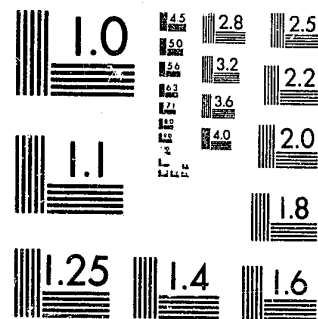


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PERSONAL CAR PROGRAM

evaluation

73488

ST. LOUIS COUNTY POLICE DEPARTMENT

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ACQUISITIONS

INTRODUCTION

In August 1977 the St. Louis County Police Department established a program wherein commissioned employees assigned to the Division of Field Operations could be selected to receive a marked police vehicle which could be used while on and off duty. The program, referred to as the "Personal Car Program" (PCP), was developed to accomplish the following objectives.

1. Increase visibility of marked Department vehicles to provide crime deterrence and more frequent contact with the public;
2. Improve response time to crimes in progress resulting in an increased opportunity for apprehension of offenders;
3. Provide for the prompt availability of equipment for the mobilization of police officers in the event of an emergency or disaster;
4. Eliminate on-duty time for obtaining routine gas and oil service, minor repairs, and maintenance of vehicles;
5. Increase the life expectancy of the Department vehicles, increase resale value of vehicles when traded and decrease maintenance costs per vehicle;
6. Provide for greater flexibility in the assignment of personnel for special events and programs.

Guidelines to assist in the achievement of the above objectives and to set forth the eligibility requirements for participation in the Personal Car Program are contained in Departmental General Order 77-41, entitled "Personal Car Program".

Two evaluations of the Personal Car Program have been conducted since it was implemented. The initial evaluation of the Program was published in October 1977 and included data from the months of August and September, plus limited information pertaining to the first two weeks of October. The second evaluation, published in October 1978, pertained to the first ten months of full-scale, Personal Car Program operations. Both evaluations dealt primarily with the functional aspects of the Program, while describing how the objectives of the Program were, at those points in time, being met.

While this report also, to some extent, deals with data regarding the physical operations of the Personal Car Program, it principally focuses on the costs associated with the Program. It has been almost three years since the first Personal Cars were purchased. If the Personal Car Program is continued beyond this year, many of these vehicles should be replaced in 1981. However, before the vehicles are replaced, a decision should be made as to whether the costs connected with the Program (i.e. purchase and maintenance costs) are outweighed by the benefits to be derived. This evaluation has been structured to assist the Department in making that decision.

I. FUNDING OF THE PERSONAL CAR PROGRAM

In order for the Department to implement the Personal Car Program, it was necessary to expand the existing fleet of marked police vehicles by 130 cars. These cars were purchased in August 1977 at a total cost of \$627,101 (i.e. \$4,731.12 per vehicle x 130 vehicles + \$12,055.40 storage and finance charges). In addition, the Department spent approximately \$316,364 to equip and insure the cars. Thus, the initial cost of expanding the fleet to permit the establishment of the Personal Car Program was approximately \$943,465.

Money to purchase, equip, and insure the additional police vehicles came from revenue sharing funds. To replace these vehicles, it is likely that local funds will have to be used.

The replacement cost of a marked police car, excluding equipment, is approximately \$6,470. Therefore, based on current estimates, total replacement of the aforementioned 130 vehicles will be about \$841,100. This expenditure will, of course, vary depending on the replacement method employed (i.e. complete replacement or replacement spread over an extended period of time), and the trade-in values of the original cars.

II. OPERATING COSTS

Operating costs associated with the Personal Car Program can be divided into two main categories; they are general operating costs and depreciation.

A. General Operating Costs

For the purpose of this report gasoline, oil, maintenance, accident and insurance costs will be considered general operating costs. A discussion of general operating costs for the period of September 1, 1977 through March 31, 1980 follows.

From September 1 through December 31, 1977, the general operating cost of driving the Department's 175 personal cars 1,222,761 miles was \$148,014. Average general operating cost per mile was, therefore, calculated to be \$.121. In contrast, 70 pool cars were driven a total of 568,131 miles at a cost of \$96,984; the per mile figure for pool cars was \$.171.

In 1978, 184 personal cars were driven 4,004,707 miles at a general operating cost of \$532,445. The average cost per mile was \$.133. During this same period, 61 pool cars traveled 1,991,374 miles at a cost of \$299,125. The per mile cost for pool cars was, therefore, \$.150 per mile.

In 1979, 191 personal cars were driven 4,071,151 miles at a general operating cost of \$684,226. The average cost per mile was \$.168. During the same period, 67 pool cars traveled 2,080,305 miles at a cost of \$361,251. The per mile cost for pool cars was \$.174.

