

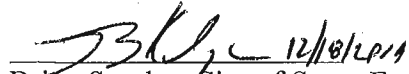
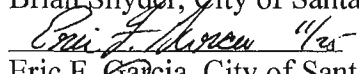


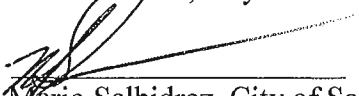
# City of Santa Fe, New Mexico

# memo

DATE: October 15, 2014

TO: Public Safety Committee

VIA:  12/18/2014  
Brian Snyder, City of Santa Fe Manager  
  
Eric F. Garcia, City of Santa Fe Police Chief

FROM:   
Mario Salbidrez, City of Santa Fe Police Deputy Chief

RE: Fleet Replacement Policy (Informational)

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## **Background and Summary:**

During September Council Meetings, the Santa Fe Police Department was tasked with developing a policy to guide the purchase of vehicles and equipment associated for said vehicles. The deadline established by council was two months from the date of approval of 20 new vehicles for police and animal services.

## **Current Department Practice:**

The current practice of the police department is to evaluate the age and mileage of the vehicle for replacement. The general guidelines for age are any vehicle 5 years or older and 100,000 miles or greater is considered for replacement. Although, we do have vehicles that are older than 5 years and still maintain them within the fleet because of low mileage. These older vehicles with low mileage are assigned to PCR, Investigations, and/or Traffic Officers; who use said vehicle less than a patrol officer or in the case of traffic officers have a motorcycle.

Another considering factor, is a vehicle that is more often in the shop and not on the field. The practice has been to try to get said vehicle fixed during warranty period, but if problems still continue the vehicle is considered for replacement. Currently there is no bottom line, on cost, that guides the department as to when to consider the vehicle a loss and stop spending money on repairing a problematic vehicle.

## **National Practice:**

The police department drafted a policy after reviewing national standard practices of agencies fleet replacement policies. The following information was learned during said research:

Ada County, Idaho – 80,000 miles

Boise, Idaho PD – 80,000 miles

California Highway Patrol – 75,000 miles  
Idaho State Police – 85,000 miles  
Kansas Highway Patrol – 45,000-50,000 miles  
Kent, Washington, PD – 45,000 miles  
Las Vegas Metro PD – 45,000 miles  
Michigan State Police – 60,000 – 70,000 miles  
Missouri Highway Patrol – 45,000 – 50,000 miles

Montana Highway Patrol – 87,000 miles  
Nevada Highway Patrol – 80,000 miles  
Oregon State Police – 90,000 miles  
South Dakota highway Patrol – 80,000 miles  
Washington State Patrol – 75,000 miles  
Wyoming Highway Patrol – 100,000 miles

The Municipality of Mt. Lebanon, in a 2012 fleet replacement proposal, states, “Police sedans are more than a means of transportation they are the lifeline for the community and its police force.... After three years of continuous service these Patrol Vehicles are ready to be replaced.”

### **Comparable Agency:**

The Las Cruces Police Department (LCPD) is slightly larger than the Santa Fe Police Department with 200 commission officers. In discussing with Mr. Mike Cano, Fleet Manager for LCPD, he explained the department does not have a policy on fleet replacement. Instead, Mr. Cano stated that for the last 10 years LCPD begins replacement procedures/requests at 95K miles and/or when the age of the vehicle is 6 to 7 years old.

### **Vehicle Take Home Policies:**

In addition to looking at standard practices regarding fleet replacement, the departments take home policy was compared to those of surrounding and comparable agencies in the state. The following was learned:

- Santa Fe County Sheriff’s Office – 29 miles from county line;  
Cost of Living – SAME
- Bernalillo County Sheriff’s Office – 50 mile radius from I-25 and I-40;  
Cost of Living – 18% Cheaper; Housing 39% Cheaper (Rio Rancho)  
Cost of Living – 16% Cheaper; Housing 36% Cheaper (Albuquerque)
- Los Alamos County/City Police Department – 40 miles from county line;  
Cost of Living – 4% Cheaper; Housing 10% Cheaper (Los Alamos)
- Las Cruces Police Department – 10 miles from city limits.  
Cost of Living – 23% Cheaper; Housing 49% Cheaper (Rio Rancho)

### **Objectives:**

- Create a policy to ensure the acquisition control and maintenance of department’s fleet is maximized;
- Provide a mechanism in which funding is available, in advance of the need, to replace vehicles;
- Provide a tool to ensure safe and reliable vehicles;

- Provide a recommendation of timely acquisition and removal/disposal of vehicles;
- Provide a forecast of the number of vehicles reaching replacement criteria's.

