY

Exhibit 5

SUMMARY OF PM WORK ORDER ACTIVITY
DECEMBER 22, 2009 TO JANUARY 29, 2010

PM Type	Average per PM Work Order									
	Work Orders	Job Count	Hrs Opened	Lab Hours	Lab Cost	Parts Cost	Comm Cost	Total WO	PM Portion	%PM
A	22	5.2	94.1	4.8	\$433	\$400	\$26	\$860	\$107	12%
B	20	3.8	58.3	4.8	\$429	\$161	\$28	\$618	\$214	35%
A&B	3	6.3	44.7	5.4	\$464	\$338	\$111	\$913	\$335	37%
Sum of PM Work Orders										
PM Type	Work Orders	Job Count	Hrs Opened	Lab Hours	Lab Cost	Parts Cost	Comm Cost	Total WO	PM Portion	%PM
A	22	115	2,070.0	106.4	\$9,534	\$8,808	\$575	\$18,916	\$2,355	12%
B	20	75	1,165.0	95.8	\$8,587	\$3,213	\$554	\$12,354	\$4,284	35%
A&B	3	19	134.0	16.2	\$1,393	\$1,015	\$332	\$2,739	\$1,005	37%
Total	45	209	3,369.0	218.4	\$19,514	\$13,036	\$1,460	\$34,010	\$7,643	22%
Sum of All Work Orders										
WO	127	392	37,803	640.8	\$57,012	\$26,157	\$4,279	Sum		
All								\$87,448		

**SPOKANE POLICE DEPARTMENT
FLEET STUDY**

**SUMMARY OF ALL WORK ORDER ACTIVITY BY JOB TYPE
DECEMBER 22, 2009 TO JANUARY 29, 2010**

Repair Job	Total	% of Total	Cumulative %
Top Ten Non-PM Jobs			
60-XH - COMMISSION COMMUNICATIONS SYSTEM	\$9,006	10.3%	10.3%
60-0A-001 - COMMISSION ACCESSORIES TO POLICE UNIT	\$7,009	8.0%	18.3%
01-17-001 - REPAIR TIRE - PNEUMATIC	\$5,965	6.8%	25.1%
02-17-001 - REPLACE TIRE - PNEUMATIC	\$5,837	6.7%	31.8%
01-02-015 - REPAIR REAR QUARTER & DECK PANELS	\$4,733	5.4%	37.2%
02-13-001 - REPLACE FRONT BRAKES & DRUMS	\$4,673	5.3%	42.6%
13-0A-001 - MODIFY ACCESSORIES TO POLICE UNIT	\$4,555	5.2%	47.8%
01-XH - REPAIR COMMUNICATIONS SYSTEM	\$4,139	4.7%	52.5%
01-32-001 - REPAIR BATTERY & CABLES	\$1,767	2.0%	54.5%
16-00 - TRANSPORT COMPLETE UNIT	\$1,760	2.0%	56.5%
Subtotal	\$49,444	56.5%	
Rest of Non-PM Jobs			
05-0A-001 - INSTALL ACCESSORIES TO POLICE UNIT	\$1,339	1.5%	58.1%
02-22-002 - REPLACE REAR AXLE SHAFT	\$1,245	1.4%	59.5%
50-BS - W O CHARGE (% CHARGE FOR BENCH STOCK)	\$1,125	1.3%	60.8%
05-17-001 - INSTALL TIRE - PNEUMATIC	\$1,125	1.3%	62.1%
02-41-002 - REPLACE INTAKE MANIFOLD	\$991	1.1%	63.2%
01-03-001 - REPAIR GAUGES & WARNING DEVICES	\$926	1.1%	64.3%
05-44-016 - INSTALL VEHICLE IDENT. BOX (VIB)	\$883	1.0%	65.3%
01-32-002 - REPAIR STARTER	\$860	1.0%	66.3%
02-43-009 - REPLACE CATALYTIC CONVERTER	\$843	1.0%	67.2%
01-14 - REPAIR FRAME	\$832	1.0%	68.2%
01-XC - REPAIR RADIO	\$794	0.9%	69.1%
02-13-002 - REPLACE REAR BRAKES & DRUMS	\$741	0.8%	69.9%
06-33-003 - PERFORM COIL AND SPARK PLUGS	\$724	0.8%	70.8%
09-00 - WASH/STEAM COMPLETE UNIT	\$712	0.8%	71.6%
02-14-003 - REPLACE ENGINE MOUNTINGS	\$682	0.8%	72.3%
04-XH - INSPECT COMMUNICATIONS SYSTEM	\$670	0.8%	73.1%
05-32-001 - INSTALL BATTERY & CABLES	\$656	0.8%	73.9%
02-01-005 - REPLACE COMPRESSOR	\$620	0.7%	74.6%
02-15-004 - REPLACE STEERING LINKAGE	\$572	0.7%	75.2%
02-01-006 - REPLACE CONDENSER	\$567	0.6%	75.9%
02-15-003 - REPLACE STEERING GEAR	\$524	0.6%	76.5%
01-45 - REPAIR POWER PLANT	\$518	0.6%	77.1%
04-13 - INSPECT BRAKES	\$511	0.6%	77.7%
08-02-015 - PAINT REAR QUARTER & DECK PANELS	\$499	0.6%	78.2%
06-17-001 - PERFORM TIRE - PNEUMATIC	\$486	0.6%	78.8%
01-34 - REPAIR LIGHTING SYSTEM	\$479	0.5%	79.3%
01-02-018 - REPAIR DOOR MECHANISM	\$474	0.5%	79.9%
02-XC - REPLACE RADIO	\$452	0.5%	80.4%
01-44 - REPAIR FUEL SYSTEM	\$431	0.5%	80.9%
61-XH - DECOMMISSION COMMUNICATIONS SYSTEM	\$430	0.5%	81.4%
18-14-002 - REMOVE BUMPERS & ATTACHING PARTS	\$422	0.5%	81.9%
01-34-006 - REPAIR SPECIAL APPL WARNING LIGHTS	\$415	0.5%	82.3%
06-PM-PMT - PERFORM "T" TRANSMISSION SERVICE	\$388	0.4%	82.8%
02-32-001 - REPLACE BATTERY & CABLES	\$355	0.4%	83.2%
01-01-002 - REPAIR HEATING & VENTILATING	\$354	0.4%	83.6%
02-21-001 - REPLACE AXLE ASSY-FRONT STEERING,DRIVN	\$337	0.4%	84.0%
01-15-005 - REPAIR POWER STEERING PUMP	\$315	0.4%	84.3%
05-02-031 - INSTALL EXTERIOR BODY MOLDINGS	\$314	0.4%	84.7%
02-18-002 - REPLACE DRIVE AXLE HUBS & BEARINGS	\$296	0.3%	85.0%

SPOKANE POLICE DEPARTMENT
FLEET STUDY

Exhibit 6
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SUMMARY OF ALL WORK ORDER ACTIVITY BY JOB TYPE
DECEMBER 22, 2009 TO JANUARY 29, 2010