During the first quarter of 1980 there were 187 personal and 63 pool cars. The general operating cost of personal cars driven 1,049,468 miles was \$197,103 or \$.188 per mile. Pool cars were driven 534,960 miles at \$.189 per mile, at a total cost of \$101,139.

Three tables have been prepared to allow for the study of general operating costs associated with the Personal Car Program. Table A summarizes the figures provided above. Table B, containing data for 1978 through the first quarter of 1980, provides an in-depth review of costs by category for both personal and pool cars. Table C deals specifically with personal cars, supplying information regarding on-duty and off-duty miles and the gasoline, oil, and maintenance costs which can be attributed to each type of category from January 1, 1978 through March 31, 1980.

B. Depreciation

Based on a representative sample of pool cars traded between September 1, 1977 and September 30, 1979, it can be estimated that pool cars are traded an average of every 26 months. During this period these vehicles depreciate by approximately 73.328%, or about 2.82% per month.

Applying the above information to a pool car placed into service on September 1, 1977, it was found that a vehicle, having a purchase cost of \$4,731.12, depreciated approximately \$133.43 each month. Thus, at the time of trade on November 1, 1979, the car had depreciated \$3,469.18 and had a trade-in value of approximately \$1,262.

It is anticipated that personal cars will be traded an average of every 48 months, thereby providing 22 months more service than pool cars. Since the personal cars will be depreciated over a longer period of time, the monthly depreciation rate will be less than for pool cars. For example, it is estimated that a personal car purchased at the same price (\$4,731.12) and being placed into service on the same date (September 1, 1977) as the above described pool car, would have depreciated only \$88.59 each month. Thus, whereas the pool car depreciated \$3,469.18 the first 26 months, the personal car would have depreciated only \$2,303.34 during the same time period.

C. Estimated Per Car Operating Cost

General operating costs and depreciation estimates were used to calculate the approximate per car operating cost of the Personal Car Program during the period of September 1, 1977 to March 31, 1980. Operating costs of both personal and pool cars were segregated, and cost per mile and cost per unit were determined for each time period. In addition, total operating costs encompassing the above time frames were computed, and the estimated overall average per mile and per unit savings of the personal cars were calculated.

TABLE A

PERSONAL CAR PROGRAM
General Operating Costs Comparison*

1977 through 1980

Year	Miles Driven			Total Costs			Cost Per Mile	
	Personal ⁽¹⁾ Cars	Pool Cars	Total	Personal Cars	Pool Cars	Total	Personal Cars	Pool Cars
1977 ⁽²⁾	1,222,761	568,131	1,790,892	\$148,014	\$ 96,984	\$ 244,998	.121	.171
1978	4,004,707	1,991,374	5,996,081	\$532,445	\$299,125	\$ 831,570	.133	.150
1979	4,071,151	2,080,305	6,151,456	\$684,226	\$361,251	\$1,045,477	.168	.174
1980 ⁽³⁾	1,049,468	534,960	1,584,428	\$197,103	\$101,139	\$ 298,242	.188	.189

*Costs Include total cost of gasoline, oil, maintenance, accidents, and insurance

(1) On and off-duty mileage.

(2) Figures for the period September 1 - December 31, 1977.

(3) Figures for the period January 1 - March 31, 1980.

TABLE B
 PERSONAL CAR PROGRAM
 General Operating Costs by Type
 January 1, 1978 - March 31, 1980

Y E A R	PERSONAL CARS						POOL CARS					
	Gas Cost	Oil Cost	Maintenance Cost	Accident Cost	Insurance Cost	Total Costs	Gas Cost	Oil Cost	Maintenance Cost	Accident Cost	Insurance Cost	Total Costs
1978	\$283,107	\$2,439	\$157,688	\$24,811	\$64,400	\$532,445	\$148,854	\$1,883	\$106,967	\$20,071	\$21,350	\$299,125
1979	\$356,499	\$3,304	\$241,317	\$29,244	\$53,862	\$684,226	\$188,557	\$1,126	\$121,052	\$31,622	\$18,894	\$361,251
1980	\$115,240	\$ 786	\$ 52,601	\$17,256	\$11,220	\$197,103	\$ 63,334	\$ 328	\$ 27,450	\$ 6,247	\$ 3,780	\$101,139

TABLE C
 PERSONAL CARS
 Gasoline, Oil, and Maintenance Costs*
 January 1, 1978 - March 31, 1980

