



Takoma Park City Council Meeting – June 7, 2017 Agenda Item 4

Work Session

Discussion about Police Department Operations and Practices

Recommended Council Action

Discuss current Police Department operations and practices related to weapons, vehicles, technology, the complaint process, and the Emergency Response Team

Context with Key Issues

During discussions about the Fiscal Year 2018 budget, questions were raised by some Councilmembers about certain components of the Police Department budget. More specifically, questions were asked about expenditures and/or operations and practices related to weapons, vehicles, technology, the complaint process, and the Emergency Response Team. At the time, staff provided the information requested with the understanding that once budget decisions were made, the Council would engage in a broader discussion about Police Department operations and practices.

Attached is information that responds to some specific questions brought up by Councilmembers. The information provided is not intended to be all-inclusive, but rather to serve as the basis for Council's discussion.

The three Police Captains, including the current Acting Chief, will be present at tonight's meeting to provide clarification as necessary and respond to further questions from Council about Police Department operations and practices.

Council Priority

A Livable Community for All; Engaged, Responsive, and Service-oriented Government

Environmental Impact of Action

N/A

Fiscal Impact of Action

To be determined based on any changes made to operations based on Council's discussion.

Racial Equity Impact of Action

We do not believe this Council action will have a disproportionate impact on any particular racial group.

Attachments and Links

- Responses to Councilmember Questions about PD Operations

- Vehicle Replacement, Addition, and Transfer Policy
- Fleet Review Committee Charter
- FAQS: The Technology Investment Strategy and Technology Steering Committee
- Technology Steering Committee Charter

Attachment 1: Responses to Councilmember Questions about PD Operations

Below is information that responds to some specific questions brought up by Councilmembers during budget deliberations. The information provided is not intended to be all-inclusive, but rather to serve as the basis for Council's discussion about Police Department operations and practices. Topics covered include:

- Weapons
- Vehicles/SUVs
- Technology
- Complaint Process
- Emergency Response Team

Weapons

Requested information: Police Department spending related to weapons and ammunition; justification for trading in existing pistols for new ones.

Last year, the department spent about \$16,500 on ammunition for all weapons (pistols, rifles and shotguns), and about \$2,600 to trade in .40 caliber pistols for new 9mm pistols (a total of 50 pistols; all officers received new pistols). The decision to switch pistols was based in part on the age of the existing pistols and the desire to move to a gun, department-wide, that had less recoil and ammunition that was less expensive and more readily available. The .40 caliber weapons were between five and ten years old. Police service weapons should generally be replaced in that range depending on frequency of use, though replacement cycles vary by department. Both .40 caliber and 9mm pistols are common service weapons for police. According to Police staff, there was a noticeable improvement in accuracy in many of the department's officers with the new 9mm weapons.

The FY18 proposed budget includes about \$14,900 for ammunition. Police Officers are required to train and practice on weapons proficiency throughout the year, typically at a shooting range. That is where the vast majority of ammunition is used on an annual basis. There is no funding proposed for new weapons in FY18.

Vehicles/SUVs

Requested information: Why does the Police Department seem to be purchasing more SUVs? Who makes decisions about what vehicles are purchased?

The transition toward a greater proportion of SUVs in police fleets is a nationwide trend that began when traditional Crown Victorias were "retired" by Ford in 2011. With 46 percent of the Takoma Park Police Department's fleet made up of SUV's (25 vehicles out of 54), the City has

proportionately more SUVs than neighboring municipalities that were contacted for comparative purposes. Anecdotally, staff was told by representatives of Greenbelt, Glenarden, and Gaithersburg that each jurisdiction has begun replacing all sedans with SUVs as they reach the end of their replacement cycles.

There are a number of reasons why police departments nationwide are moving away from sedans to SUVs.

- Police Officers carry/wear significantly more equipment than they used to. In addition to pistols and hand-cuffs, patrol officers wear/carry bulletproof vests, at least one portable radio, chemical sprays, tasers, a knife or multipurpose tool, body-cameras, primary and secondary flashlights, etc. SUVs provide more room for the equipment than sedans. SUVs also have more carrying capacity for passengers and other non-wearable equipment.
- The raised height of SUVs make it easier for officers to spot unsafe behavior in neighboring vehicles (texting while driving, seat belt violations, etc.). Additionally, the height makes it physically easier for officers to get in and out of their vehicles, which can happen dozens of time throughout a shift.
- While SUVs cost slightly more than sedans, their resale value is much greater. From an economics standpoint, SUVs may actually be cheaper than sedans in the long run.
- SUVs are better in inclement weather.
- Better performance in crash safety tests.
- Comparable fuel efficiency (EPA certified mileage per gallon for the Ford Interceptor Sedan is 18 mpg city and 23 mpg highway; the Ford Interceptor SUV gets 16 mpg city and 21 mpg highway).