Repair Job	Total	% of Total	Cumulative %
02-27-020 - REPLACE LINES -HOSES	\$278	0.3%	85.3%
01-13-011 - REPAIR ANTI-LOCK SENSOR ASSEMBLY	\$252	0.3%	85.6%
01-42-100 - REPAIR BELT, COOLING SYSTEM	\$251	0.3%	85.9%
02-16-006 - REPLACE REAR SHOCK ABSORBER	\$238	0.3%	86.2%
01-31-001 - REPAIR GENERATOR/ALTERNATOR	\$235	0.3%	86.5%
05-41-006 - INSTALL AIR INTAKE PLUMBING	\$230	0.3%	86.7%
02-34-001 - REPLACE HEADLAMPS	\$228	0.3%	87.0%
02-42-100 - REPLACE BELT, COOLING SYSTEM	\$223	0.3%	87.2%
19-33-001 - SUPPLY IGNITION SWITCH	\$216	0.2%	87.5%
15-00 - TOW COMPLETE UNIT	\$215	0.2%	87.7%
01-34-002 - REPAIR LAMPS-REAR,TAIL,STOP,TURN,ETC	\$189	0.2%	87.9%
07-15-004 - ADJUST STEERING LINKAGE	\$183	0.2%	88.2%
01-34-001 - REPAIR HEADLAMPS	\$182	0.2%	88.4%
01-02-028 - REPAIR SEAT ADJUSTER	\$175	0.2%	88.6%
01-40 - REPAIR ENGINE / MOTOR SYSTEMS	\$172	0.2%	88.8%
04-15-004 - INSPECT STEERING LINKAGE	\$166	0.2%	88.9%
02-33-003 - REPLACE COIL AND SPARK PLUGS	\$164	0.2%	89.1%
05-XH - INSTALL COMMUNICATIONS SYSTEM	\$157	0.2%	89.3%
02-53 - REPLACE EXPENDABLE ITEMS	\$139	0.2%	89.5%
02-16-010 - REPLACE BALL JOINT	\$135	0.2%	89.6%
02-13-003 - REPLACE PARKING BRAKES	\$121	0.1%	89.8%
02-02-035 - REPLACE WINDSHIELD WIPER & WASHER	\$120	0.1%	89.9%
01-27 - REPAIR TRANSMISSION - MAIN, AUTOMATIC	\$118	0.1%	90.0%
01-18 - REPAIR WHEELS, RIMS, HUBS & BEARINGS	\$114	0.1%	90.2%
01-34-004 - REPAIR CLEARANCE/MARKER INTERIOR LAMP	\$106	0.1%	90.3%
01-02-024 - REPAIR GLASS	\$101	0.1%	90.4%
01-01-004 - REPAIR BLOWER MOTOR	\$95	0.1%	90.5%
18-XH - REMOVE COMMUNICATIONS SYSTEM	\$93	0.1%	90.6%
02-18-001 - REPLACE FRONT AXLE HUBS & BEARINGS	\$74	0.1%	90.7%
06-16-001 - PERFORM INDEPENDENT FRONT SUSPENSION	\$71	0.1%	90.8%
04-42-100 - INSPECT BELT, COOLING SYSTEM	\$56	0.1%	90.9%
01-02-035 - REPAIR WINDSHIELD WIPER & WASHER	\$53	0.1%	90.9%
04-22-007 - INSPECT ASSEMBLY - REAR AXLE, DRIVEN	\$49	0.1%	91.0%
01-21-001 - REPAIR AXLE ASSY-FRONT STEERING,DRIVN	\$45	0.1%	91.0%
01-27-033 - REPAIR RANGE SELECTOR/MANUAL LINKAGE	\$44	0.1%	91.1%
01-0A-001 - REPAIR ACCESSORIES TO POLICE UNIT	\$43	0.0%	91.1%
06-PM-043 - PERFORM ANNUAL EMISSION TEST	\$41	0.0%	91.2%
02-44-001 - REPLACE TANK - FUEL, LIQUID	\$34	0.0%	91.2%
02-XD - REPLACE MICROPHONE	\$26	0.0%	91.2%
01-43-001 - REPAIR EMISSION CONTROLS	\$20	0.0%	91.3%
01-15 - REPAIR STEERING	\$0	0.0%	91.3%
01-22-002 - REPAIR REAR AXLE SHAFT	\$0	0.0%	91.3%
04-15 - INSPECT STEERING	\$0	0.0%	91.3%
04-43 - INSPECT EXHAUST SYSTEM	\$0	0.0%	91.3%
Subtotal	\$30,360	34.7%	
PM Jobs			
06-PM-PMB - PERFORM "B" SERVICE	\$4,928	5.6%	
06-PM-PMA - PERFORM "A" SERVICE	\$2,564	2.9%	
06-PM - PERFORM PM SERVICE (ALL LEVELS)	\$151	0.2%	
Subtotal PM Inspections	\$7,643	8.7%	
Total	\$87,448		

SPOKANE POLICE DEPARTMENT
FLEET STUDY

Exhibit 7

RECENT CROWN VIC UPFITTING COSTS BY FLEET SERVICES

Unit	Fiscal Year	Purchase	Prep	Accessories	Cap Adjust	Total Cap	Work Dates		Days	Months
							First	Last		
427380	2009	\$346	\$9,160	\$0	\$0	\$9,506	8/11/09	2/12/10	185	6.2
427377	2010	\$154	\$9,211	\$0	\$0	\$9,365	8/20/09	2/12/10	176	5.9
427376	2009	\$154	\$10,208	\$0	\$0	\$10,361	9/11/09	2/12/10	154	5.1
427370	2009	\$154	\$5,167	\$0	\$0	\$5,321	10/19/09	2/12/10	116	3.9
427381	2009	\$346	\$8,753	\$0	\$0	\$9,099	10/21/09	2/12/10	114	3.8
427386	2009	\$346	\$5,768	\$0	\$0	\$6,113	10/22/09	2/12/10	113	3.8
427371	2010	\$154	\$11,564	\$0	\$0	\$11,718	1/25/10	4/2/10	67	2.2
427375	2010	\$154	\$8,286	\$0	\$0	\$8,439	2/1/10	4/9/10	67	2.2
427373	2010	\$154	\$8,856	\$0	\$0	\$9,010	2/4/10	4/9/10	64	2.1
427382	2010	\$346	\$5,624	\$0	\$0	\$5,970	2/4/10	3/1/10	25	0.8
427385	2010	\$346	\$1,256	\$0	\$0	\$1,602	2/9/10	3/18/10	37	1.2
Total	10	\$2,306	\$82,596	\$0	\$0	\$86,504				
					Median	\$9,010			113.0	3.8
					Average	\$7,864			101.6	3.4

**SPOKANE POLICE DEPARTMENT
FLEET STUDY
ECONOMIC LIFE CYCLE ANALYSIS FOR CROWN VICS**

Life Mi	Resale	Depreciation (a)	Interest (b)	Dep + Int	Life (Dep + Int) (c)	Life (Dep + Int) per Mi. (d)	M&R/Mi. (e)	Life M&R per Mi. (f)	Tot Life Cost per Mi. (g)
0									
10,000	\$19,400	\$13,600	\$194	\$13,794	\$13,794	\$1.3794	\$0.6350	\$1.1800	2.559
20,000	\$17,200	\$2,200	\$172	\$2,372	\$16,166	\$0.8083	\$0.4750	\$1.0200	1.828
30,000	\$15,100	\$2,100	\$151	\$2,251	\$4,623	\$0.1541	\$0.4250	\$0.9000	1.054
40,000	\$13,200	\$1,900	\$132	\$2,032	\$4,283	\$0.1071	\$0.3950	\$0.8200	0.927
50,000	\$11,400	\$1,800	\$114	\$1,914	\$3,946	\$0.0789	\$0.3850	\$0.7800	0.859
60,000	\$9,900	\$1,500	\$99	\$1,599	\$3,513	\$0.0586	\$0.3950	\$0.7800	0.839
70,000	\$8,500	\$1,400	\$85	\$1,485	\$3,084	\$0.0441	\$0.4250	\$0.8200	0.864
80,000	\$7,400	\$1,100	\$74	\$1,174	\$2,659	\$0.0332	\$0.4750	\$0.9000	0.933
90,000	\$6,400	\$1,000	\$64	\$1,064	\$2,238	\$0.0249	\$0.5450	\$1.0200	1.045
100,000	\$5,600	\$800	\$56	\$856	\$1,920	\$0.0192	\$0.6350	\$1.1800	1.199
110,000	\$4,900	\$700	\$49	\$749	\$1,605	\$0.0146	\$0.7450	\$1.3800	1.395
120,000	\$4,500	\$400	\$45	\$445	\$1,194	\$0.0100	\$0.8750	\$1.6200	1.630
130,000	\$4,200	\$300	\$42	\$342	\$787	\$0.0061	\$1.0250	\$1.9000	1.906
140,000	\$4,100	\$100	\$41	\$141	\$483	\$0.0035	\$1.1950	\$2.2200	2.223



Notes:

- (a) Based on initial cost of \$33,000 per vehicle.
- (b) Based on multiplying 1% times resale value. This assumes that 10,000 miles increments would be reached one third of the year. Then one-third of 3% equals 1%.
- (c) Cumulative sum of depreciation and interest costs.
- (d) Cumulative sum of depreciation and interest costs divided by odometer miles.
- (e) From maintenance and repair trending analysis.
- (f) Cumulative sum of maintenance and repair costs per mile.
- (g) Sum of cumulative depreciation, interest, and M&R costs per accumulated mileage (i.e. odometer reading).