Y E A R	MILES DRIVEN				GASOLINE COSTS		OIL COSTS		MAINTENANCE COSTS		TOTAL COSTS		
	Off Duty	Per- cent	On Duty	Per- cent	Off Duty	On Duty	Off Duty	On Duty	Off Duty	On Duty	Off Duty	On Duty	Total
1 9 7 8	1,764,774	44%	2,239,933	56%	\$124,567	\$158,540	\$1,073	\$1,366	\$ 69,383	\$ 88,305	\$195,023	\$248,211	\$443,234
1 9 7 9	1,962,760	48%	2,108,391	52%	\$171,120	\$185,379	\$1,586	\$1,718	\$115,832	\$125,485	\$288,538	\$312,582	\$601,120
1 9 8 0	491,780	47%	557,688	53%	\$ 54,163	\$ 61,077	\$ 369	\$ 417	\$ 24,722	\$ 27,879	\$ 79,254	\$ 89,373	\$168,627

*Accident and Insurance Costs Excluded.

Accident Costs - Cannot be broken down into off duty and on duty use given available data.

Insurance Costs - Remain the same regardless of whether vehicles are classified as either Personal or Pool Cars.

Table D was prepared to illustrate the average operating cost per mile for personal and pool cars and the average per mile savings of the personal cars. As can be seen by reviewing the table, the personal cars have saved from \$0.008 to \$0.064 per mile, for an overall average savings of \$0.019 per mile.

Table E demonstrates the average monthly per unit operating cost for personal and pool cars and the monthly per unit savings of the personal cars. As noted in the table, the average monthly per unit savings of the personal cars during the period of September 1, 1977 to March 31, 1980 was \$206.71. Thus, the average savings realized during the two years and seven months of PCP operations was \$6,408.01 per unit.

III. PERSONAL CAR PROGRAM vs. POOLING SYSTEM

In a comparison with the Personal Car Program, an attempt was made to estimate what it would cost under a pooling system to operate the Department's marked patrol vehicles during the period of September 1, 1977 through March 31, 1980. In making this comparison, the estimated number of marked vehicles needed by the Bureau of Uniform Patrol, School Safety Patrol, and Tactical Operations was multiplied by the unit cost factor associated with PCP pool vehicles. These figures were then compared with the total costs relating to the Personal Car Program.

As shown in Table F, the Department spent approximately \$1,560,891 on purchasing personal and pool cars during the comparison period. To utilize a total pooling system, about \$1,311,909 would have been spent. The operating cost of the Personal Car Program was \$3,200,785. It would have cost approximately \$2,302,903 to operate the required number of cars under a pooling system. The result of the comparison, then, is that the Department spent approximately \$248,982 more on purchasing cars and \$897,882 more on operating these cars than it would under a pooling system. However, the additional expenditure of \$1,146,864 enabled the Department to expand the marked patrol vehicle fleet by an average of 54 cars and to meet several objectives as discussed in Section IV.

IV. PHYSICAL IMPACT OF PERSONAL CAR PROGRAM

The previous sections provided a review of the costs associated with the Personal Car Program, and gave some indication of what the Department's expenditures would have been under a pooling system. This section will deal with how the Personal Car Program has affected the physical operations of the Division of Field Operations.

A. Visibility

A primary objective of the Personal Car Program is the increased visibility of marked police vehicles in St. Louis County. This increased visibility takes place when personal cars are driven during off-duty hours, and when the vehicles are parked in such places as public parking lots and residential driveways. For the purposes of this report, discussion will be limited to increased visibility resulting from driving personal cars during off-duty hours.

TABLE D
AVERAGE OPERATING COST PER MILE
PERSONAL AND POOL CARS
September 1, 1977 - March 31, 1980

TIME PERIOD	PERSONAL CARS	POOL CARS	SAVINGS PER MILE PERSONAL CARS
9/1/77 - 12/31/77	\$0.172	\$0.236	\$0.064
1/1/78 - 12/31/78	\$0.182	\$0.199	\$0.017
1/1/79 - 12/31/79	\$0.217	\$0.225	\$0.008
1/1/80 - 3/31/80	\$0.236	\$0.254	\$0.018
9/1/77 - 3/31/80	\$0.200	\$0.219	\$0.019

TABLE E
 AVERAGE MONTHLY PER UNIT OPERATING COST
 PERSONAL AND POOL CARS
 September 1, 1977 - March 31, 1980

TIME PERIOD	PERSONAL CARS COST PER UNIT PER MONTH	POOL CARS COST PER UNIT PER MONTH	SAVINGS PER UNIT PER MONTH PERSONAL CARS
9/1/77 - 12/31/77	\$300.04	\$479.80	\$179.76
1/1/78 - 12/31/78	\$329.73	\$542.07	\$212.34
1/1/79 - 12/31/79	\$384.61	\$580.97	\$196.36
1/1/80 - 3/31/80	\$441.15	\$717.57	\$276.42
9/1/77 - 3/31/80	\$358.81	\$565.52	\$206.71

