

POLICE OPERATIONS AUDIT

BACKGROUND

The Tampa Home Rule Charter, Ordinance Number 6201-A, adopted by City Council on July 14, 1975, and approved by the electors on September 2, 1975; places the responsibility of "all matters relating to law enforcement: with the Police Department. Section 5.01(d) continues that,

...it shall be the duty of the Chief of police (1) to preserve the peace and enforce all ordinances of the city, (2) to manage the police department, (3) to protect and preserve the property of the city assigned to the department, and (4) to prescribe from time to time,....rules and regulations for the orderly and efficient conduct of the department and its forces.

This audit's objectives were derived as a result of a preliminary survey of the Police Department's operations. The objectives directly relate to the four duties prescribed and authorized by the Charter.

The City of Tampa Police Department was the first agency of its size to receive accreditation from CALEA. This is a noteworthy accomplishment as described in the Yellow Book (GAO 7.43 and 7.44).

SCOPE

The audit period will be September 1, 1994, to October 31, 1995, (FY 95), and as much activity of FY 96 as available. Several policies and procedures that will be implemented in January 1996, will be evaluated using industry models.

The total expenditures for FY 95 was about \$73 million.

PLANNING

1. Prepare and send an entrance letter to the Police Chief.
2. Prepare a planning program and include a time budget for the preliminary survey work.
3. Conduct an in-house review of the following:
 - a. Prior internal audit reports and management comments,
 - b. The annual budget, city charter, applicable organizational chart, and procedure manual and department standard operational procedures (SOP).
4. Schedule and hold an entrance conference with the Police Chief and his staff. Obtain the name of the departmental contact person, and secure a place from which to conduct the field work portion of the audit.
5. Begin the preliminary survey by researching industry literature on the operations of law enforcement agencies. Follow-up the research with interviews of the appropriate personnel in the Police Department. Document the research and interviews with applicable references and narratives in the work file.

6. Prepare a survey memo listing the strengths and weaknesses of the system. Discuss the areas of greatest risk and exposure to the City with the Internal Audit Deputy Director and Audit Supervisor. Also, include suggested audit objectives and test procedures.
7. After narrowing the focus of the audit's objectives, conduct any applicable walk throughs of any processes or procedures to be tested.
8. Finalize the audit's objectives and prepare the audit program. The audit program should include a time budget and estimated completion date. Index the work file and turn in for review.
9. Clear review notes and revise the audit program, if necessary.

OBJECTIVE 1

Determine patrol vehicle requirements and whether marked and unmarked police vehicles are effectively utilized.

LOW USAGE VEHICLES

1. Obtain a listing of all vehicles assigned to the Police Department.
2. Sort the list by average mileage per year and judgmentally scope marked and unmarked vehicles with the lowest average miles per year.
3. Determine assignments of the vehicles selected and assess the need for the vehicles and whether any efficiencies can be made.
4. Summarize and conclude on steps 1, 2, and 3.

PERMANENTLY ASSIGNED VEHICLES

5. Determine the number of unmarked vehicles permanently assigned to sections of the police department for administrative needs.
6. Evaluate the need for unmarked vehicles assigned to the sections. Determine if any efficiencies can be implemented to reduce the number of these vehicles.
7. Summarize and conclude on steps 5 and 6.

POLICE DEPARTMENT VEHICLE REQUIREMENTS

8. Review the memo on recommended vehicle strength prepared by Major _____. Obtain any documentation supporting the calculations and discuss the methodologies involved.
9. Using the memo as a lead sheet, eliminate any vehicles tested for administrative need and verify the vehicle requirements by division/section. Use inquiry and observation, tests of reasonableness and comparisons to the deployments (modified work schedule of four 10 hour days) of field personnel.
10. Conduct four marked vehicle inventories (identify by vehicle #) at the police station lot and repair Substation # 4. The counts should occur after the 1/14/96 implementation of the modified work schedule. Two of the counts should occur immediately before and after the 1700 hour shift change. This should be the period when the most patrol vehicles are deployed.

11. Obtain a vehicle roster from the Communications Section at the time of the vehicle counts to determine the number of vehicles deployed.
12. Reconcile the marked vehicles counted in step # 4 to the patrol vehicle inventory. Compare and reconcile marked units during the test count periods.
13. Summarize and conclude on steps 8, 9, 10, 11, and 12.

OBJECTIVE 2:

Determine the appropriate patrol force size and whether patrol officer deployment is properly monitored and proportionately scheduled to workload demands.