SPOKANE POLICE DEPARTMENT
FLEET STUDY

Exhibit 10
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SCREEN FOR LOWER USE CROWN VICS

Row	Unit No.	In Service	Model Yr	Desc	Meter	Gallons	Miles	Lower Use	Take Home?	Presumed Org
1	427381		2009	FORD CROWN VIC		8	40			PATROL
2	427365		2009	FORD CROWN VIC			12			PATROL
3	427367		2009	FORD CROWN VIC			12		Yes	PATROL
4	427371		2009	FORD CROWN VIC			12		Yes	PATROL
5	427373		2009	FORD CROWN VIC			12			PATROL
6	427375		2009	FORD CROWN VIC			12			PATROL
7	427382		2009	FORD CROWN VIC			12			PATROL
8	427385		2009	FORD CROWN VIC			12			OTHER
9	427370		2009	FORD CROWN VIC		5	30			PATROL
10	427386		2009	FORD CROWN VIC		107	1,782			PATROL
11	420812	10/28/96	1996	FORD CROWN VIC	61,416		116	x	Yes	DX
12	420810	3/25/96	1996	FORD CROWN VIC			157	x		DX
13	421030	9/24/97	1997	FORD CROWN VIC	112,302	14	168	x		ACADEMY
14	422239	2/19/99	1998	FORD CROWN VIC	99,866	37	495	x		ACADEMY
15	422238	10/13/99	1998	FORD CROWN VIC	122,782	76	652	x		ACADEMY
16	421036	4/16/97	1997	FORD CROWN VIC	116,697	43	741	x		ACADEMY
17	420486	8/25/95	1995	FORD CROWN VIC	31,045	65	780	x		SPARE DX
18	423488	5/21/01	2001	FORD CROWN VIC	100,832	212	916	x		DX
19	422243	3/26/99	1998	FORD CROWN VIC	114,453	126	965	x		PATROL
20	420074	8/2/94	1994	FORD CROWN VIC	13,674	83	1,148	x		ACADEMY
21	420797	4/5/96	1996	FORD CROWN VIC	29,133	32	1,173	x		ACADEMY
22	420790	3/21/96	1996	FORD CROWN VIC	30,916	141	1,242	x	Yes	ACADEMY
23	421032	11/1/97	1997	FORD CROWN VIC	92,547	152	1,251	x		
24	422647	11/30/99	1999	FORD CROWN VIC	129,179	158	1,269	x		PATROL
25	424914	10/14/05	2003	FORD CROWN VIC	18,232	101	1,396	x		ACADEMY
26	422645	9/28/99	1999	FORD CROWN VIC	79,326	161	1,517	x		CO-OP
27	420808	9/25/96	1996	FORD CROWN VIC		329	1,634	x	Yes	DX
28	422225	5/12/98	1998	FORD CROWN VIC	112,587	168	1,828	x		TRAFFIC UNIT
29	423487	11/20/01	2001	FORD CROWN VIC	87,601	110	1,938	x		DX
30	423482	4/30/01	2001	FORD CROWN VIC	111,881	200	1,959	x		TRAFFIC
31	424004	3/11/03	2002	FORD CROWN VIC	0	189	2,268	x		PATROL
32	423033	5/25/00	2000	FORD CROWN VIC	74,015	366	2,681	x	Yes	TRAFFIC UNIT
33	423468	2/27/02	2001	FORD CROWN VIC	140,156	192	2,758	x	Yes	PATROL
34	424920	8/10/04	2003	FORD CROWN VIC	121,805	199	2,790	x	Yes	PATROL
35	424924	9/19/03	2003	FORD CROWN VIC	97,797	218	2,818			DX
36	424007	1/24/03	2002	FORD CROWN VIC	26,530	109	2,929			DX
37	421047	3/10/97	1997	FORD CROWN VIC	122,023	252	3,024		Yes	DX
38	423038	6/26/00	2000	FORD CROWN VIC	134,867	426	3,063			TRAFFIC UNIT
39	425488	4/5/06	2004	FORD CROWN VIC	128,315	462	3,272		Yes	DX
40	424023	2/7/03	2002	FORD CROWN VIC	41,064	339	3,285		Yes	CO-OP
41	424926	7/26/05	2003	FORD CROWN VIC	8,096	553	3,369		Yes	DX
42	424921	8/22/03	2003	FORD CROWN VIC	105,169	485	3,514		Yes	TRAFFIC
43	422639	4/27/99	1999	FORD CROWN VIC	101,912	262	3,562		Yes	DX
44	422640	9/28/99	1999	FORD CROWN VIC	58,575	264	3,595		Yes	DX
45	424012	2/18/03	2002	FORD CROWN VIC		1,305	3,630		Yes	PATROL
46	424002	11/12/02	2002	FORD CROWN VIC	4,459	394	3,716			DX
47	422230	7/14/98	1998	FORD CROWN VIC	79,628	321	3,787		Yes	DX
48	427376	11/3/09	2009	FORD CROWN VIC	70,548	355	3,869			PATROL
49	426791	5/22/07	2007	FORD CROWN VIC	113,885	139	3,968			OTHER
50	423042	6/13/00	2000	FORD CROWN VIC	62,243	303	4,099		Yes	DX
51	424919	3/24/04	2003	FORD CROWN VIC	119,257	309	4,117		Yes	DX
52	422643	10/18/99	1999	FORD CROWN VIC	44,718	359	4,308		Yes	DX
53	423046	2/1/01	2000	FORD CROWN VIC	98,094	374	4,488		Yes	Special Events
54	423484	8/1/02	2001	FORD CROWN VIC	98,962	330	4,536		Yes	DX
55	424922	10/7/03	2003	FORD CROWN VIC	86,089	302	4,562		Yes	ACADEMY
56	425493	5/11/04	2004	FORD CROWN VIC	98,745	281	4,595		Yes	ADMIN
57	427380		2009	FORD CROWN VIC		178	4,595			PATROL
58	423481	8/13/01	2001	FORD CROWN VIC	134,102	312	4,699		Yes	DX
59	425482	11/7/05	2004	FORD CROWN VIC	55,691	641	4,706			TRAFFIC UNIT
60	400731	6/23/93	1993	FORD CROWN VIC	90,420	398	4,807			SPARE DX
61	425489	4/1/05	2004	FORD CROWN VIC	34,398	121	4,861		Yes	DX
62	424912	5/5/05	2003	FORD CROWN VIC	47,641	528	4,872		Yes	PATROL
63	421046	4/22/97	1997	FORD CROWN VIC	90,867	446	5,025			NRO

SPOKANE POLICE DEPARTMENT
FLEET STUDY

Exhibit 10
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SCREEN FOR LOWER USE CROWN VICS

Row	Unit No.	In Service	Model Yr	Desc	Meter	Gallons	Miles	Lower Use	Take Home?	Presumed Org
64	424925	5/24/04	2003	FORD CROWN VIC	52,832	621	5,055		Yes	TRAFFIC
65	423048	2/26/01	2000	FORD CROWN VIC	75,262	479	5,135		Yes	PATROL
66	424009	4/23/03	2002	FORD CROWN VIC	81,983	397	5,193			TRAFFIC
67	423039	3/27/01	2000	FORD CROWN VIC	7,760	449	5,196		Yes	DX
68	424923	12/3/03	2003	FORD CROWN VIC	89,972	350	5,317		Yes	ADMIN
69	422234	10/11/99	1998	FORD CROWN VIC	91,042	590	5,396			Code
70	425486	7/14/06	2004	FORD CROWN VIC	77,008	793	5,521			TRAFFIC UNIT
71	426792	9/5/07	2007	FORD CROWN VIC	55,319	525	5,594			PATROL
72	425492	5/28/04	2004	FORD CROWN VIC	97,585	342	5,754			ADMIN
73	423032	5/4/00	2000	FORD CROWN VIC	82,521	339	5,774			DX
74	424008	7/25/02	2002	FORD CROWN VIC	76,698	352	5,838		Yes	ACADEMY
75	422644	11/30/99	1999	FORD CROWN VIC	85,930	499	5,975		Yes	DX
76	425484	3/15/06	2004	FORD CROWN VIC	123,264	377	6,021		Yes	DX
77	424928	1/23/04	2003	FORD CROWN VIC	92,506	493	6,124		Yes	DX
78	424927	8/3/04	2003	FORD CROWN VIC	89,642	449	6,182		Yes	DX
79	423485	6/5/01	2001	FORD CROWN VIC	98,149	390	6,224			OTHER
80	427377	10/27/09	2009	FORD CROWN VIC	92,125	432	6,310			PATROL
81	423489	8/27/01	2001	FORD CROWN VIC		406	6,327		Yes	OTHER
82	423040	5/4/00	2000	FORD CROWN VIC	15,633	396	6,364		Yes	OTHER
83	424021	4/18/02	2002	FORD CROWN VIC	1,705	516	6,498		Yes	PATROL
84	424006	11/7/02	2002	FORD CROWN VIC	92,239	369	6,513			ADMIN
85	422223	8/21/98	1998	FORD CROWN VIC	78,223	569	6,525			DX
86	425490	3/13/06	2004	FORD CROWN VIC	57,369	379	6,770			DX
87	424904	2/1/05	2003	FORD CROWN VIC	37,290	471	7,029		Yes	PATROL
88	423486	6/6/02	2001	FORD CROWN VIC	75,869	471	7,159		Yes	TRAFFIC
89	426795	7/2/07	2007	FORD CROWN VIC	51,888	568	7,264		Yes	PATROL
90	427087	6/9/09	2008	FORD CROWN VIC	48,734	303	7,405			PATROL
91	425487	9/30/05	2004	FORD CROWN VIC	72,446	445	7,489			TRAFFIC UNIT
92	425483	4/16/07	2004	FORD CROWN VIC	50,814	612	7,818			TRAFFIC UNIT
93	424014	8/28/02	2002	FORD CROWN VIC	70,872	640	7,840			OTHER
94	422232	3/17/99	1998	FORD CROWN VIC	106,504	328	7,854		Yes	DX
95	423490	8/2/01	2001	FORD CROWN VIC	90,583	541	7,910		Yes	DX
96	425485	6/7/06	2004	FORD CROWN VIC	113,001	762	7,957		Yes	TRAFFIC UNIT
97	422229	5/12/98	1998	FORD CROWN VIC	83,195	529	8,080		Yes	DX
98	425491	8/4/05	2004	FORD CROWN VIC	89,247	500	8,451		Yes	DX
99	424025	4/27/02	2002	FORD CROWN VIC	95,042	231	8,870		Yes	PATROL
100	423043	6/13/00	2000	FORD CROWN VIC	85,484	615	9,046		Yes	ADMIN
101	423041	10/20/00	2000	FORD CROWN VIC	88,353	615	9,188		Yes	DX
102	420803	5/1/96	1996	FORD CROWN VIC	34,500	698	9,393		Yes	NRO
103	425480	4/16/07	2004	FORD CROWN VIC	53,467	724	9,502		Yes	DX
104	426803	11/16/07	2007	FORD CROWN VIC	34,756	211	9,692			POOL
105	424003	5/15/02	2002	FORD CROWN VIC	82,152	627	9,789		Yes	PATROL
106	422231	4/28/99	1998	FORD CROWN VIC	83,442	635	10,071		Yes	DX
107	423057	2/1/01	2000	FORD CROWN VIC	118,405	1,050	10,574			K-9
108	424017	8/28/02	2002	FORD CROWN VIC	2,951	990	10,678			K-9
109	427101	10/12/09	2008	FORD CROWN VIC	45,009	784	10,707		Yes	PATROL
110	427107	10/6/08	2008	FORD CROWN VIC	47,143	769	10,774		Yes	PATROL
111	426801	6/1/07	2007	FORD CROWN VIC	14,213	175	10,942			POOL
112	426797	7/18/07	2007	FORD CROWN VIC	59,961	666	10,957		Yes	PATROL
113	425481	9/22/06	2004	FORD CROWN VIC	6,230	593	11,118		Yes	DX
114	427111	8/18/09	2008	FORD CROWN VIC	37,661	796	11,368		Yes	PATROL
115	427088	7/20/09	2008	FORD CROWN VIC	24,005	1,044	11,493			PATROL
116	423045	5/23/00	2000	FORD CROWN VIC	45,649	930	11,590		Yes	K-9
117	424013	1/24/03	2002	FORD CROWN VIC		1,087	11,764			K-9
118	423059	5/25/00	2000	FORD CROWN VIC	79,190	919	12,045			PATROL
119	425501	8/4/06	2004	FORD CROWN VIC	21,121	1,233	12,342			PATROL
120	424906	11/4/05	2003	FORD CROWN VIC	92,188	1,308	12,544			PATROL
121	424001	4/1/02	2002	FORD CROWN VIC	4,106	718	13,201			DX
122	422650	8/24/99	1999	FORD CROWN VIC	78,163	1,012	13,364			K-9
123	422224	4/14/98	1998	FORD CROWN VIC	107,639	935	13,444			CHAPLAIN
124	423037	5/9/00	2000	FORD CROWN VIC	76,115	820	13,616			DX
125	426806	8/16/07	2007	FORD CROWN VIC	67,656	1,279	13,819		Yes	DX
126	427105	9/23/09	2008	FORD CROWN VIC	64,235	826	14,042		Yes	PATROL
127	425496	8/4/06	2004	FORD CROWN VIC	54,882	1,452	14,931			PATROL