TABLE F
ESTIMATED COST COMPARISON
Personal Car Program vs. Pooling System
For the Period September 1, 1977 - March 31, 1980

YEAR	DESCRIPTION	PERSONAL CAR PROGRAM		POOLING SYSTEM	
1977	Purchase Cost	175 Personal and 70 Pool cars at \$4,731.12 per car	\$1,159,124	125 Pool Cars at \$4,731.12 per car	\$ 591,390
	Operating Cost	175 Personal cars at \$1,200 per car and 70 Pool cars at \$1,919 per car	\$ 344,330	125 Pool cars at \$1,919 per car	\$ 239,875
1978	Purchase Cost	No cars purchased	-0-	7 Pool cars at \$4,731.12 per car	33,118
	Operating Cost	184 Personal cars at \$3,957 per car and 61 Pool cars at \$6,505 per car	\$1,124,893	132 Pool cars at \$6,505 per car	\$ 858,660
1979	Purchase Cost	7 Personal and 67 Pool cars at \$6,469.58 per car, less 61 Trade-in cars at \$1,262 per car	\$ 401,767	125 Pool cars at \$6,469.58 per car, less 125 Trade-in cars at \$1,262 per car	\$ 650,948
	Operating Cost	191 Personal cars at \$4,615 per car and 67 Pool cars at \$6,971 per car	\$1,348,522	132 Pool cars at \$6,971 per car	\$ 920,172
1980	Purchase Cost	No cars purchased	-0-	7 Pool cars at \$6,469.58 per car, less 7 Trade-in cars at \$1,262 per car	\$ 36,453
	Operating Cost	187 Personal cars at \$1,323 per car and 63 Pool cars at \$2,153 per car	\$ 383,040	132 Pool cars at \$2,153 per car	\$ 284,196
SUMMARY					
TOTAL PURCHASE COST			<u>\$1,560,891</u>		<u>\$1,311,909</u>
Additional Purchase Cost of Personal Car Program					<u>\$248,982</u>
TOTAL OPERATING COST			<u>\$3,200,785</u>		<u>\$2,302,903</u>
Additional Operating Cost of Personal Car Program					<u>\$897,882</u>

During the period of September 1, 1977 through March 31, 1980, marked patrol vehicles assigned to the Division of Field Operations were driven 10,789,803 miles on-duty and 4,753,054 miles off-duty. The increase in visibility of marked patrol cars moving throughout St. Louis County was, therefore, 43.9%. A complete breakdown of both on-duty and off-duty mileage, and the percentage increase in marked patrol car visibility is provided in Table G.

B. Public Contact

Another important objective of the Personal Car Program is to increase contact with the public. Table H was prepared to demonstrate that this objective is being met.

In looking at Table H, it can be seen that there has been a steady increase in the number of incidents handled by off-duty police officers. From September 1, 1977 through March 31, 1980, the number of off-duty incidents officers responded to increased from 1089.5 per month to 2640.3 per month. These totals represent a 142.3% increase in public contact. Further, Table H reveals that of the 64,044 off-duty incidents handled during the September 1, 1977 through March 31, 1980 time frame, 40,160 incidents involved traffic situations wherein, under a pooling system, a police officer would not normally have been dispatched. This information provides further evidence of a substantial increase in public contact.

C. On-Duty Support

Off-duty police officers in the Personal Car Program have provided valuable support to the Department's on-duty force. During 1978, 1979 and the first quarter of 1980, off-duty vehicles responded to assist on 15,984 separate incidents. The significance of off-duty officers responding to these calls is that a considerable amount of inter-beat dispatching was avoided and beat cars were able to spend a greater proportion of their on-duty time within their assigned patrol areas.

D. Response Time

A third objective of the Personal Car Program is to reduce response time to crimes in progress, thereby increasing the opportunity for apprehension of offenders. The overall Department average response time during the period from September 1, 1977 through March 31, 1980 was 7 minutes. A sample of off-duty cars responding to 4,576 calls during this same period revealed an average response time of 4.3 minutes.