Beginning this year, decisions about vehicle replacement are made by the City's Fleet Review Committee based on the City's Vehicle Replacement, Addition, and Transfer Policy (the new Committee and policy simply clarify and formalize previous practices, and allow for participation by City Manager's Office and Finance Office staff throughout the decision-making process). In general, when vehicles in the City fleet are replaced, they are replaced with vehicles of a similar make and model. We strive for all replacements to be more energy efficient than the vehicles they are replacing. In addition to energy efficiency, cost and operational needs are considered when determining which replacement vehicles to purchase. The Police Department began replacing some sedans with SUVs based on operational needs, as enumerated above.

It should also be noted that in response to prior Council discussions, the Police Department has taken steps to make vehicles more approachable/less intimidating looking, including replacing darker decals with lighter ones, and moving away from tinted windows unless necessary (like for K-9 vehicles). A majority of the City's SUVs now have the newer decals.

Information on the City's Vehicle Replacement, Addition, and Transfer Policy, along with a copy of the Fleet Review Committee Charter is attached.

Technology

Requested information: What technology has been recently purchased by the Police Department? Who makes decisions about technology purchases?

Major technology purchases (greater than \$1,500) this fiscal year are:

- Software:
 - Starlight (~\$7,400 initial cost; software that gathers real time computer dispatch data (CAD) from area Police and Fire Departments and makes it available to officers, command staffs, crime analysts and other law enforcement personnel)
 - BEAST BarCode Inventory Property and Evidence Software (~\$3,400 initial cost)
 - PowerDMS (~\$8,000; electronic document management software that allows for document sharing, review, version tracking, etc. Use of this software is a requirement for CALEA)
 - LexisNexis Accurint (~\$6,000 initial cost; software used for managing and sharing investigative notes and information, internally and with other agencies)
 - Analyst Notebook (~\$2,000; software used for data analysis and investigation)
- Body Worn Cameras (~\$35,000; annual fee)
- Field Radio Equipment (~\$18,000; annual replacement)
- Mobile Computers (~\$15,000; annual replacement)
- New interview room camera system (initial cost ~\$25,000; ~\$5,000 per year to maintain)

Major technology purchases budgeted for fiscal year 2018 include:

- Software (in addition to annual fees for existing software):
 - Automate: (~\$4,000 initial cost; business process automation software that will enable the crime analyst to establish parameters for data extraction across a variety of crime data platforms and other softwares)
 - New Case Management system (~7,000 initial cost)
- Body Worn Cameras (~\$40,000)
- Field Radio Equipment (~\$18,000; annual replacement)
- Mobile Computers (~\$15,000; annual replacement)

The Police Department does not make technology purchase decisions unilaterally. All technology purchases greater than \$1,500 must be reviewed and approved by the City's Technology Steering Committee, which reviews proposals annually and occasionally on an as-needed basis. Information about the Committee and the "Technology Investment Process" is attached.

Complaint Process

Requested Information: What is the current process for lodging a complaint against an officer? How can the process be improved to make it easier to submit complaints?

The policy of the Police Department is to create and maintain a system which assures objectivity, fairness and justice by the prompt, impartial investigation and review of all allegations, including anonymous complaints, of officer or Police Department misconduct. Investigations are conducted in accordance with the Law Enforcement Officer's Bill of Rights. Complaints received go to the Professional Standards Manager (currently the Police Captain for Support Services) who conducts a preliminary investigation to gather the details and provides a synopsis to the Chief or Acting Chief. A determination is then made by the Chief regarding the level of the alleged violation – whether the allegation should fall under the administrative review or internal affairs processes. Factors such as complaint history, severity of the alleged activity, and other relevant performance related information are taken into consideration.

All complaints are categorized as either Category I or Category II. Category I complaints include allegations of corruption, brutality, improper use of force, or criminal misconduct. Category II complaints include allegations of rudeness, delayed Police response, and other complaints of a less serious nature. Category I complaints are normally assigned as Internal Affairs investigations and Category II complaints are normally assigned as an Administrative Review that the officer's supervisor handles. All complaints are investigated, and tracked through the department's Internal Affairs software. The General Order (GO) associated with complaints provides disciplinary action for any employee that interferes with, or discourages and/or delays a complainant in filing a complaint.