SPOKANE POLICE DEPARTMENT
FLEET STUDY

SCREEN FOR LOWER USE CROWN VICS

Row	Unit No.	In Service	Model Yr	Desc	Meter	Gallons	Miles	Lower Use	Take Home?	Presumed Org
128	426793	10/11/07	2007	FORD CROWN VIC	12,456	1,548	15,080			PATROL
129	427104	3/2/09	2008	FORD CROWN VIC	77,400	1,603	15,730			PATROL
130	425504	10/23/06	2004	FORD CROWN VIC	72,119	1,720	16,286			OTHER
131	426802	1/10/08	2007	FORD CROWN VIC	111,760	1,496	16,451		Yes	DX
132	425505	9/27/06	2004	FORD CROWN VIC	102,199	1,896	16,467			PATROL
133	427103	7/21/09	2008	FORD CROWN VIC	68,669	1,288	16,647			PATROL
134	427106	6/2/09	2008	FORD CROWN VIC	33,505	1,123	16,751			PATROL
135	420489	9/20/95	1995	FORD CROWN VIC	37,751	1,126	17,012		Yes	PATROL
136	426805	5/14/08	2007	FORD CROWN VIC	82,593	1,633	17,197		Yes	PATROL
137	427102	2/20/09	2008	FORD CROWN VIC	66,899	1,558	18,166			PATROL
138	424918	11/2/05	2003	FORD CROWN VIC	27,877	1,927	18,829			PATROL
139	426787	6/25/07	2007	FORD CROWN VIC	88,321	2,005	19,015			PATROL
140	426784	11/25/07	2007	FORD CROWN VIC	100,043	2,095	20,040			PATROL
141	426804	5/14/08	2007	FORD CROWN VIC	19,582	2,553	21,847			PATROL
142	423044	9/27/00	2000	FORD CROWN VIC	41,879	345	22,689		Yes	DX
143	426794	8/17/07	2007	FORD CROWN VIC	74,602	2,319	22,802			PATROL
144	426798	5/20/08	2007	FORD CROWN VIC	53,168	2,503	24,020			TRAFFIC
145	427094	4/20/09	2008	FORD CROWN VIC	21,556	2,285	24,606			PATROL
146	426783	12/6/07	2007	FORD CROWN VIC	98,976	2,258	24,971			PATROL
147	427109	9/8/08	2008	FORD CROWN VIC	81,536	2,967	25,700			PATROL
148	426796	8/1/07	2007	FORD CROWN VIC	16,623	2,763	26,494			PATROL
149	427091	12/5/08	2008	FORD CROWN VIC	63,383	2,634	26,528			PATROL
150	427110	8/20/08	2008	FORD CROWN VIC	35,850	2,779	26,886			PATROL
151	427092	5/22/09	2008	FORD CROWN VIC	30,486	1,960	26,999			PATROL
152	426782	8/23/07	2007	FORD CROWN VIC	90,084	2,636	27,009			PATROL
153	426790	6/13/07	2007	FORD CROWN VIC	105,745	2,866	28,420			PATROL
154	427090	6/5/09	2008	FORD CROWN VIC	41,304	2,092	29,502			PATROL
155	427096	7/14/08	2008	FORD CROWN VIC	86,829	3,600	29,956			PATROL
156	427098	11/12/08	2008	FORD CROWN VIC	52,375	3,114	30,291			PATROL
157	427095	10/7/08	2008	FORD CROWN VIC	77,016	3,086	30,690			PATROL
158	426785	12/12/07	2007	FORD CROWN VIC	89,641	3,081	30,772			PATROL
159	426789	9/11/07	2007	FORD CROWN VIC	96,855	3,188	31,019			PATROL
160	426788	8/8/07	2007	FORD CROWN VIC	76,135	3,088	31,062			PATROL
161	426800	12/21/07	2007	FORD CROWN VIC	16,017	3,019	32,448		Yes	DX
162	427108	3/2/09	2008	FORD CROWN VIC	58,753	2,937	32,671			PATROL
163	427097	7/23/08	2008	FORD CROWN VIC	23,926	3,329	33,178			PATROL
164	427089	5/23/08	2008	FORD CROWN VIC	55,863	3,289	33,561		Yes	PATROL
165	426799	8/15/07	2007	FORD CROWN VIC	68,614	2,998	33,755		Yes	DX
166	427093	1/12/09	2008	FORD CROWN VIC	40,256	3,296	33,913		Yes	PATROL
167	427100	1/23/09	2008	FORD CROWN VIC	37,131	3,307	41,066			PATROL

Counts

168

25

Minimum 116
Average 10,909
Maximum 41,066

15th percentile 2,801

Note:

(a) Miles shown in italics were estimated from fuel consumption.