E. Administrative Activities

One of the Program objectives most successfully met is the elimination of on-duty time spent on gasoline, oil, carwash and general maintenance services. Between September 1, 1977 and March 31, 1980, Personal Car Program participants had the above

TABLE G
PERSONAL CAR PROGRAM
Percent of Increased Visibility
September 1, 1977 - March 31, 1980

Year	On-Duty Miles	Off-Duty Miles	Percent of Increased Visibility
1977	1,277,152	513,740	40.2%
1978	4,231,307	1,764,774	41.7%
1979	4,188,696	1,962,760	46.9%
1980	1,092,648	491,780	45.0%
TOTAL	10,789,803	4,733,054	43.9%

TABLE H
 PERSONAL CAR PROGRAM
 Incidents Handled Off-Duty
 September 1, 1977 - March 31, 1980

Description	September 1 - December 31, 1977	Total 1978	Total 1979	1st Quarter 1980	Total
Arrest	105	315	235	92	747
Auto Accident	746	3,256	3,960	1,057	9,019
Assist Motorist	1,280	7,355	8,888	2,745	20,268
Traffic Violation	770	5,614	7,383	2,114	15,881
Vehicle Checks	398	1,985	1,271	357	4,011
Robbery	14	81	122	16	233
Assault	32	173	263	55	523
Burglary	92	406	536	172	1,206
Larceny	63	259	302	87	711
Disturbances	143	889	1,276	276	2,584
Fight	55	292	435	87	869
Flourishing Weapon	8	50	87	13	158
Prowler	43	176	258	44	521
Alarms	248	1,527	1,706	419	3,900
Fire	53	275	427	76	831
Sick Calls	50	144	97	34	325
Miscellaneous	258	826	896	277	2,257
TOTALS	4,358	23,623	28,142	7,921	64,044
Monthly Average Incidents Handled Off-Duty	1,089.5	1,968.6	2,345.2	2,640.3	

administrative activities performed, while off-duty, 145,844 times. There were 90,742 gasoline, 7,830 oil, and 10,356 car-wash purchases. In addition, there were 36,916 incidents of general maintenance, excluding radio repair (Complete data regarding the number of radio repairs performed was not available). Table I provides a breakdown by year of the preceding information.

It should be noted that the actual amount of time spent on the aforescribed activities could not be determined. However, based on the large number of activities involved, it can be safely assumed that the time was substantial. It can also be assumed that on-duty time savings resulting from elimination of the administrative functions, enabled a corresponding increase in patrol time.

F. Vehicle Availability

Implementation of the Personal Car Program has provided the Department with the capabilities of timely mobilization of police officers in emergency situations, and increased flexibility in assigning personnel for special events and programs. To date, the Department has not experienced a situation wherein it has become necessary to mobilize all off-duty personnel. However, there are numerous examples of how personal cars have been used in conjunction with special assignments or programs.

One of the best illustrations of personal car participation in a special program is the Driving While Intoxicated Enforcement Grant Program (DWI Program). Under the Program off-duty police officers, driving marked police cars, are assigned to detect and apprehend intoxicated drivers. In 1979, 98 police officers worked 7,873 DWI Program hours. Of the 98 officers, 56.1% drove personal cars. Without these cars, it would have been extremely difficult to provide a sufficient number of vehicles to maintain the same level of Program participation.

Another example of flexibility created by the implementation of the Personal Car Program is the assignment of Personal Car Program participants to special patrol. Beginning with the Halloween patrol program in 1977, personal cars have been frequently deployed during certain holidays to supplement the on-duty patrol force in attempts to deal with specific types of illegal activity. One of the most recent programs was the 1979 Christmas Crime Patrol Saturation Program. Under that program, unoccupied personal cars were used as crime deterrents by parking them in several of the busier shopping centers located throughout the County. At the same time, additional manpower was assigned to perform foot patrol.

V. SURVEY OF COMMISSIONED PERSONNEL

The Bureau of Planning and Research distributed copies of a questionnaire to commissioned personnel assigned to the five precincts, Tactical Operations and School Safety Patrol. The purpose of the survey was to evaluate the effectiveness of the Personal Car Program as measured by both participants and non-participants.

TABLE I
 PERSONAL CAR PROGRAM
 Off-Duty Patrol Vehicle Services
 September 1, 1977 - March 31, 1980

Year	Gasoline Purchases	Oil Purchases	Carwash Purchases	General Maintenance*	Total
1977	8,245	494	1,008	2,379	12,126
1978	30,928	2,423	3,865	12,997	50,213
1979	37,120	3,630	3,915	15,980	60,645
1980	14,449	1,283	1,568	5,560	22,860
TOTAL	90,742	7,830	10,356	36,916	145,844

*Figures do not include radio repair

On May 27, 1980, 343 copies of the questionnaire were distributed. It was requested that the survey be returned to Planning and Research by June 4. As of June 5, 276 questionnaires had been returned, an 81 percent response rate.

The large response to the survey allows some fairly sound generalizations about the attitudes of commissioned personnel toward the Personal Car Program. The summary which follows contains only major points. Readers are encouraged to study the appendix for more detailed findings.