**Historical Replacement Cost:**

The cost for replacement of vehicles from year to year has varied for the department. The police department spent the following in given fiscal year:

FY 11/12 –

- Requested: \$102,000.
- To Purchase: 2 vehicles/equipment.
- Approved

FY 13/14 –

- Requested: \$1,082,104;
- To Purchase: 25 vehicles/equipment.
- Approved

FY 12/13 –

- Requested: \$1,440,206;
- To Purchase: 30 vehicles/equipment.
- Approved

FY 14/15 –

- Requested: \$853,922;
- To Purchase: 20 vehicles/equipment.
- Approved

**Proposed Policy:**

The department drafted a recommended guideline for evaluating replacement, which is based on Fleet/Equipment Replacement Evaluation using a five prong criteria system: age, mileage, maintenance cost, condition, and Comments and Other Consideration(s). The criteria requires that if at any point a vehicle meets three of the five criteria's outlined, the vehicle should be replaced.

The following is an explanation of the rating criteria:

**Age:** Is based on the manner in which the vehicle is operating in, national averages, and what affords the City to maximize the amount it receives in resale.

**Mileage:** Is based on national averages, the manner in which the vehicle is operating in, and what affords the City to maximize the amount it receives in resale.

**Maintenance Cost:** Criteria established through the Fleet Manager and maintenance personnel. Considerations are the cost of repair versus current value. Criteria are documented with a Vehicle/Equipment Evaluation Summary Report.

**Conditions:** A physical evaluation will be conducted and documented by the Fleet Manager to determine if each vehicle meets or exceeds base standards. Base standards include: Age, Mileage and Maintenance Costs.

**Comments and Other Considerations:** The Fleet Manager can/will make any recommendation for replacement based on vehicle history, mileage, maintenance/repair costs, technological changes, safety items, etc. that should be considered in an evaluation.

Furthermore, a 'Vehicle/Equipment Evaluation Summary Report' has been created. The report will be completed noting facts about the vehicle, and establishing a recommendation for replacement or removal from fleet inventory with no replacement request. The report will be maintained by the fleet manager for historical information.

Additionally, the policy establishes a 13% reserve of vehicles in fleet; excluding special response vehicles. This allows for fleet to provide three loaner vehicles to patrol, one to traffic (support operations), three to the city warehouse who allow officers to use while the officers vehicle is being serviced, two to investigations, and the remainder as reserve. The reserve serves as replacement for vehicles that are out of service permanently.

Lastly, the policy directs continuous review of fleet inventory and assessment. The intent is to identify vehicles that are no longer needed for a particular police service and/or a different vehicle has been identified that better serves a particular need. The assessment should aid in streamlining vehicle inventory needs and lower maintenance costs.

**Cost:**

In reviewing the current fleet inventory, I identified 43 vehicles that should be removed because of age, mileage, condition and cost for repair; although, I am not recommending all 43 be replaced. By removing the 43 vehicles, the department's fleet goes from 252 to 209; excluding special operations vehicles (i.e. Bearcat and Farber). Therefore, to comply with the policy the department would need to purchase one vehicle, for a total of 210 vehicles, in current fiscal year.

Cost: \$50,000 (approximately) with equipment.

For Fiscal Year 15/16, under this policy, the projection is there will be approximately 30 vehicles needing replacement because of mileage, age, condition, and/or recommended by the fleet manager.

Cost: \$1.5 million (approximately) with equipment.

**Conclusion:**

The purpose of submitting the proposed policy is to satisfy the request of the governing body and to solicit feedback to improve and/or adopt or not the fleet policy.

**TITLE: Fleet Replacement Policy**

**CODIFIED:**

**EFFECTIVE:**

**RESCINDS/AMENDS:**

**PAGES:**

**PURPOSE**

To establish guidelines for operation for the Fleet Replacement Program by maintaining vehicles, replacing vehicles based on their mileage, safety rating, years in fleet, division and usage. The guidelines are based on an Equipment Replacement Evaluation and a five prong criteria.