SPOKANE POLICE DEPARTMENT
FLEET STUDY

SCREEN FOR LOWER USE OTHER SEDANS

Row	Unit No.	In Service	Model Yr	Desc	Meter	Gallons	Miles	Lower Use	Take Home?	Presumed Org
1	421967	9/23/97	1994	FORD TAURUS GL	117,696	13	169	x		ACADEMY
2	427086		2004	MAZDA M6		23	532	x	possibly	DX
3	426993		2004	TOYOTA CAMRY		42	840	x		DX
4	421015	12/12/96	1997	FORD ESCORT	108,268	27	1,158			POOL
5	426724		1999	CHEVROLET MALIBU		74	1,480		possibly	PATROL
6	402030	5/18/92	1992	FORD ESCORT		83	1,660		possibly	COPS
7	402014	3/20/92	1992	FORD TAURUS		91	1,820			I.S.
8	426604		2004	DODGE STRATUS		176	3,846			DX
9	427512		2002	BUICK REGAL		202	4,040			DX
10	422437	10/7/98	1998	FORD CONTOUR	105,905	298	4,177			COPS
11	427443	8/11/09	2009	CHEVROLET IMPALA	27,895	212	4,452		possibly	DX
12	426479		2001	TOYOTA CAMRY		373	4,460		possibly	DX
13	425184		2001	PONTIAC GRAND PRIX			5,343		possibly	DX
14	426999	10/29/07	2008	CHEVROLET IMPALA	102,998	315	7,191		possibly	DX
15	422720	3/31/99	1999	DODGE INTREPID E5	107,716	460	7,437		possibly	ADMIN
16	427136	4/15/08	2008	CHEVROLET IMPALA	15,796	490	11,103		possibly	DX
17	426192		2003	BUICK CENTURY		681	12,670			ADMIN
18	426998	10/29/07	2008	CHEVROLET IMPALA	36,405	701	15,430		possibly	DX
19	426931		2006	BUICK LACROSSE		735	15,890		possibly	ADMIN
20	402008	6/1/93	1993	FORD TAURUS	75,350	12				ACADEMY
21	422933	2/3/00	1997	TOYOTA CAMRY	106,099					DX
22	425196	7/8/03	2000	CHEVROLET IMPALA	118,592					ACADEMY
23	425369		1996	HONDA ACCORD		109				DX
24	426191	5/3/05	2003	FORD TAURUS GL	27,079					PATROL

3

Counts 24

Minimum	169
Average	5,458
Maximum	15,890
15th percentile	1,063

Note:
(a) Miles shown in italics were estimated from fuel consumption.

SPOKANE POLICE DEPARTMENT
FLEET STUDY

SCREEN FOR LOWER USE SUVs/SUBURBANS

Row	Unit No.	In Service	Model Yr	Desc	Meter	Gallons	Miles	Lower Use	Take Home?	Presumed Org
1	409654	1/1/05	2005	DODGE DURANGO	571			x		
2	422931	2/3/00	1997	FORD EXPLORER	69,797			x	Yes	DX
3	427629		2006	FORD EXPEDITION			34	x		DX
4	427081		2000	CHEVROLET TAHOE		17	221	x		PATROL
5	425030	4/22/04	2003	FORD EXPEDITION	87,812	109	1,116	x		TRAFFIC UNIT
6	426546	3/13/06	2006	CHEVROLET SUBURBAN	12,311	102	1,353	x		SWAT
7	425031	5/28/04	2003	FORD EXPEDITION	55,127	155	2,613		Yes	OTHER
8	423560	3/6/02	2002	FORD EXCURSION	100,324	237	3,081			BOMB SQUAD
9	423148	8/1/00	1997	CHEVROLET SUBURBAN	93,038	202	4,021			OTHER
10	426942		2006	FORD EXPEDITION		511	5,232		Yes	DX
11	420944		1996	FORD EXPLORER		579	5,300		Yes	DX
12	426684		2006	FORD EXPEDITION		331	6,301		Yes	DX
13	423821		2001	ISUZU RODEO		406	6,550			DX
14	424987		1997	JEEP CHEROKEE		599	7,081		Yes	DX
15	426242		2002	DODGE DURANGO		670	7,550		Yes	DX
16	425970	4/18/05	2005	CHEVROLET TAHOE	35,839	974	7,681			TRAFFIC UNIT
17	423564	6/5/01	2001	CHEVROLET TAHOE	80,067	725	8,929		Yes	K-9
18	427305		2006	GMC ENVOY		707	9,034		Yes	DX
19	426935		2006	FORD EXPLORER		695	9,035		Yes	DX
20	426193		2005	FORD EXPLORER		615	9,332		Yes	DX
21	423907	4/11/02	2002	FORD EXPLORER	97,985	808	12,694		Yes	TRAFFIC UNIT
22	427147		2007	FORD EXPLORER		909	14,376			DX
23	426605		2004	MITSUBISHI ENDEAVOR		851	14,402		Yes	DX
24	426728		2002	DODGE DURANGO		1,136	14,637		Yes	DX
25	425969	4/13/05	2005	CHEVROLET TAHOE	18,330	1,467	15,577		Yes	PATROL
26	427340	9/16/08	2008	CHEVROLET TAHOE	19,297	1,573	20,006			TRAFFIC UNIT
27	427339	9/8/08	2008	CHEVROLET TAHOE	107,959	2,045	26,559			TRAFFIC UNIT
					Counts	27			6	
					Minimum		34			
					Average		8,509			
					Maximum		26,559			
					15th percentile		2,109			

Note:

(a) Miles shown in italics were estimated from fuel consumption.

SPOKANE POLICE DEPARTMENT
FLEET STUDY

Exhibit 13

SCREEN FOR LOWER USE MINIVANS

Row	Unit No.	In Service	Model Yr	Desc	Meter	Gallons	Miles (a)	Lower Use	Take Home?	Presumed Org
1	423440	2/19/01	1997	CHEVROLET VENTURE	126,978			x	Yes	DX
2	420477	4/3/95	1995	FORD WINDSTAR	32,458	198	2,970	x		OTHER
3	427541		2009	DODGE CARAVAN		168	3,364	x	Yes	DX
4	420536	8/2/95	1995	FORD WINDSTAR	888	347	6,209			ACADEMY
5	420475	4/3/95	1995	FORD WINDSTAR	25,302	435	6,532			SENIOR - VOL.
6	426930		2003	FORD WINDSTAR		586	8,799		Yes	DX
7	426495		2005	DODGE CARAVAN		678	10,170			DX
Counts								3		
					Minimum		2,970			
					Average		6,341			
					Maximum		10,170			
					15th percentile		3,266			

Note:

(a) Miles shown in italics were estimated from fuel consumption.

SPOKANE POLICE DEPARTMENT
FLEET STUDY

Exhibit 14

SCREEN FOR LOWER USE TRUCKS

Row	Unit No.	In Service	Model Yr	Desc	Meter	Gallons	Miles	Lower Use	Take Home?	Presumed Org
1	427300	3/4/03	2001	DODGE RAM 150	91,717			x		
2	427581		2010	FORD F250SCAB4X4			12	x	Yes	OTHER
3	426443		2000	FORD E350				x		DX
4	424716		2002	GMC G3500		145	120	x		DX
5	400885	7/3/91	1991	CHEVROLET G10	83,510	14	210		Yes	PATROL
6	400208	11/14/86	1987	FORD E250		51	299			COPS N. HILL
7	422466		1995	CHEVROLET PU		19	377			ACADEMY
8	425626	8/10/04	2004	FORD E350	82,528	45	386		Yes	CHAPLAIN
9	423000	4/26/00	2000	FORD CLUB WAGON	106,870	26	390		Yes	OTHER
10	409573		1992	FORD CLUB WAGON		35	525			DX
11	420659	1/1/96	1993	FORD E250	34,233	77	642		Yes	PROPERTY ROOM
12	427409	9/1/09	2008	FORD F550	67,927	103	1,545			OTHER
13	423438		1998	FORD F150		467	5,565		Yes	DX
14	426544		2002	FORD F150		470	7,050		Yes	DX
15	424933		2008	FORD F150		795	10,557			DX
16	427226		2003	DODGE DAKOTA		1,313	16,857		Yes	DX
17	408616	4/20/88	1988	CHEVROLET G30	22,669	48				COPS NW
18	421014	12/5/96	1991	FORD F150	93,260					
19	425183	3/24/04	2003	FORD E450	94,031	181				OTHER
20	426330	1/25/06	2006	GMC TC4	70,558	21				EDU
21	427165		2004	GMC SAVANA		29			Yes	
			Counts							4
					Minimum		12			
					Average		3,181			
					Maximum		16,857			
					15th percentile		206			

Note:
(a) Miles shown in italics were estimated from fuel consumption.