A. Summary of Findings

1. Even though 41 percent of the commissioned officers responding to the survey do not have a personal car, 93 percent of these non-participants support continuation of the Personal Car Program.
2. Both non-participants and participants feel the PCP: has a positive effect on morale; reduces transfer requests; lowers crime; and aids police-community relations.
3. Both participants and non-participants feel personal cars are better maintained than pool cars.

B. Facts About the Respondents

Commissioned personnel responding to the survey have the following characteristics:

1. 15 percent are supervisors; 85 percent police officers.

2. Assignments:

1st Precinct	21%
2nd Precinct	20%
3rd Precinct	19%
4th Precinct	15%
5th Precinct	18%
TACT OPTS	6%
School Safety	1%
	100%

3. Miles respondents drive one-way to duty assignment:

0 - 5 Miles	28%
6 - 11 Miles	23%
12 - 17 Miles	20%
18 - 23 Miles	14%
24+	15%
	100%

4. 53 percent participate in the PCP, 6% are former participants and 41 percent are non-participants.

5. Of the eligible non-participants, 29 percent are currently waiting for cars.

6. Length of service with the Department:

Under 3 years	38%
4 - 7 years	21%
8 - 11 years	14%
12 - 15 years	11%
16+ years	16%
	100%

VI. FINDINGS AND RECOMMENDATIONS

It was shown that because more vehicles were required for the Personal Car Program, total Program cost was greater than it would be under the traditional pooling system. The additional \$1,146,864 spent on the Personal Car Program did, however, produce positive results. Benefits resulting from the additional expenditures were:

1. Lower per mile and per unit operating cost
2. Longer life of Department vehicles
3. Larger number of marked patrol cars available for service
4. 43.9 percent increased visibility
5. Increased public contact
6. Less inter-beat dispatching
7. Increased patrol time
8. Reduced response time to crimes in progress
9. Decreased on-duty vehicle service and maintenance
10. More timely mobilization of police officers
11. Increased flexibility in assigning personnel for special programs and events
12. Improved employee morale

In addition to the benefits listed, there were other possible benefits such as improved police-community relations, decreased sick leave and fewer transfer requests that may have resulted from Personal Car Program operations. However, since these benefits also could have resulted from other functions, no attempt was made to directly attribute them to the Personal Car Program.

It is extremely difficult to determine the value of a given benefit if a definite unit of measure cannot be applied. Because of this, it is an arduous task to assess most of the individual benefits that have been ascribed to the Personal Car Program. By collectively considering these

benefits, however, it can be concluded that the Personal Car Program has been a successful, worthwhile program. It is therefore recommended that the Personal Car Program be refunded. In conjunction with this recommendation, the following suggestions are also made.

1. Replacement of personal cars should be spread out over an extended period of time, with replacement based on vehicle condition and operating cost per car.
2. Records containing cost and mileage data should be arranged in a more useful format.
3. Recording methods for tracking Program vehicles should be improved.
4. Methods for flagging those vehicles which become too costly to maintain should be improved.
5. Methods for recording PCP on-duty and off-duty activities by type should be improved.
6. A method for identifying calls having a response time of less than one minute should be developed.

APPENDIX
Commissioned Personnel
Survey Results
PERSONAL CAR PROGRAM

Question As the Program is presently administered, which of the following statements most accurately describes the effect of participation in the Personal Car Program on commissioned employees' morale?

	Total Sample	PARTICIPANT		POSITION		ASSIGNMENT						
		Part.	Non-Part.	Supv.	P.O.	1st	2nd	3rd	4th	5th	TACT	S. Safety
Highly beneficial effect on morale	47%	52%	36%	50%	46%	63%	39%	40%	59%	37%	35%	100%
Somewhat beneficial effect on morale	41	38	46	47	39	29	45	44	35	43	59	0
No effect on morale	6	5	8	0	8	6	4	8	3	11	6	0
Negative effect on morale	6	5	10	3	7	2	12	8	3	9	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTS

Commissioned personnel with personal cars are more likely to describe the Program as "beneficial to morale" and less likely to feel the PCP has "no effect" or a "negative effect" on morale as compared to non-participants' views. Supervisors hold this opinion more often than police officers.