In the administrative review process, the Sergeants are given instructions on the appropriate response from the Department. Officers are counselled on the relevant General Order, such as the GO on Courtesy and use of body cameras. The complainant, or person to whom the action was directed, is contacted and updated on the status of the complaint. Details regarding the complaint are logged into the department's software in order to track individual complaints, documentation, investigative notes, disciplinary action, and updates to complainants.

More serious infractions, such as discrimination, harassment, or use of force, are designated for internal affairs investigations which are handled by the Professional Standards Manager. Upon completion of the investigations, the investigator forwards the findings to the Chief. The Chief, in consultation with command staff then determines which disciplinary action to pursue with the Officer. Per Article 15 of the labor agreement between the City and the United Food & Commercial Workers' Union, Local 400, "any dismissal, demotion, reprimand, suspension or other disciplinary action, against any Officer shall be undertaken in strict conformity to the requirements of the Maryland Law Enforcement Officers Bill of Rights" (Maryland Code Ann, Public Safety, § 3-101, et seq.).

The current process has been criticized because it requires that a complainant visit the station in-person or call the on-duty supervisor in order to receive a complaint form. This can be an intimidating experience and may inadvertently result in legitimate complaints not being lodged. Acknowledging that this is an issue, we are in the process of creating a complaint form that can be submitted online through the City's website. The online form will be automatically routed through the proper channels for review and assignment. While details regarding an amended review process still need to be worked out, in the interest of transparency we anticipate creating a system where copies of complaints submitted are automatically forwarded to someone in City Management outside of the Police Department.

In addition to the process outlined above, the City's website now also states that complaints can be made in person or in writing directly to the City Manager who will follow up with Police Department staff as necessary.

Emergency Response Team (ERT)

Requested information: Why does the City have an ERT? What are the budget implications of having an ERT?

An Emergency Response Team is a unit of officers who, in addition to regular duties, prepare for and respond to emergency or other unusual incidents. The Takoma Park Police Department's ERT was established in 2008. The purpose of the ERT is to conduct various special police operations, especially those that have relatively high risk, provide support for the Operations and Support Services Division, respond to critical incidents, and assist other agencies upon request. The ERT is made up of seven members of the department who work in Patrol and Investigations and convene for required training and when an ERT operation is required.

There are several reasons why the Takoma Park Police Department has an operational ERT, including:

- Full service agency added capabilities: the Takoma Park Police Department is the only full service municipal police department in Montgomery County. While not required to be a full service agency, having an Emergency Response Team adds to the capabilities of the Takoma Park Police Department. Takoma Park has two colleges, several public and private schools, and borders the nation's capital. There have been many critical incidents throughout the country that occurred around schools and other points of interest. The City of Takoma Park has experienced critical incidents such as the recent Capital One Bank robbery in which ERT use was necessary. Having ERT capability within the department allows immediate access and availability of members in the event of a critical incident or other major event.

- Enhanced officer/community safety: the use of Emergency Response Teams nationwide has shown to substantially reduce the risk of injury or loss of life to citizens, police officers and suspects. The advantage of the Takoma Park Police Department having their own Emergency Response Team is having specially trained officers from various patrol squads and sections across the Department readily available for critical incidents. An officer with specialized tactical skills and training greatly benefits the department on incidents that we respond to on a daily basis, such as building searches and the service of arrest warrants and search warrants. Officer and community safety is paramount, and having officers who are trained with unique tactical skills helps to deescalate and resolve incidents, and is another tool available to other members of the department.
- Enhanced fitness, training and leadership development: ERT School and other training incorporates fitness, leadership, and discipline. The Takoma Park Police Department's ERT has annual physical fitness standards for team members. Good physical fitness and general health can improve performance, efficiency, and reduce personnel shortages caused by excessive sick leave use, and enhance an employee's quality of life. When ERT is not actively involved in an operation, team members are the equivalent of a decentralized team assigned to various squads and sections within the Department. We believe that the level of fitness, discipline, and training of team members has a positive effect on morale.
- Appeal for potential recruits and for retention of existing officers: law enforcement agencies around the country face many challenges with the highly competitive nature of recruiting. Departments that offer options to new recruits that include the ability to advance into various specialty units such as a Special Assignment Team (SAT), Emergency Response Team (ERT), K-9, Bike Patrol, and Investigations are more attractive when it comes to recruiting. There are many police applicants whose aspirations are to be a member of a specialty unit such as ERT, and removing that option may place additional limitations on the department's ability to recruit the best applicants. Developing the "brand" of the department is important to show potential applicants that the Takoma Park Police Department is a professional full service agency that offers a variety of specialty units that allows for individual growth and career development. Retention of officers is always a challenge, and is affected by several factors such as salary, benefits, lack of career growth, inadequate training and or equipment, and poor supervisors or leaders, among other factors. Having an Emergency Response Team allows officers specialized equipment and training, as well as an avenue for career growth. ERT members go through a strenuous ERT school, and ongoing training involving fitness, leadership, and discipline, which promotes retention. Departments that do not offer certain specialty units such as ERT tend to lose officers to other agencies that provide such opportunities.
- Career development: Related to the above points, many employees place training in high regard and view training as an issue of career development. ERT members are subjected to a variety of specialty training in a more disciplined environment, and that