SPOKANE POLICE DEPARTMENT
FLEET STUDY

SCREEN FOR LOWER USE MOTORCYCLES

Row	Unit No.	In Service	Model Yr	Desc	Meter	Gallons	Miles	Lower Use	Take Home?	Presumed Org
1	OTORCYCLE 0680		2001	KAWASAKI KZ1000				x		
2	427357	5/6/09	2009	HONDA CYCLE	33,815		58±			TRAFFIC UNIT
3	425734	8/1/04	2004	BMW R1150RTP	11,557	78	753	x		TRAFFIC UNIT
4	424070	5/24/02	2002	BMW R1150RTP	70,355	82	1,098	x		TRAFFIC UNIT
5	424071	5/24/02	2002	BMW R1150RTP	105,430	82	1,098	x		TRAFFIC UNIT
6	424072	5/24/02	2002	BMW R1150RTP	4,415	87	1,114			TRAFFIC UNIT
7	424073	5/24/02	2002	BMW R1150RTP	42,637	82	1,217			TRAFFIC UNIT
8	424067	5/17/02	2002	BMW R1150RTP	11,183	82	1,615			TRAFFIC UNIT
9	424069	5/17/02	2002	BMW R1150RTP	22,914	82	2,384			TRAFFIC UNIT
10	427358	5/6/09	2009	HONDA CYCLE	81,437		3,053			TRAFFIC UNIT
11	424984	6/24/03	2004	BMW R1150RTP	60,981	78	3,345			TRAFFIC UNIT
12	424075	5/24/02	2002	BMW R1150RTP	30,502	78	3,721			TRAFFIC UNIT
13	425733	8/1/04	2004	BMW R1150RTP	89,321	81	4,505			TRAFFIC UNIT
14	427042	4/14/08	2007	HONDA CYCLE	63,661		5,442			TRAFFIC UNIT
15	424068	5/17/02	2002	BMW R1150RTP	58,696	82	5,600			TRAFFIC UNIT
16	424985	6/5/03	2004	BMW R1150RTP	80,032	78	5,898			TRAFFIC UNIT
17	424074	5/24/02	2002	BMW R1150RTP	33,375	78	13,271			TRAFFIC UNIT

Counts 17 4

Minimum 753
Maximum 13,271
Average 3,608
15th 1,100

Note:
(a) Miles shown in italics were estimated from fuel consumption.

**SPOKANE POLICE DEPARTMENT
FLEET STUDY**

Exhibit 16

ECONOMIC ANALYSIS OF ASSIGNED VERSUS POOL VEHICLES

Costs	Assigned Vehicle (a)		Pool
	Per Veh	x 4	Vehicle
Initial Cost	\$33,000		\$33,000
Less Salvage (b)	-\$5,400		-\$8,600
Capital cost	\$27,600		\$24,400
Capital Recovery Factor (c)	0.117		0.421
Average Annual Capital Costs	\$3,236	\$12,942	\$10,276
Commuting	\$2,600	\$10,400	\$0.00
Patrol	\$3,500	\$14,000	\$14,000
Annual Fuel and M&R Expenses	\$6,100	\$24,400	\$14,000
Total	\$9,336	\$37,342	\$24,276
Improved Care @ 2%	-\$122	-\$488	
Net Annual Cost	\$9,214	\$36,854	\$24,276
Difference per pool vehicle			\$12,578
Times number of pool vehicles		@ 20 pool vehicles =	\$251,561
		@ 32 pool vehicles =	\$402,498
 Parameters			
Patrol miles per year	7,000		28,000
Commuting miles per year (d)	5,200		0
Replacement miles	70,000		70,000
Oper Cost per mile (e)	\$0.50		\$0.50
Projected life	10.0		2.5
Interest Rate	3%		3%
Assigned vehicles needed per pool vehicle			

Notes:

- (a) Changing from a pool program to an assigned program necessitates 4 assigned vehicles for each pool vehicle converted to assigned take-home status.
- (b) Based on analysis of sales data by accumulated mileage and age from "eBay Motors".
- (c) For interest rate and projected life.
- (d) Based on average 26 miles round trip commutations times 200 work days per year.
- (e) Including fuel, maintenance & repair expenses.

SPOKANE POLICE DEPARTMENT
FLEET STUDY

ESTIMATED ANNUAL COMMUTING COSTS OF TAKE-HOME VEHICLES

Group	Count	Avg Odometer	Poly: $y = 1E-10x^2 - 1E-05x + 0.6345$			Commuting Miles (b)	Annual Costs (c)			Total
			$1E-10x^2 - 1E-05x$	Constant	M&R /Mile		\$Fuel/Mi	M&R	Fuel	
ACADEMY	2	85,247	-\$0.1258	\$0.6350	\$0.51	5,200	\$5,296	\$2,080	\$7,376	
ADMIN	11	52,787	-\$0.2492	\$0.6350	\$0.39	5,200	\$22,066	\$11,440	\$33,506	
CHAPLAIN	2	104,281	\$0.0446	\$0.6350	\$0.68	5,200	\$7,068	\$2,080	\$9,148	
COPS	1	102,282	\$0.0233	\$0.6350	\$0.66	5,200	\$3,423	\$1,040	\$4,463	
DX	62	77,939	-\$0.1719	\$0.6350	\$0.46	5,200	\$149,289	\$64,480	\$213,769	
OTHER	4	57,793	-\$0.2439	\$0.6350	\$0.39	5,200	\$8,134	\$4,160	\$12,294	
PATROL	22	56,063	-\$0.2463	\$0.6350	\$0.39	5,200	\$44,464	\$22,880	\$67,344	
TRAFFIC	8	76,454	-\$0.1800	\$0.6350	\$0.45	5,200	\$18,927	\$8,320	\$27,247	
Grand Total/Average	112	71,845	-\$0.2023	\$0.6350	\$0.43	5,200	\$239,742	\$108,160	\$347,902	

Notes:

(a) Based on:

- \$3.00 per gallon
- 15 miles per gallon
- \$0.20 \$Fuel/Mi

(b) Based on

- 26 round trip miles per commute
- 200 work days per year
- 5,200 miles per vehicle per year

(c) Based on vehicle count times costs per mile times commuting miles

Fleet Study Review & Responses

Assessment of the Fleet Report produced by Chatham
Consulting Inc. for the Spokane Police Department

August 31, 2010
Fleet Services Department
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The Fleet Services Department has reviewed the report commissioned by the Spokane Police Department (SPD) produced by Chatham Consulting Inc. This department welcomes any recommendations for improved operations and is pleased to provide our responses to the recommendations in the report.

Our responses follow the sequence of findings and recommendations listed on pages 1 and 2 of the consultant's report.



Fleet Services Director

Consultant's Statement

The Spokane PD Fleet

Totals 234 units --- Costs \$1.7 million in annual payments to the City's Fleet Services Department for vehicle maintenance, repair and upfitting services --- Averages 6.9 years, but there are 56 units or nearly one-quarter of the fleet that are over 10 years old.

Fleet Services Response

Fleet Services does not concur with this finding, and proposes the following:

Fuel costs should be included in the narrative of the expenses comprising the \$1.7M amount. As stated, it appears to over-state maintenance and upfitting charges. Fuel costs are \$500,000 annually or about 30% of the SPD fleet expenditures.

Consultant's Recommendation

Upfitting

The costs that Spokane PD pays to Fleet Services for upfitting of its patrol cars and motorcycles are not competitive and the turnaround times are too long.

Fleet Services Response

Fleet Services does not concur with this finding.

It should be noted that each police agency requires different equipment in their cars. In the SPD fleet alone, there are three different configurations depending on the function of car. Cost comparisons with other agencies police car commissioning costs may not be valid due to different requirements.

The costs cited for the commissioning of the two Honda motorcycles are not a valid measure of the efficiency of Fleet Services for two reasons:

- These were the second and third Honda police motorcycles in the SPD fleet. There is a learning curve associated with new equipment. The first units usually take more time to complete while mechanics become familiar with the equipment. A contract for two additional Honda Police motorcycles ordered with the "turn-key" approach was recently ordered. The cost per unit with tax included will be \$23,678 when delivered. This compares to the \$20,200 cited in the consultant's report for the cost of a similar unit for Federal Way, WA. As stated earlier, comparisons with other jurisdictions cost are not always valid as different jurisdictions require different configurations.
- The SPD changed the equipment configuration requirements a number of times during the process. This required the motorcycles to be partially disassembled two additional times, adding to the labor costs. If all equipment requirements are stated initially, work can be performed without the repetitive labor required when changes in the equipment configuration are made.

Fleet Services obtained quotes for the work performed to commission patrol, sergeants, and K-9 cars per the requirements of the SPD from FCI, a company that performs this type of work. According to a comparison study of average commissioning costs the results are as follows:

- Fleet Services \$2,661
- FCI Custom Police Vehicles: \$2,025

FCI estimates do not include applicable taxes or transportation costs from their facility near North Bend, WA.

With regards to turn around time, police vehicles are purchased in batches of 20 - 25 cars. They are commissioned and placed into service throughout the year based on a schedule established by the Spokane Police Department. Fleet Services commissions the cars according to that schedule. Therefore, the 100 day turnaround time quoted by the consultant (p. 12 of consultant's report) is irrelevant.

Consultant's Recommendation

We recommend that Spokane use the turnkey approach for the upfitting of patrol cars and motor cycles.

Fleet Services Response

Agree in part. Fleet Services proposes the following:

In the upcoming annual SPD new vehicle purchase, three patrol cars out of the ten should be outsourced for the commissioning work. The remaining vehicles commissioning work should be performed in-house per the current practice. The cost and quality of the outsourced work can then be compared to the work performed by Fleet Services. This will be a fair comparison of the same equipment requirements. Fleet Services and the SPD can then determine what course of action to pursue in the future.