Question

We would like you to read over a series of statements relevant to the Personal Car Program. After each statement, please indicate whether you strongly agree, somewhat agree, somewhat disagree or strongly disagree. The statements are:

1. PERSONAL CARS ARE BETTER MAINTAINED THAN POOL CARS

	Total Sample	PARTICIPANT		POSITION		ASSIGNMENT						
		Part.	Non-Part.	Supv.	P.O.	1st	2nd	3rd	4th	5th	TACT	S. Safety
Strongly Agree	88%	95%	75%	88%	89%	93%	89%	90%	93%	72%	100%	100%
Somewhat Agree	11	4	24	10	10	7	11	8	7	26	0	0
Somewhat Disagree	1	1	1	2	1	0	0	2	0	2	0	0
Strongly Disagree	0	0	0	0	0	0	0	0	0	0	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTS

Ninety-nine percent of the PCP participants feel their cars are better maintained than pool cars. Surprisingly, 99 percent of the non-participants also agree with this statement.

2. OFFICERS WITH PERSONAL CARS ARE MORE PRODUCTIVE POLICE OFFICERS

	Total Sample	PARTICIPANT		POSITION		ASSIGNMENT						
		Part.	Non-Part.	Supv.	P.O.	1st	2nd	3rd	4th	5th	TACT	S. Safety
Strongly Agree	14%	16%	9%	15%	13%	10%	16%	16%	15%	10%	13%	33%
Somewhat Agree	51	54	45	60	49	65	44	35	55	54	56	67
Somewhat Disagree	24	20	31	23	25	22	29	31	23	18	19	0
Strongly Disagree	<u>11</u>	<u>10</u>	<u>15</u>	<u>2</u>	<u>13</u>	<u>3</u>	<u>11</u>	<u>18</u>	<u>7</u>	<u>18</u>	<u>12</u>	<u>0</u>
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTS

As might be expected, participants in the PCP are more supportive of the statement. Supervisors also feel Program participants are more productive.

3. THE OFFICER'S USE OF A PERSONAL CAR DURING OFF-DUTY HOURS REDUCES CRIME

	Total Sample	PARTICIPANT		POSITION		ASSIGNMENT						
		Part.	Non-Part.	Supv.	P.O.	1st	2nd	3rd	4th	5th	TACT	S. Safety
Strongly Agree	46%	51%	34%	49%	45%	59%	36%	40%	45%	46%	41%	67%
Somewhat Agree	46	44	52	41	48	39	53	54	53	36	47	33
Somewhat Disagree	6	5	8	7	5	2	7	6	2	10	12	0
Strongly Disagree	2	0	6	2	2	0	4	0	0	8	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTS

While agreement varies, this statement is supported by the majority of both participants and non-participants regardless of assignment or position.

4. PERSONAL CAR PARTICIPANTS TAKE LESS SICK LEAVE THAN NON-PARTICIPANTS

	Total Sample	PARTICIPANT		POSITION		ASSIGNMENT						
		Part.	Non-Part.	Supv.	P.O.	1st	2nd	3rd	4th	5th	TACT	S. Safety
Strongly Agree	8%	10%	4%	8%	8%	9%	8%	8%	8%	8%	0%	0%
Somewhat Agree	42	48	32	52	40	46	33	37	40	51	46	100
Somewhat Disagree	34	30	41	35	35	34	38	38	34	28	39	0
Strongly Disagree	16	12	23	5	17	11	21	17	18	13	15	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTS

This question elicited the largest number of unsolicited comments on the questionnaire. Many individuals felt this was an irrelevant question and, a majority of non-participants disagreed. Supervisors support the statement more often than police officers.

5. THE PERSONAL CAR PROGRAM KEEPS OFFICERS FROM RESIGNING THEIR COMMISSIONS

	Total Sample	PARTICIPANT		POSITION		ASSIGNMENT						
		Part.	Non-Part.	Supv.	P.O.	1st	2nd	3rd	4th	5th	TACT	S. Safety
Strongly Agree	11%	13%	7%	7%	11%	15%	13%	6%	12%	10%	0	0
Somewhat Agree	42	47	33	44	42	49	36	48	38	39	50	0
Somewhat Disagree	29	26	33	37	28	20	30	25	38	31	25	100
Strongly Disagree	18	14	27	12	19	16	21	21	12	20	25	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTS

While there is some support for this statement among all groups, participants were more likely to hold this view. The decision to resign is based on many variables. This table illustrates the fact that the officer would consider his/her Personal Car in making a decision to leave the Department.

6. PERSONAL CAR PARTICIPANTS ARE LESS LIKELY TO REQUEST TRANSFERS TO SPECIALIZED POSITIONS

	Total Sample	PARTICIPANT		POSITION		ASSIGNMENT						
		Part.	Non-Part.	Supv.	P.O.	1st	2nd	3rd	4th	5th	TACT	S. Safety
Strongly Agree	20%	26%	8%	32%	18%	24%	17%	27%	13%	16%	30%	0
Somewhat Agree	50	49	53	44	51	56	49	56	50	38	35	100
Somewhat Disagree	25	22	30	19	25	15	29	17	30	34	29	0
Strongly Disagree	5	3	9	5	6	5	5	0	7	12	6	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTS

Those individuals who feel the PCP promotes stability within the Division of Field Operations will find support in this table. This is one statement with significant variance between Precincts.