training and discipline helps them to obtain the skills and personal attributes for career development and progression.

Additional costs specific to the ERT include direct and indirect training costs, weapons and equipment:

- Training: ERT members are required to engage in training two times per month on topics such as weapons proficiency, tactics, negotiations and event resolution. Non-ERT officers generally attend weapons proficiency training three times a year in addition to other in-service training. Training usually occurs as part of the regular work day whether an officer is on the ERT or not. Overtime and compensatory time is earned if training occurs on a day where an officer would normally be off, which is the same for any officer attending a training. Because ERT members train more with weapons proficiency than other officers they use about twice as much ammunition, which amounts to approximately \$5,000.
- Weapons/equipment specifically for the ERT: the ERT uses .45 caliber pistols instead of 9mm pistols (both are similar in price); the rifles used by the ERT are different than those used by patrol officers, as they are better suited for use in confined spaces (the ERT rifles are about \$1,200 each, whereas standard issued rifles are about \$800; the ERT has helmets and body armor (about \$1,950 each, though we are reimbursed 50% through a federal grant program); and a tactical observation camera (purchased two years ago for about \$5,500).
- ERT Van: in 2010, the City Manager approved the purchase of a van for use by the ERT. However, based on competing needs, the decision was made to purchase a new van for Public Works and transfer an existing Public Works van to the ERT. When the van reached the end of its useful life in FY16, a new van was purchased using the Equipment Replacement Reserve for \$21,000 plus \$17,000 in upfits.

Administrative Policy: Vehicle Replacement, Addition, and Transfer

1-1: Purpose

The purpose of this document is to outline the policy and procedures to be followed regarding replacement, acquisition, and transfer of City vehicles.

1-2: General Procedures

The City provides central management of its fleet vehicles and motorized equipment as overseen by the Public Works Director and Vehicle Maintenance Supervisor. The Public Works Director, with the approval of the City Manager, manages and facilitates the procurement, assignment, utilization, maintenance, repair, replacement, and disposal of the City's vehicles. The Public Works Director chairs a Fleet Review Committee (FRC) that reviews all procurement and replacement needs and requests.

The Public Works Director and Vehicle Maintenance Supervisor evaluate vehicle conditions and need for vehicles on an annual basis and recommend to the Fleet Review Committee (FRC) which vehicle(s) to consider for replacement. Requests for any vehicle additions must be proposed by the Department Head wishing to add a vehicle using a "Vehicle Request Form." The FRC reviews and discusses the recommendations for replacement/addition/transfer, determines which vehicles should be replaced/added/transferred, and conveys a final list of recommendations to the City Manager for approval. This process should occur in advance of the development of the City's annual budget, typically wrapping up by early January. The FRC will also meet in advance of the upcoming fiscal year, typically in June, to review the list prior to the procurement process. Any emergency or off-cycle requests for vehicle replacement or addition must be reviewed by the FRC, which will subsequently make a recommendation to the City Manager for approval.

In general, recommendations for replacement are based on information related to a vehicle's classification, average useful life, emissions standards, resale value and any additional factors that may negatively influence a vehicle's utility (e.g., condition, funding, operational need, etc.). Recommendations for the transfer of a vehicle(s) between City departments are based on condition, usage, and operational fit. Recommendations for the addition of new vehicles to the fleet are based on operational needs, availability of transfer vehicles, and total cost of ownership vs. non-ownership (e.g., rental/lease).