APPROPRIATE PATROL FORCE SIZE

1. Using methodologies detailed in the National Institute of Justice's Issues and Practices in Criminal Justice publication series entitled "Patrol Deployment," determine patrol force size (see chapter 3, page 34).
2. Summarize and conclude on step 1.

DEPLOYMENT MONITORING

3. Obtain and review the quarterly report, "Personnel Distribution and Workload Demand Report for the Uniform Districts," for the audit period.
4. Determine whether the CAD and PCAM data were properly evaluated and that the conclusions reached were reasonable.
5. Determine whether the deployment recommendations made in the reports were acted upon in a timely manner.
6. Summarize and conclude on steps 3, 4, and 5.

CURRENT DEPLOYMENT PROPORTIONAL TO WORKLOAD

7. Determine which statistics, performance measures and objectives should be used in the calculations of patrol deployment (i.e. the period of the year with the most activity, factor weightings, the mix of one and two-officer units, desired unit utilization, the number of officers available for motorized patrol or an officer relief factor). It is important to discuss the impact of these issues with TPD's management and secure their agreement with them in advance of any test work.
8. Either use FY 96 first quarter statistics or select four one-week periods during the audit in order to test deployment to workload ratios.
9. Schedule the total calls for service by priority answered by hour for each day of the selected period. Develop distributions of the call fluctuations by hour of the day and by day of the week. Graph the results.

10. Compare the result of step 7 with the percent of manpower deployment assigned. Develop a table (see National Institute of Justice's Issues and Practices in Criminal Justice publications series entitled Patrol Deployment, exhibit 2.7) to illustrate the results. Calculate the correlation between the deployment and calls for service. Graph the deployment over the call distribution graph.
11. If the correlation between deployment and the calls for service appears weak, develop a correlation analysis of several scenarios of deployments and shift changes. Use Iannone's Supervision of Police Personnel as a source document of deployment methodologies.
12. Summarize and conclude on steps 7 through 11.
13. If the time budget allows, schedule out personnel experience as a function of deployment. Summarize and conclude.

OBJECTIVE 3:

Determine the effectiveness and efficiency of the "Modified Work Schedule" recently ratified by the Police Union.

1. Calculate the deployment of the Modified Work Schedule and compare the calls for service distributions determined in step 9, of Objective 2, and determine the correlation between them.
2. Graph the modified work schedule deployment over the calls for service distribution. Compare the results of step 10, of Objective 2.
3. Read pages 259 and 260 of Nathan F. Iannone's Supervision of Police Personnel, 5th edition.
4. Summarize and conclude.

OBJECTIVE 4:

Determine whether employee scheduling in the Communications Section provides adequate coverage and is proportional to work load demands.

1. Use the last quarter FY 95 CM610 reports as a source for the following steps.
2. Schedule the total number of calls answered by hour for the selected periods.
3. Schedule the number of Communication Technicians (call takers) needed during each hour for each of the selected week.
4. Calculate the correlation between the number of Communications Technicians needed and the calls for service answered.
5. Compare staff on duty to staff needed by hour for a judgmentally selected period.
6. Summarize and conclude.

OBJECTIVE 5:

Determine whether citizen calls for service are properly prioritized before being dispatched to the field.

1. Select five units from each shift, and three from each district.
2. Obtain a listing of all calls assigned to the units for a recent one week period.
3. Request that each unit review the calls they responded to and assess the validity of the priority assigned given the definition of each priority in SOP 614. III. C. Request the officers input on how to improve the process of prioritizing calls for service.
4. Prepare and distribute a questionnaire to comparable municipalities to determine methods used (best practices) to prioritize calls for service. Include an assessment of the Differential Response Matrix described in SOP 614.
5. Summarize and conclude.

OBJECTIVE 6:

Determine whether the position of the Community Service Officer is effectively and efficiently utilized and managed.

1. Request and obtain a list of all Community Service Officers currently employed at the Police Department.
2. Determine the duties and responsibilities of each position.
3. Compare the duties and positions identified above to Personnel's job description of the position.
4. Identify any conflicts of performed duties and any opportunities to increase the effectiveness and efficiency of the position's usage.
5. Summarize and conclude.

WRAP-UP

1. Complete and index workpapers.
2. Clear review notes.
3. Prepare a preliminary draft of the audit report.
4. Prepare requests for auditee responses.
5. Schedule and hold the exit conference.
6. Incorporate auditee responses into the final audit report.
7. Send to the printer and distribute audit report.