**DISCUSSION**

The Santa Fe Police Department's goal is to ensure the safety of the employees and community by issuing vehicles within the fleet that are well maintained and replaced appropriately. The Santa Fe Police Department's goal is to be as effective and efficient in the replacement of vehicles as possible.

**POLICY**

This policy applies when selling, operating, converting or replacing vehicles belonging to the Fleet Replacement program. The policy applies to the Santa Fe Police Department employees.

**PROCEDURE**

**Fleet Replacement Schedule**

87 At the direction of the Chief of Police, the Fleet Manager will be in charge of the Fleet Replacement Program.

A. The Fleet Manager will supply quarterly reports to the Chief of Police, or his designee in reference to the condition of the fleet. These reports will include, but not be limited to; current mileage of vehicles, vehicles in need of replacement due to condition issues, vehicles forecasted to incur 100,000 miles within the year, cost of replacement, maintenance cost, vehicles set for auction, fleet assignment, and fleet usage.

B. The Fleet Manager will ensure that vehicles going to auction will be prepared for auction in a reasonable amount of time. This will include having all equipment and Santa Fe Police markings removed upon decision to remove from the fleet, to make the auction process efficient. Once it is decided that a vehicle will be removed from fleet, the Fleet Manager will have 60 days to prepare the vehicle. The Chief of Police will make exceptions as to what vehicles will not go to auction.

C. The Fleet Manager will ensure that vehicles that are being converted or recycled for another department's use are prepared in a reasonable amount of time. This will include having all equipment and Santa Fe Police markings removed upon decision that a vehicle will be removed from the fleet.

87 It is recommended that vehicles be evaluated for replacement based on a Fleet/Equipment Replacement Evaluation and a five prong criteria system: age, mileage, maintenance cost, condition, and Comments and Other Consideration(s). At any point a vehicle meets three of the five criteria's outlined, the vehicle should be replaced.

- Age: Is based on the manner in which the vehicle is operating in, national averages, and what affords the City to

maximize the amount it receives in resale.

- Mileage: Is based on national averages, the manner in which the vehicle is operating in, and what affords the City to maximize the amount it receives in resale.
- Maintenance Cost: Criteria established through the Fleet Manager and maintenance personnel. Considerations are the cost of repair versus current value. Criteria are documented with a Vehicle/Equipment Evaluation Summary Report.
- Condition: A physical evaluation will be conducted and documented by the Fleet Manager to determine if each vehicle meets or exceeds base standards. Base standards include: Age, Mileage and Maintenance Costs.
- Comments and Other Consideration(s): The Fleet Manager can/will make any recommendation for replacement based on vehicle history, mileage, maintenance/repair costs, technological changes, safety items, etc. that should be considered in an evaluation.

Finally, it is recommended there may be cases where new technology or features on new equipment might increase productivity or provide other benefits to the City that might make replacement a viable option.

87. It is recommended Vehicles issued to Santa Fe Police Department's patrol division be retained for 5 years/100,000 miles at which point the vehicle will go to auction unless otherwise deemed by the Chief of Police.

- A. It is recommended that the Santa Fe Police Department motorcycles be retained for 60,000 miles at which point they will go to auction, unless otherwise deemed by the Chief of Police.
- B. It is recommended that vehicles assigned to Santa Fe Police Department Traffic Division be retained for 7 years/100,000 miles at which point the vehicle will go to auction unless otherwise deemed by the Chief of Police.

C. It is recommended that vehicles assigned to Santa Fe Police Department DWI unit will be retained for 5 years/100,000 miles at which point the vehicle will go to auction unless otherwise deemed by the Chief of Police.

D. It is recommended that vehicles assigned to Santa Fe Police Department Criminal Investigations be retained for 7 years/100,000 miles at which point the vehicle will go to auction unless otherwise deemed by the Chief of Police.

E. It is recommended that vehicles assigned to Santa Fe Police Department Administration be retained for 7 years/100,000 miles at which point the vehicle will go to auction unless otherwise deemed by the Chief of Police.

F. It is recommended that vehicles assigned to Santa Fe Police Department Police Community Relations be retained for 7 years/100,000 miles at which point the vehicle will go to auction unless otherwise deemed by the Chief of Police.