Administrative Policy: Vehicle Replacement, Addition, and Transfer

1-3: Vehicle Replacement Eligibility Criteria

| Asset Classifications | Age in Years (1 point) | Mileage (1-2 points) | Avg. Annual Maintenance (1 point) | Conditional Points (1 point) |
|--------------------------------------|---------------------------------|------------------------------------|--------------------------------------|---------------------------------|
| Police – Marked/Unmarked | 8 | 100,000 (1 pt) 125,000+ (2 pts) | \$2,000 | TBD |
| Police – K9 | Annual Assessment after 5 Years | | | |
| Department Admin | 10 | 150,000 | \$2,000 | TBD |
| Medium Duty (Pick Up, Sm. Dump, Van) | 10 | 90,000 | \$3,500 | TBD |
| Heavy Duty (Recycle Truck/Lg. Dump) | 10 | N/A | \$10,000 | TBD |
| Refuse Truck | 13 | N/A | \$10,000 | TBD |
| Special Equipment | Annual Assessment | | | |

The specific criteria for vehicle replacement are: vehicle age, vehicle mileage, and historical maintenance costs. Each criterion is awarded one point for meeting the predetermined thresholds during the FRC annual review process over the life of the vehicle. Conditional points may be applied by the Public Works Director, Vehicle Maintenance Supervisor, or the Fleet Review Committee for factors outside of the normal set of criteria (e.g., traffic accident) that negatively affect the condition of a vehicle. The higher the points, the greater the need is for replacing the vehicle. Once a vehicle receives 3 points, it will be recommended for *consideration* by the Fleet Review Committee for replacement.

The point total is used as a *general method* of determining whether or not a vehicle should be considered for replacement. Other factors considered by the Fleet Review Committee in determining vehicle replacement, include but are not limited to: funding availability, priority, usage, equipment availability, and operational need. Engine hours will also be considered and will eventually be added as a scored criteria (staff will be collecting data to develop baselines for the various vehicle types).

1-4: Vehicle Addition and Retention Eligibility Criteria

1-4.1: Vehicle Addition

The Fleet Review Committee, during its annual process, will evaluate requests for new vehicles and can recommend adding a new vehicle to the City fleet. In doing so, the following criteria should be considered by the FRC:

- Operational need: the new vehicle* can be justified on the basis of anticipated annual mileage, need because of a new FTE/position, a specialized function (if any), or lack of alternative transportation options.
- No internal options: there are no existing vehicles within the fleet that can be transferred to meet this operational need without consequence.

Administrative Policy:

Vehicle Replacement, Addition, and Transfer

- Total cost of ownership: including the purchase price of the vehicle and any required upfits; the new vehicle* will have a lower total cost of ownership as compared to all practicable non-ownership options (e.g., rental/lease) over the life of a vehicle.

**a vehicle that does not replace any existing vehicle in service*

1-4.2: Vehicle Retention

The Fleet Review Committee can also recommend retaining a vehicle that is being replaced based on the criteria listed above (because retaining a vehicle that has been replaced increases the overall size of the fleet). Justification for retaining a vehicle must be provided to the FRC by the Department Head desiring to retain the vehicle.

1-5: Vehicle Selection Process and Criteria

The process described below pertains to new vehicles that are acquired for the purposes of replacement or addition to the City fleet. A new vehicle (replacement or addition) cannot be selected unless the purchase meets the eligibility criteria established in the vehicle replacement and addition sections above.

1-5.1: Vehicle Replacements

Vehicle replacements or additions will be considered during the FRC process in advance of the development of the City's annual budget. The Public Works Director or Vehicle Maintenance Supervisor will meet with departments to determine which vehicles are of the highest priority for replacement and where vehicles may need to be added to the City fleet. The Public Works Director will then present the replacement list to the Fleet Review Committee for a review and recommendation to the City Manager.

All vehicle replacements must be labeled in the CIP with the asset number of the vehicle being replaced. Once this document is approved by the City Manager, and ultimately Council, it becomes the record of assets to be disposed of, as well as purchased. Any deviation from the budget document must be approved by the City Manager.

1-5.2: Vehicle Additions

The full purchase cost of additions to the fleet must be reflected in the Equipment Replacement Fund in the year the vehicle is being replaced. All vehicle additions must be reviewed and approved by the Fleet Review Committee.

1-5.3: Selection Criteria

- Total Cost of Ownership (purchase price and upfits, fuel, maintenance, resale value/ disposal cost).

