

To Honorable County Council
Honorable Steve Ehlmann, County Executive

October 6, 2017

The Police Department -Bureau of Field Operations (BFO) examination opened March 14, 2017, has been completed, and the final report is being issued today. The scope of the review covered January 1, 2015 – February 28, 2017. Fieldwork for the review was completed on May 12, 2017, and our report reflects the results of work performed through that date. The response was provided on October 6, 2017.

The objectives of the review were to determine whether internal controls were adequate and effective, operations and records were in compliance with established standards, regulations, policies and procedures, and resources were being used efficiently.

The examination covered patrol operations. We reviewed the internal control environment surrounding those activities, as well as performed an evaluation of the effectiveness and efficiency with which department objectives are being achieved. In addition, reviews for compliance with the County Charter and Ordinances, Missouri Statutes, and internal policies and procedures were performed.

This audit was conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing*, and consisted of examining, on a test basis, sufficient evidence to afford a reasonable basis, for our opinion.

In our opinion, except for the opportunities included in this report, internal controls were adequate and effective and operations and records were in compliance with established standards.

The issuance of this report completes the formal examination process. However, if you wish to discuss any aspects of the audit or report, please contact me.

Brent Statler

Brent R. Statler, CPA, CGAP
County Auditor

Attachment

Copy To Joann Leykam, Director of Administration
Chief Dave Todd, Police Department
Captain Craig Ostermeyer, Bureau of Field Operations



Police Department – Bureau of Field Operations (BFO)
Examination Report
Opened March 14, 2017
Scope: January 1, 2015 – February 28, 2017

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BACKGROUND AND INTRODUCTION

Authority and Activity:

This Bureau of Field Operations was transferred from the Sheriff's Department to the newly-created Police Department on January 1, 2015. The Bureau consists of the Patrol Division and several sub-units. The Patrol Division patrols the County and contracted municipalities, making traffic stops and responding to calls for service as necessary. Sub-units include the Motorcycle Unit, Drug Recognition Experts, Field Training Officers, K-9 Unit, and Honor Guard. The Bureau also includes an In-House Officer stationed at the Police Department.

The BFO's program mission as stated in the 2017 budget is as follows:

The mission for every member of this department is to consistently perform their duties, and find ways to affirmatively promote, preserve, and deliver a feeling of security, safety and quality service to members of our community. 2017 budget, pg. 165.

Funding:

The primary funding for the BFO is provided by the general revenue fund. The historical funding for the BFO is presented below.

Police Bureau of Field Operations BFO – Expenditures Fiscal Years 2012-2017								
Fiscal Year	Salaries & Benefits	% Increase	Operating Expenditures	% Increase	Capital Expenditures†	% Increase	Total Expenditures	% Increase
2012‡	\$7,517,311	N/A	\$45,536	N/A	\$9,009	N/A	\$7,571,856	N/A
2013‡	\$8,084,392	7.5%	\$56,388	23.8%	\$46,255	413.4%	\$8,187,035	8.1%
2014‡	\$8,363,215	3.4%	\$73,361	30.1%	\$6,917	-85.0%	\$8,443,493	3.1%
2015	\$8,411,669	0.6%	\$29,611	-59.6%	\$125,581	1,715.5%	\$8,566,861	1.5%
2016	\$7,563,818	-10.1%	\$18,818	-36.4%	\$0	-100.0%	\$7,582,636	-11.5%
2017*	\$7,969,317	5.4%	\$48,725	158.9%	\$100,175	100.0%	\$8,118,217	7.1%

‡ Division was part of the Sheriff Department.

* These are the approved budget amounts from the 2017 budget.

† Includes amounts from the Capital Projects Fund (301).

Staffing:

The number of full-time equivalent authorized positions for the BFO decreased (-21.6%) from 102.0 full-time positions in 2012 to a total of 80.0 full-time budgeted employees in 2017.

Note: The Communications Division moved from the Police Department – Bureau of Field Operations to the Emergency Communications Department in 2016.

II. STATUS BOARD

The status board provides a summary of the BFO’s functions and processes. Each cell located under a function represents an activity that is to be completed to ensure that the process is performed in an effective and efficient manner. The color of the cells represents the assessment regarding completion of the activity. The legend below gives a description of the definition of each color.

- Red indicates management's immediate attention is required.
- Yellow indicates an opportunity for improvement exists.
- Green indicates there is no action necessary at this time.
- Blue indicates a process that was not included in the scope of the review.
- Grey indicates a County issue that should be addressed by management, but is not necessarily a direct responsibility of the audited department/office.

Patrol	Municipal Patrol Contract	Private Patrol Contract	DWI Unit	Motorcycle Unit	Drug Recognition Unit	Directed Patrol & Vehicle Crash Investigation Units	In-House Officer & Honor Guard	Field Training Officers & K-9 Unit
Officers assigned to specific zones during shift.	Municipalities contact the Police Department and contract.	Organizations contract the Police Dept. to provide security services and/or traffic control.	The standing unit performs saturated patrols and DWI sweeps.	10 motorcycles are used for regular patrol and special events.	A Drug Recognition Experts (DRE) is called to scene to evaluate suspected narcotics users.	DIRECTED PATROL: 2 FT specially trained members monitor traffic for illegal transport and other crimes based on specialized training.	IN-HOUSE: Officer handles calls for service not requiring an on-scene officer due to the lack of a threat or no crime in progress.	FIELD TRAINING: 7 FTOs train new officers’ for 7 months (1 month of admin training).
Officers engage in preventive patrols, crime repression/enforcement, and calls for service	The contract states the amount of patrol time per shift/day/week.	The agreement states the hourly rate (including benefits) for services provided.	Officers receive extensive training for spotting and identifying intoxicated drivers.	12 member unit (7 currently filled) must have at least 2 yrs. experience and be certified.	Test samples are collected and sent to a lab for analysis as needed.	VEHICLE CRASH INVESTIGATION : Called to accident scenes (when necessary) to determine events of the incident and file a report.	Incidents handled include theft, property damage, lost items, and complaints. The Officer can also accept and file reports from other officers.	FTOs train and evaluate the performance of new officers, tracking progress and providing a final evaluation for full-time hiring.