Consultant's Statement

Shop Rates

The shop rates charged by Fleet Services are not competitive for the work done on the Spokane PD vehicles.

Fleet Services Response

Fleet Services does not concur with this finding.

Fleet Services' average labor rate (\$89) is compared with the commercial cost (\$84) reported by the consultant.

A survey of automotive shop labor rates was conducted on August 24, 2010. The average rate for automotive services in the Spokane area as of this date is \$92.58. The average labor rate of \$89 as quoted by the consultant for Fleet Services compares favorably with current rates being charged by outside vendors. In addition, Fleet Services provides additional services (see below) which are included in the department's labor rates. The consultant evidently used information on commercial rates that was compiled in April, 2009.

Consultant's Recommendation

Since many include some administrative overhead that may not be relevant for the Spokane PD fleet, we recommend that the Spokane PD negotiate with Fleet Services to obtain a shop rate that is more competitive.

Fleet Services Response

Fleet Services does not concur with this finding. The labor rates include the costs associated with managing the fleet operations. Many of these services are not included in the commercial labor rates for equipment repairs. Some of the items in the overhead rate include:

- Costs associated with the Equipment Management Information System - This system is used to track costs for fuel and maintenance and provides information required for government accountability requirements as well as detailed cost information used to produce reports (such as this one) and make sound fleet management decisions.
- Costs of administration - This includes the staff required to input and analyze information, prepare reports, prepare bid specifications and manage the purchasing process for equipment, parts, outside repairs, and other services.
- Costs associated with ensuring staff is available seven days a week, 24 hours a day (during emergency operations) to provide maintenance support.

These services are relevant to SPD fleet operations and are funded by labor rates charged for maintenance and repairs.

Some fleets separate the administrative costs from the shop labor rate. Administrative charges are then billed separately from shop rates on a monthly or annual schedule. Fleet Services can restructure the rates charged using this model if desired by our customers. It would lower the hourly labor rate by about 10%.

Fleet Services initiated an administrative fee based on this model in 2003. Many of the department's customers objected strongly and the concept was abandoned.

It should be noted that Fleet Services is an internal services fund and must recover all expenses. Therefore, the bottom line costs to the departments would not change. However, if the emphasis is again moving towards comparisons of shop labor rates, then Fleet Services should recalculate the rates utilizing the model that separates the administrative costs from the shop labor rates.

Consultant's Statement

Markups

Fleet Services work order handling, parts and fueling services markups are within normal limits.

Fleet Services Response

Fleet Services concurs with this finding. In fact, many of the mark-up rates are below the industry averages cited by the consultant.

Consultant's Recommendation

Preventive Maintenance

Our review data indicates that the A inspection, which is primarily a vehicle lubrication, tends to be costly and should be outsourced to qualified local vendors working under a contract that includes performance stipulations

Fleet Services Response

Fleet Services does not concur with this finding.

The PM-A inspection is NOT simply a vehicle lubrication. It consists of the following:

- Check for body damage, dents, paint problems, window glass damage
- Check operation of all interior and exterior vehicle lighting.
- Check operation of horn.
- Check operation of parking brake.
- Check operation of all seat belts and any other safety restraints.
- Check operation of heater and air conditioning units.
- Change engine oil and filter.
- Lubricate chassis (if applicable).
- Check condition of steering components, suspension and shock absorbers.
- Check condition of exhaust system.
- Check condition of all tires for wear and proper inflation (including spare tire).
- Check tires for legal depth of remaining tire tread. Tread depth shall be measured and recorded in 1/32's of an inch.
- Check fluid levels in the following components and add fluids as necessary to bring fluid for component up to manufacturer recommended levels for operation:
 - Brake master cylinder.
 - Power steering
 - Radiator coolant
 - Windshield washer fluid
 - Transmission
 - Transfer case (if equipped)
 - Differentials
- Check condition of windshield wiper blades and arms.
- Check condition of radiator, hoses and connections.
- Check condition of fan belt and belt tension.

The department believes these added inspection items are critical, particularly for first response vehicles such as police patrol cars. The consultant also noted in his report the more repairs are performed with the A inspection than with the B. A "Quick-Lube" type service may or may not detect the need for additional repairs. This could affect the overall safety and reliability of the vehicles in first responder service.

Part of the problem with the cost of the A service is admittedly a time accounting problem within the Fleet Services department. Labor time per job is tracked at the work order level by the Fleet Information System. Technicians sign in to and out of specific jobs on work orders using a bar-code system. This is the basis for the labor charges for jobs performed. Technicians often get into

the habit of performing multiple small repairs (bulb replacements, belt adjustments, etc) while still signed in to the A service. This has the effect of increasing the labor time and inflating the apparent cost of the service.

Fleet Services proposes the following:

- Fleet Services will establish a standard, flat fee for the PM-A inspection/service. This fee will include a fixed labor cost plus the additional costs for the engine oil, oil filter, and any other commodities used for the service. All preventive maintenance services will be performed on a separate work order. No other jobs will be performed on a PM work order.
- All repairs not covered under the PM program will be performed on a separate work order. This should clearly delineate the costs of preventive maintenance services.

It should be noted that the cost for the A service will most likely be somewhat higher than a "Quick-Lube" type service for several reasons:

- As stated above, the basic A service includes more inspection of the vehicle provided by a "Quick-Lube" type service.
- Fleet Services technicians are paid more than the less qualified staff of a quick-lube type operation.
- Fleet Services labor rates include fleet management services (as stated above) not included in the rates charged by commercial vendors.
- The true cost of outsourcing this function is not reflected in the direct cost comparison. The costs associated with the additional transportation of the vehicle, the time lost by a city employee waiting for the service to be completed, and the cost of processing invoices are not included in the direct cost comparison.

Consultant's Recommendation

The B inspection, which is primarily a vehicle condition and safety inspection should remain in-house.

Fleet Services Response

Fleet Services concurs with this finding.

Consultant's Recommendation

Replacement

- Per our economic life cycle analysis, we recommend that the Spokane PD implement a formal fleet replacement program targeted at 60,000 miles per year.

Fleet Services Response

This department disagrees with this recommendation.

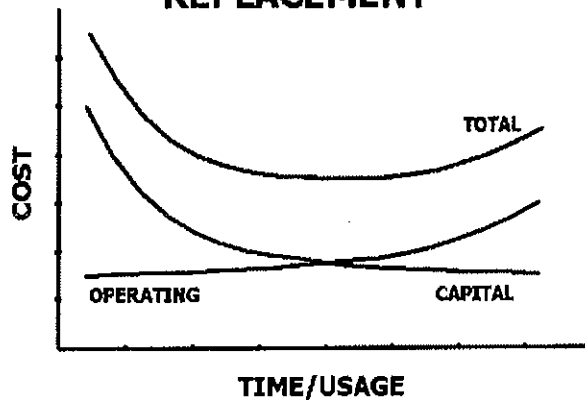
Economic theory of vehicle replacement basics

The objective of establishing a replacement interval in a fleet environment is to provide the overall lowest cost of operation over the life of the vehicle. The major considerations are:

- The cost of ownership (capital) over the life of the unit.
- The operating cost per mile/hour of the unit over the life.

As the chart below illustrates, ownership costs per time/usage tend to decrease. This is due to ownership costs being spread over a higher number of miles/hours of use. As the vehicle ages and requires more repairs, the maintenance costs increase. A general rule of thumb is that where these two lines cross, the lowest cost per mile/hour is achieved and that point should be the target for the ideal replacement. If the vehicle is replaced earlier or later than this ideal point, overall cost of operation increases. This is the reason replacement intervals are so important.

ECONOMIC THEORY OF VEHICLE REPLACEMENT



The Fleet Services Department's analysis indicates a cost effective replacement interval of 100,000 - 120,000 miles for police patrol vehicles. This is the interval that has been used in the recent past in the city of Spokane Police fleet. In some cases, the mileage has been exceeded as the result of skipping replacement purchases for two years. This practice, due to past budget shortfalls, has the effect of permanently aging the SPD fleet. As the replacement analysis indicates, this results in overall increased fleet costs for the Department.

The industry standard indicates an overall replacement interval of 112,000 miles. This includes a sampling of all Police Fleets, including counties and states across the United States (See attachment #1 - Distributed by the National Association of Fleet Administrators).

The "ECONOMIC LIFE CYCLE ANALYSIS FOR CROWN VICS" (exhibit 8 in the consultants report, attachment #2) contains serious errors.

- The column labeled Depreciation (a) actually lists the incremental depreciation costs per period, rather than the cumulative costs that should be used to determine total costs for the period. The resale value plus depreciation should always equal the initial cost of the

asset, \$33,000 in this case. For example, in the bottom line at the 140,000 mile mark, total depreciation expense is listed as \$100. The correct amount is \$28,900. This error seriously understates the cost of ownership in the analysis.