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Approved by: Suzanne R. Ludlow, City Manager*

Administrative Policy: Vehicle Replacement, Addition, and Transfer

- Greenhouse Gas Emissions (could a “greener” vehicle be purchased at a reasonably similar price and meet the same operational need?).
- Operational demands/needs (specialized equipment/function).

Vehicle replacements must be a similar make and model to the vehicle being replaced. Exceptions can be made based on a review and recommendation of the FRC in light of the criteria listed above.

All purchases or leases must follow the City’s purchasing guidelines.

1-5.4: Vehicle Leases

On occasion, vehicles may be leased for one of the following purposes:

- Short term need: leasing a vehicle meets a short term (1-3 year) operational need.
- Testing: leasing helps determine if the type of vehicle being leased is a viable option for the City to eventually purchase (in which case, lease terms should be no more than 1-3 years).
- Special cases: The case can be made that leasing a vehicle is less expensive than the total cost of ownership over the life of a vehicle.

The FRC must review the circumstances on a case-by-case basis and recommend a lease over other possible arrangements (transfer, etc.). Final approval must be given by the City Manager. Vehicle leases are to be funded through the operating budget of the department leasing the vehicle and lease arrangements are to be facilitated and managed by the department. *Leased vehicles are not considered part of the City’s fleet.* Public Works is not responsible for maintaining or repairing leased vehicles with the exception of minor, routine maintenance not covered under the lease agreement (oil changes, tire replacement, etc.). If a Department Head wishes to replace a leased vehicle by adding a new vehicle to the City fleet, they must follow the process outlined above.

1-6: Replacement Payment Model

For the purposes of vehicle ownership, a “pay-as-you-go” payment model shall be used in order to avoid interest costs and to facilitate annual purchases of replacement vehicles. All vehicles maintained by the Public Works Department will be included in the Equipment Replacement Reserve. This model does not preclude vehicle leases, where appropriate, but leased vehicles will be paid for through a department’s operating budget.

1-7: Vehicle and Equipment Asset Management

The Vehicle Maintenance Division will coordinate all vehicle and equipment purchases that will be maintained by the Public Works Department, with the exception of Police Department vehicles and equipment. This includes providing budget figures, developing or assisting with specifications, bidding, creating purchase orders, receiving vehicles upon delivery, and filing for titles, registrations, and tags.

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Administrative Policy: Vehicle Replacement, Addition, and Transfer

The Police Department will coordinate vehicle and equipment purchases for Police Department vehicles and equipment, in coordination with the FRC and in accordance with this policy.

Vehicle Maintenance will also coordinate the numbering and marking of vehicles and other up-fits as appropriate.

Leased vehicles must be maintained by the dealer from which the vehicle is being leased.

1-8: Vehicle and Equipment Disposal and Transfer

1-8.1: Vehicle Disposal

When a vehicle is determined to be surplus (i.e. not retained in the vehicle fleet), the Vehicle Maintenance Supervisor will provide the "Request to Dispose of City Property" form to the Public Works Director, then City Manager or Deputy City Manager, for approval of the disposal of a vehicle. Disposals are typically facilitated via online auction or marketplace. The vehicle must be turned into the Vehicle Maintenance division clean. Vehicle Maintenance will de-identify the vehicle, remove any City-owned equipment, and put the vehicle up for auction.

Disposition of surplus vehicles must occur using a competitive process where the vehicle is sold to the highest bidder or otherwise for the highest possible return. This can be achieved through auction sale, by establishing a reserve price and soliciting competitive bids or offers, or through competitive negotiation. A minimum of three days public notice must be given prior to a bid award. Posting the vehicle to an online auction or marketplace is an acceptable form of public notice.

The price of the vehicle being sold should initially be set at the fair market value rate, as determined through Kelley Blue Book or another reputable pricing guide, and may be reduced in increments of up to 20% until sold. An additional minimum of three days public notice must be given whenever there is a reduction in the asking price.

City employees are permitted to purchase surplus vehicles if they are the highest bidder. Employees must notify the City Manager before submitting a bid or offer for a vehicle to ensure there are no conflicts of interest or other concerns associated with the process or sale. The City Manager reserves the right to make this determination.

Funds obtained from online sales are received by the Finance Department along with documentation to remove the asset from the books.

In the event that a vehicle to be disposed is not a good candidate for auction or does not receive any bids at auction, the Vehicle Maintenance Supervisor will contact scrap companies to request bids for acquiring the vehicle. In some cases, the bid may be zero dollar and an agreement to tow at no charge can be entered into.