G. It is recommended that Santa Fe Police Department specialty response vehicles to include, but not limited to the SWAT Bearcat, EOD vehicle, Mobile Command Post, all-terrain vehicles and the Mobile Crime Scene Unit shall be exempt from the mileage recommendation. These vehicles will be evaluated based upon mileage, years, usability, condition and cost.

H. It is recommended that Santa Fe Police Department vehicles issued to civilians be retained for 7 years/100,000 miles at which point the vehicle will go to auction unless otherwise deemed by the Chief of Police.

I. It is recommended that Santa Fe Police loaner vehicles be retained for 7 years/100,000 miles at which point the vehicle will go to auction unless otherwise deemed by the Chief of Police.

J. It is recommended that Santa Fe Police Department transport vans and vehicles be retained for 7 years/100,000 miles at which

point the vehicle will go to auction unless otherwise deemed by the Chief of Police.

- K. On a case by case basis, if a vehicle exceeds 100,000 miles it may be recycled or converted for a different use within the police department or the City of Santa Fe if deemed by the Chief of Police.
- L. Auxiliary equipment placed inside vehicles will be monitored for continued use and determined if replacement is a consideration based on condition and industry standards life span. Obsolete equipment will be replaced and/or updated if it deemed appropriate by the Chief of Police or his designate.
- M. It is recommended that vehicles assigned to the Animal Control Division be retained for 7 years/100,000 miles at which point the vehicle will go to auction unless otherwise deemed by the Chief of Police.

87 If a vehicle is considered unsafe, or the cost to maintain/repair the vehicle exceeds the value of the vehicle, an exception to the recommended year and mileage policy will be made by the Santa Fe Police Department's Fleet Manager.

- A. The decision to make an exception to the Fleet Replacement Criteria shall lie with the Fleet Manager. Criteria should serve as a guide and should no way be interpreted as a substitute for maintenance evaluation and recommendations. Documentation shall be made with the Fleet Evaluation Summary Report and shall be the responsibility of the Fleet Manager. Replacement of the vehicle before 100,000 miles will be made in conjunction with information from vehicle inspections, recommendation from the City of Santa Fe warehouse logs, body repair shop costs, Risk Management, and any outside entity that has serviced the vehicle.
- B. Vehicles must be maintained in accordance to policy and inspections must be adhered to according to 87.1 Police Vehicles.

87. At all times there will be a minimum of a 13% of total fleet, to exclude those listed in "G", on reserve ready for issue at the Huey Lot.

A. The 13% reserve of fleet will be based on the number of sworn personnel that are employed by the Santa Fe Police Department. This number will not reflect specialty response vehicles that are not issued to employees.

B. The reserve fleet will be utilized, but not limited to, loaner vehicles, and new hire issuance.

87 On a continuous bases, the department will evaluate if vehicles are to be replaced or removed from fleet inventory because the need for such vehicle is no longer present. The Fleet Manager will recommend replacement or removal from fleet inventory on the Vehicle/Equipment Evaluation Summary Report.

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DRAFTED (aad) 09/14





**Vehicle/Equipment Evaluation Summary Report**

Unit # \_\_\_\_\_ Evaluation/Report Date \_\_\_\_\_

Department Assignment \_\_\_\_\_

Year: \_\_\_\_\_ Make: \_\_\_\_\_ Model \_\_\_\_\_

Description/Use: \_\_\_\_\_

**Summary Values**

Age: \_\_\_\_\_ Base Age (Refer to Policy): \_\_\_\_\_

Mileage: \_\_\_\_\_ Base Mileage (Refer to Policy): \_\_\_\_\_

**Maintenance Cost: (Attach History Report from Warehouse)**

Purchase Cost: \_\_\_\_\_ Total Maintenance & Repair: \_\_\_\_\_

Condition Evaluation (from reverse) \_\_\_\_\_

Book Value: \_\_\_\_\_ Estimated Repair Cost: \_\_\_\_\_

Comments and other considerations: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Fleet Manager's Recommendation:

REPLACE

DO NOT REPLACE, Remove from Fleet Inventory

\_\_\_\_\_  
Deputy Chief

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chief of Police

\_\_\_\_\_  
Date

Approved  Not Approved

Approved  Not Approved