Patrol	Municipal Patrol Contract	Private Patrol Contract	DWI Unit	Motorcycle Unit	Drug Recognition Unit	Directed Patrol & Vehicle Crash Investigation Units	In-House Officer & Honor Guard	Field Training Officers & K-9 Unit
Emergency and disturbance calls are radioed from dispatchers to officers.	The contract also states the amount the municipality will pay based on the amount of patrol time.	The agreement is forwarded to the Finance Dept. for payment invoicing and collection.	Officers perform field sobriety testing for stopped drivers.	Members are assigned a motorcycle and a patrol car (for use in inclement weather).	Certified DREs receive National Highway Training Safety Administration training.	6 team members must have at least 2 yrs. experience and make a 5 yr. commitment to the Unit.	The In-House position is staffed 24-7 and handles “walk-in” suspects at the Police Dept.	FTOs must have over 2 years’ experience and be certified.
Officers can issue warnings and tickets, and have power to arrest individuals breaking the law.	The contract is added to County’s A/R and invoiced. (A1)	Contract payments are due within 30 days of receipt. (A1)	Blood samples may be taken, possibly requiring a warrant.	Motorcycles perform all standard patrol functions, except for transporting suspects.	Members also receive extensive on-going classroom and field training.	Members receive 5 weeks of MO Hwy Patrol training, plus additional field training and continuing education.	HONOR GUARD: The 6-man unit performs for ceremonies or rendering honors.	K-9: The Unit has 5 dogs and uses specially-equipped patrol cars with the back seat removed.
All necessary paperwork and reports are completed before the end of a shift. Reports are submitted to a supervisor for review.	Contracts are reviewed and approved by the Counselor and Executive.		DWI arrests require an Alcohol Influence Report to be filed with the arrest report and sent to the State.				Members wear special dress uniforms and use special blank-firing rifles. They train once every 28 days,	Depending on the breed, K-9s are used for apprehension and detecting narcotics, electronics, and human trafficking.
Tickets and warning (pre-numbered) are 3-part forms – 1 to offender, 1 filed with Records Division, 1 with officer. Some officers issue electronic tickets.	Invoices and payment processing are handled by the Finance Dept.		The Unit does not conduct DWI checkpoints, but will assist in other municipality checkpoints.					Handlers train for 6 weeks to be certified and receive 16 hours of continuing training every 28 days.

Patrol	Municipal Patrol Contract	Private Patrol Contract	DWI Unit	Motorcycle Unit	Drug Recognition Unit	Directed Patrol & Vehicle Crash Investigation Units	In-House Officer & Honor Guard	Field Training Officers & K-9 Unit
<p>Reports are sent up the chain of command for approval by all necessary levels.</p>								
<p>If necessary, reports are forwarded to the Detective Div. for further investigation.</p>								
<p>Approved completed reports are filed with the Records Division.</p>								

III. EXECUTIVE SUMMARY

Following is a summary of opportunities for improvement which were noted during our review of the BFO:

A. Interdepartmental Opportunities

1. Patrol Contracts: A review of contracts revealed that not all parties are billed, make timely payments, or are included on the County's account receivable list.

Interdepartmental – Patrol Contracts

Discussion and Background	Cause	Risk/Effect	Recommendation	Management Response
<p>The Police Department has been contracted by municipalities to provide patrol services and by private organizations to provide officers as security for specific events. Municipal contracts are approved in accordance with County guidelines, while agreements with private organizations are forwarded directly to the Finance Department. The Finance Department invoices the municipalities and organizations based on the contract and/or payroll timesheets from the Police Department. Invoices are due upon receipt.</p>	<p>The following was noted based on the review of nine municipal patrol contracts and related private contract payments/receivables as of 2/28/17:</p> <ol style="list-style-type: none"> 1. Two (22.2%) of the municipalities are over a year in arrears; 2. One (11.1%) of the municipal contracts has not been invoiced since the contract was signed in November 2014; and 3. Non-municipal contacts are not assessed the 5% late fee every thirty (30) days past the stated due date as stated in the contract terms. <p><u>Note:</u> The total dollar amounts in question are not significant; therefore, the process of adding contracts to A/R cycle and processing of a past due amount is the focus.</p>	<p>Opportunity for improved billing and collection processes.</p>	<p>The Finance and Police Departments need to coordinate efforts to ensure that contracted municipalities are properly invoiced and that payments are collected in a timely manner.</p> <p>Furthermore, the MUNIS A/R billing invoice should be updated to include past due amounts.</p> <p><u>Note:</u> This would require a form change request through Tyler Technologies.</p>	<p>Finance Dept. Response: These duties have been reassigned to the Grant Administrator for monitoring in the future. Also, the Finance Department will implement a MUNIS form change to incorporate past due balances.</p>