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Administrative Policy: Vehicle Replacement, Addition, and Transfer

1-8.2: Vehicle Transfer

Public Works, with guidance from the FRC, oversees the transfer and retention of all assets maintained by the Vehicle Maintenance Division. The Vehicle Maintenance Supervisor will notify and work with the Finance Department to ensure that budgetary adjustments (fuel, maintenance, insurance) are made to reflect interdepartmental transfers.

The initiation of vehicle transfers is based on the following criteria:

- Cost of vehicle retention by assigned department – the transfer is cheaper than any alternative
- Usage – the transfer results in equal or greater vehicle utilization (mileage, hours)
- Operational fit – the transfer meets the operational needs of the recipient without compromising the operational needs of the donor



City of Takoma Park's Fleet Review Committee Charter

Purpose

- Identify, share, and discuss issues and impacts related to the City's vehicle fleet.
- Implement standards and procedures related to vehicle replacement, addition, retention, transfer, and disposition.
- Evaluate and prioritize vehicle needs and requests.
- Identify budget requirements of any changes related to the City's fleet.
- Develop and cultivate cross departmental relationships.

Composition

- Standing members include: Public Works Director, Vehicle Maintenance Supervisor, Finance Director or Budget Specialist, Police Captain (Administration), and Deputy City Manager. The Public Works Director will serve as the Steering Committee Chair.
- Ad hoc membership: Departmental representatives will be invited to meetings to discuss and share information related to vehicle needs as needed.

Meetings

- The Fleet Review Committee will meet as often as necessary ahead of the annual budget development process to determine what will need to be included in the Equipment Replacement Reserve Fund. The recommended list of vehicles to include in the ERR should be submitted to the City Manager for consideration by mid-January.
- The Committee will also meet in advance of the upcoming fiscal year, typically in June, to review the list prior to the procurement process.
- The Committee may also meet on an as-needed basis when decisions regarding the fleet need to be made off-cycle.
- Meetings will be called by the Public Works Director.

Process and Decision Making

In accordance with the City's Vehicle Replacement, Addition, and Transfer Policy:

- The Public Works Director and Vehicle Maintenance Supervisor evaluate vehicle conditions and need for vehicles on an annual basis and recommend to the Fleet Review Committee (FRC) which vehicle(s) to consider for replacement.
 - Requests for any vehicle additions are proposed by the Department Head wishing to add a vehicle using a "Vehicle Request Form," ahead of the FRC review process.
- The FRC reviews and discusses the recommendations for replacement/addition/transfer/lease, determines which vehicles should be replaced/added/transferred, and conveys a final list of recommendations to the City Manager for approval.
- In general, decisions within the committee will be made through consensus building.
- Decisions made by the committee should be considered recommendations to the City Manager. The City Manager will make final decisions regarding funding allocations and recommendations to the City Council.
- The City Manager reserves the right to bypass the FRC process in order to respond to an emergency or other such special case. The City Manager will make such a determination.

Keys to Success

In order for the Team to be successful, we agree to:

- Communicate. Communicate. Communicate.
- Engage co-workers to share information and to determine technology needs and priorities.
- Respect each other, the process and results.



FAQS: The Technology Investment Strategy and Technology Steering Committee

- **What is the Technology Investment Strategy?**

In November 2014, the City commissioned a third party to assess our existing IT operations and strategy. While the assessment highlighted a number of strengths, it also indicated the need for a more formalized and systematic way of identifying and evaluating needs, creating accountability, and more generally planning for technology purchases. The goal of the Technology Investment Strategy is to create a consistent framework for developing and evaluating project requests, and advancing projects that meet certain predetermined criteria to the budget process. The process will help us minimize unbudgeted (surprise) expenditures and eliminate redundant purchases, while also increasing project visibility and helping to manage and prioritize the workload of IT staff.

- **What does the Technology Steering Committee do?**

The Technology Steering Committee (TSC) is a cross-departmental group responsible for developing and implementing an IT strategic plan that ensures technology purchases support the City's goals and priorities. The TSC administers the project initiation and evaluation process and makes a recommendation to the City Manager about which projects should be funded in the upcoming fiscal year or years.

- **What kinds of requests/purchases must go through the process?**

All new technology purchases – **regardless of funding source** – that cost more than \$1,500 must go through the full process. These include but are not limited to new technology products, installation or expansion of software, voice, video, networks, facilities, or services. Existing technologies are also subject to the process as requested by the TSC.