7. THE PERSONAL CAR PROGRAM HAS A POSITIVE EFFECT ON POLICE-COMMUNITY RELATIONS

	Total Sample	PARTICIPANT		POSITION		ASSIGNMENT						
		Part.	Non-Part.	Supv.	P.O.	1st	2nd	3rd	4th	5th	TACT	S. Safety
Strongly Agree	65%	75%	46%	66%	66%	80%	64%	56%	63%	64%	53%	100%
Somewhat Agree	31	24	44	30	30	20	29	42	35	26	47	0
Somewhat Disagree	3	1	7	2	3	0	6	2	2	6	0	0
Strongly Disagree	1	0	3	2	1	0	2	0	0	4	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTS

Participants unanimously support this statement regardless of their assignment. Non-participants are less supportive, although 90 percent of them agree to some extent with the statement.

8. AN UNOCCUPIED MARKED POLICE CAR PARKED IN AN AREA IS A DETERRENT TO CRIME

	Total Sample	PARTICIPANT		POSITION		ASSIGNMENT						
		Part.	Non-Part.	Supv.	P.O.	1st	2nd	3rd	4th	5th	TACT	S. Safety
Strongly Agree	45%	49%	39%	49%	45%	60%	45%	38%	30%	42%	65%	33%
Somewhat Agree	44	44	43	39	44	36	44	52	50	42	29	67
Somewhat Disagree	7	5	11	12	6	1	5	10	15	8	6	0
Strongly Disagree	4	1	7	0	5	3	6	0	5	5	0	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTS

This statement appears to be accepted by all groups, with 1st Precinct and School Safety personnel supporting the statement almost unanimously.

9. PASSENGERS IN AN OFFICER'S POLICE PERSONAL CAR ARE IN DANGER

	Total Sample	PARTICIPANT		POSITION		ASSIGNMENT						
		Part.	Non-Part.	Supv.	P.O.	1st	2nd	3rd	4th	5th	TACT	S. Safety
Strongly Agree	6%	3%	12%	10%	5%	5%	7%	0	7%	12%	0	0
Somewhat Agree	30	31	28	27	31	36	16	31	30	31	47	67
Somewhat Disagree	40	39	40	39	40	39	46	50	43	24	29	33
Strongly Disagree	24	27	20	24	24	20	31	19	20	33	24	0
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTS

While commissioned personnel disagree with this statement, non-participants give more support to the idea of passengers being in danger as does TACT Operations and School Safety.

Question What percent of those incidents handled by officers in their Personal Cars do you feel would have eventually been assigned to beat cars?

	Total Sample	PARTICIPANT		POSITION		ASSIGNMENT						
		Part.	Non-Part.	Supv.	P.O.	1st	2nd	3rd	4th	5th	TACT	S. Safety
Less than 10%	13%	7%	26%	20%	12%	5%	15%	18%	17%	12%	18%	0
10% - 25%	33	33	32	33	32	49	27	39	15	33	17	0
26% - 40%	28	30	24	30	28	27	32	23	30	25	35	33
41% - +%	<u>26</u>	<u>30</u>	<u>18</u>	<u>17</u>	<u>28</u>	<u>19</u>	<u>26</u>	<u>20</u>	<u>38</u>	<u>30</u>	<u>30</u>	<u>67</u>
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTS

Participants are more likely to feel the incidents they handle would have eventually been assigned to a beat car. This may partially be explained by the familiarity participants have with their off-duty incidents.

Question In your opinion, should the Personal Car Program be:

	Total Sample	PARTICIPANT		POSITION		ASSIGNMENT						
		Part.	Non-Part.	Supv.	P.O.	1st	2nd	3rd	4th	5th	TACT	S. Safety
Continued	98%	99%	93%	93%	98%	97%	96%	98%	100%	96%	100%	100%
Discontinued	<u>2</u>	<u>1</u>	<u>7</u>	<u>7</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>2</u>	<u>0</u>	<u>4</u>	<u>0</u>	<u>0</u>
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTS

Both participants and non-participants regardless of assignment expressed support for continuation of the Program. This is very impressive since 41 percent of the respondents to the survey do not have a personal car.

Question What is your present assignment?

<u>Assignment</u>	<u>Total Sample</u>
1st Precinct	21%
2nd Precinct	20
3rd Precinct	19
4th Precinct	15
5th Precinct	18
TACT OPS	6
School Safety	<u>1</u>
	100%

END