- The column labeled Life M & R is also incorrect. The previous column lists cost per mile per each period. The life M & R costs should be an average of the period costs to that point. The Life M & R costs should never exceed the highest cost of any period. For example, the last line indicates a life M & R cost of \$2.22 per mile. The correct number, which is an average of the per 10,000 mile incremental costs to that point, is \$0.61. This seriously overstates the costs of maintenance over the life of the unit.

Fleet Services re-calculated the life costs using the consultant's data for costs and depreciation with the corrected calculations (see attachments #3 and #4). The corrected figures indicate an optimum replacement point of 100,000 to 110,000 miles. This is more in line with the industry norm for this type of vehicle and with the current replacement practice of the City of Spokane police fleet. If the city follows the consultant's recommendation of replacing the vehicles at 60,000 miles, overall cost per mile of operation would be \$0.85 per mile, \$0.09 greater than the optimum of \$0.76 per mile.

Consultant's Recommendation

When this guideline is reached, the Crown Vic should be retired from the fleet and not reassigned to less intensive use like administration and investigations. Instead, a more fuel-efficient sedan should be assigned.

Fleet Services Response

This department concurs with this recommendation. This practice has been in effect for a number of years. Beginning in 2008, Chevrolet Impalas were purchased in-lieu of Ford Crown Victorias for some police non-patrol applications. There are currently eight Chevrolet Impalas in the SPD fleet with plans to purchase an additional 10 units in 2010/2011 purchase cycle.

Consultant's Recommendation

Vehicle Utilization

• **Vehicle Utilization**

- Our review of available utilization data revealed a significant number of vehicles that *appear* to be underutilized.
- We recommend that the Spokane PD should review the continued need for vehicles identified as lower use units in their respective application.
- Another consideration would be to reduce the number of assigned vehicles that can be driven home since call-out data for 2009 indicated that only 53 employees or about one-half of those assigned take-home vehicles actually were called out during the year.
- To facilitate monitoring of fleet size and utilization, we recommend that the Spokane PD maintain a "Table of Organization and Equipment".

Fleet Services Response

Fleet Services concurs with the consultant's conclusion that many of the vehicles in the SPD fleet are under-utilized. This coincides with our analysis of utilization provided to the SPD from Fleet Services last year.

The use of take home vehicles adds considerably to Fleet expenses. This department concurs with the recommendation to review the continued need for take home vehicles.

Consultant's Recommendation

- **Expanded Take-Home Vehicle Program**
 - Consequently, we recommend that the Spokane PD **not** implement a take-home vehicle program for its patrol fleet.

Fleet Services Response

Although this is primarily an internal matter with the SPD, this department concurs with the consultant's conclusion.

Attachments:

- National Association of Fleet Administrators Lifecycle Cost
- Original Economic Life Cycle Analysis by Chatham Consulting
- Re-Calculated Economic Life Cycle Analysis by Fleet Services
- Cost per mile of Crown Victorias using Re-Calculated Economic Analysis

SPOKANE POLICE DEPARTMENT
FLEET STUDY

ECONOMIC LIFE CYCLE ANALYSIS FOR CROWN VICS

Life Mi	Resale	Depreciation (a)	Interest (b)	Dep + Int	Life (dep + int) (c)	Life (Dep + int) per Mi. (d)	M&R/ML (e)	Life M&R per ML (f)	Tot Life Cost per ML (g)
0							\$0.6350		
10,000	\$19,400	\$13,600	\$194	\$13,794	\$13,794	\$1,3794	\$0.5450	\$1,1800	2,559
20,000	\$17,200	\$2,200	\$172	\$2,372	\$46,166	\$0.8083	\$0.4750	\$1,0200	1,828
30,000	\$15,100	\$2,100	\$151	\$2,251	\$4,623	\$0.1541	\$0.4250	\$0.9000	1,054
40,000	\$13,200	\$1,900	\$132	\$2,032	\$4,283	\$0.1071	\$0.3950	\$0.8200	0,927
50,000	\$11,400	\$1,800	\$114	\$1,914	\$3,946	\$0.0789	\$0.3650	\$0.7600	0,859
60,000	\$9,900	\$1,500	\$99	\$1,599	\$3,513	\$0.0586	\$0.3950	\$0.7600	0,839
70,000	\$8,500	\$1,400	\$85	\$1,485	\$3,084	\$0.0441	\$0.4250	\$0.8200	0,864
80,000	\$7,400	\$1,100	\$74	\$1,174	\$2,659	\$0.0332	\$0.4750	\$0.9000	0,933
90,000	\$6,400	\$1,000	\$64	\$1,064	\$2,238	\$0.0249	\$0.5450	\$1,0200	1,045
100,000	\$5,600	\$800	\$56	\$856	\$1,920	\$0.0192	\$0.6350	\$1,1800	1,199
110,000	\$4,900	\$700	\$49	\$749	\$1,605	\$0.0146	\$0.7450	\$1,3800	1,395
120,000	\$4,500	\$600	\$45	\$445	\$1,194	\$0.0100	\$0.8750	\$1,6200	1,630
130,000	\$4,200	\$500	\$42	\$342	\$787	\$0.0061	\$1,0250	\$1,9000	1,906
140,000	\$4,100	\$100	\$41	\$141	\$483	\$0.0035	\$1,1950	\$2,2200	2,223

Minimum

Notes:

- (a) Based on initial cost of \$33,000 per vehicle.
- (b) Based on multiplying 1% times resale value. This assumes that 10,000 miles increments would be reached one third of the year. Then one-third of 3% equals 1%.
- (c) Cumulative sum of depreciation and interest costs.
- (d) Cumulative sum of depreciation and interest costs divided by odometer miles.
- (e) From maintenance and repair trending analysis.
- (f) Cumulative sum of maintenance and repair costs per mile.
- (g) Sum of cumulative depreciation, interest, and M&R costs per accumulated mileage (i.e. odometer reading).

Economic Life Cycle for Crown Vics
 Re-Calculated by City of Spokane Fleet Services Department

Life Miles	Resale	Depreciation In Period	Depreciation Cummm	Interest	Dep. + Int.	Life (Dep. + Int) c	Life (Dep. + Int)/mi	M&R per mile	M&R	Life Tot Life Cost per mile
0										
10,000	\$19,400.00	\$13,600.00	\$13,600.00	\$194.00	\$13,794.00	\$13,794.00	\$1.38	\$0.6350	\$0.5900	\$1.97
20,000	\$17,200.00	\$2,200.00	\$15,800.00	\$172.00	\$2,372.00	\$15,972.00	\$0.80	\$0.4750	\$0.5517	\$1.35
30,000	\$15,100.00	\$2,100.00	\$17,900.00	\$151.00	\$2,251.00	\$18,051.00	\$0.60	\$0.4250	\$0.5200	\$1.12
40,000	\$13,200.00	\$1,900.00	\$19,800.00	\$132.00	\$2,032.00	\$19,932.00	\$0.50	\$0.3950	\$0.4850	\$0.99
50,000	\$11,400.00	\$1,800.00	\$21,600.00	\$114.00	\$1,914.00	\$21,714.00	\$0.43	\$0.3850	\$0.4767	\$0.91
60,000	\$9,900.00	\$1,500.00	\$23,100.00	\$99.00	\$1,599.00	\$23,199.00	\$0.39	\$0.3950	\$0.4650	\$0.85
70,000	\$8,500.00	\$1,400.00	\$24,500.00	\$85.00	\$1,485.00	\$24,585.00	\$0.35	\$0.4250	\$0.4600	\$0.81
80,000	\$7,400.00	\$1,100.00	\$25,600.00	\$74.00	\$1,174.00	\$25,674.00	\$0.32	\$0.4750	\$0.4617	\$0.78
90,000	\$6,400.00	\$1,000.00	\$26,600.00	\$64.00	\$1,064.00	\$26,664.00	\$0.30	\$0.5450	\$0.4700	\$0.77
100,000	\$5,600.00	\$800.00	\$27,400.00	\$56.00	\$856.00	\$27,456.00	\$0.27	\$0.6350	\$0.4850	\$0.76 ← Minimum
110,000	\$4,900.00	\$700.00	\$28,100.00	\$49.00	\$749.00	\$28,149.00	\$0.26	\$0.7450	\$0.5067	\$0.76 ← Minimum
120,000	\$4,500.00	\$400.00	\$28,500.00	\$45.00	\$445.00	\$28,545.00	\$0.24	\$0.8750	\$0.5350	\$0.77
130,000	\$4,200.00	\$300.00	\$28,800.00	\$42.00	\$342.00	\$28,842.00	\$0.22	\$1.0250	\$0.5700	\$0.79
140,000	\$4,100.00	\$100.00	\$28,900.00	\$41.00	\$141.00	\$28,941.00	\$0.21	\$1.1950	\$0.6117	\$0.82

*Consultant used yearly dep. Instead of cumulative to calculate total ownership cost Col. G
 *Period totals *Cumulative
 *Life M & R calc incorrect by consultant

Cost per mile