- **What kinds of requests/purchases do not need to go through the process?**

Technology purchases that cost less than \$1,500 generally do not need to go through the full process and can be purchased using funds from your departmental budget in the current fiscal year. **However**, if the technology item being purchased meets **any** of the following criteria, a ticket must be entered through the IT Help Desk

(<http://tptickets.takomagov.org/LiveTime/WebObjects/LiveTime>) and the purchase request approved before the transaction takes place. Will the item:

- Require initial configuration by IT staff?
- Connect to the City's internet or network?
- Require a license or renewal fee?

Exceptions include small items that will never require IT support like thumb drives, device chargers, etc.). If you have questions or need advice regarding a potential technology purchase, please contact Information Services staff. Exceptions are not made for items that individually cost less than \$1,500 but exceed that amount when more than one is purchased.

- Example: John Doe wants to purchase an Ipad at a cost of \$600 for work related purposes. His supervisor approves of the purchase and has identified funds within her budget to cover the

cost. After alerting the appropriate IT staff, John is permitted to purchase the device without going through the Technology Investment Process. HOWEVER, if John Doe, Jane Doe, and Jerome Doe, who all work in the same department, want to purchase I pads for work related purposes, the dollar amount would exceed the \$1,500 threshold and therefore is subject to the process.

- **What about recurring/routine expenditures?**

For FY 2018, most recurring technology costs will remain in departmental budgets.

- **Why are projects that are funded from outside of the General Fund still subject to the process?**

Projects that are funded from sources outside of the General Fund – equipment replacement fund, special revenue fund, speed camera fund, stormwater fund, grants, etc. – are still subject to the process so that the TSC can: learn about technology needs of the City and individual departments, identify how certain solutions could be broadened in their application to cover other City needs, identify any potential redundant technology purchases, help IT staff understand what technology the City plans to utilize and determine what maintenance and services will be required in out years.

For grant-funded projects that exceed \$1,500 that are time-sensitive in nature and cannot abide by the annual technology investment process, proposals should still be developed and submitted to the TSC for a recommendation to the City Manager.

- **What if an emergency arises that requires a technology purchase or some other situation where an off-cycle purchase needs to be made?**

The City Manager can authorize “emergency” or off-cycle technology purchases. Proposals should still be developed and submitted to the TSC.

- **Where can I access the proposal template and associated documents?**

The proposal template, instructions, and all other associated documents are located on the staff shared drive. Go to:

Computer > STAFFSHARE (V:) > Technology Investment Strategy > FY18 Proposal Form and Instructions



City of Takoma Park's Technology Steering Committee

Purpose

- Identify, share, and discuss issues and impacts related to information technology.
- Establish, communicate, and implement standards and procedures related to project initiation, prioritization, implementation, and management.
- Evaluate and prioritize technology needs and requests. Identify budget requirements and make recommendations regarding allocation of resources for technology purchases and project implementation. Monitor project progress and resources.
- Develop and cultivate cross departmental relationships.

Composition

- Standing members include: Deputy City Manager, IT Manager, IT Systems Administrators, Finance Director (or other representative from Finance), Recreation Director, HR Director and the Police Chief and/or Police Captain (Administrative Services). The Deputy City Manager will serve as the Steering Committee Chair.
- Ad hoc membership: Departmental representatives will be invited to meetings to discuss and share information related to technology requests and projects or purchases germane to their departments. Additionally, so that each department has a hand in ranking and prioritizing projects, a representative from each department will be selected and considered an ad hoc member of the Technology Steering Committee for the ranking process.

Meetings

- The full Technology Steering Committee will meet on an as-needed basis, but generally once per month. When reviewing and ranking project requests, the Committee may meet more frequently. Meetings will be called by the Deputy City Manager.
- Subcommittees, which may be convened to address a specific issue or project, will meet on an as-needed basis.

Decision Making

- In general, decisions within the committee will be made through consensus building. When project proposals are evaluated and ranked, each department will have one representative who completes the ranking form in consultation with departmental co-workers as appropriate. In the case of ties, the Committee Chair will determine priority ranking based on group discussion.
- Decisions made by the committee should be considered recommendations to the City Manager. The City Manager will make final decisions regarding funding allocations and recommendations to the City Council.
- The City Manager reserves the right to bypass the technology proposal process technology projects/purchases are needed to respond to an emergency or other such special case. The City Manager will make such a determination.

Keys to Success

In order for the Team to be successful, we agree to:

- Communicate. Communicate. Communicate.
- Engage co-workers to share information and to determine technology needs and priorities.
- Respect each other, the process and results.