



Office of the City Auditor

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Board of Police Commissioners
Kansas City, Missouri, Police Department
1125 Locust Street
Kansas City MO 64106

Dear Members of the Board of Police Commissioners:

During the last meeting of the Police Board, I was asked to suggest some potential audit topics my office might conduct in the Police Department in the future. This memo describes 10 potential audits, including some proposed in our June 1996 preliminary review.

Allocation/Use of cars: This topic was included among those identified in our 1996 preliminary review and the Police Department was included in our November 2000 audit *Citywide Management of Take-Home Vehicles*. This audit could assess vehicle needs, policies concerning vehicle use, repair vs. replacement decisions, as well as the costs and benefits of take-home cars. It could also seek to reduce department vehicle accidents by comprehensively analyzing past accident data.

Best practices for an internal audit function: This audit could identify best practices for an effective, independent internal audit office. This topic is particularly timely as the Board seeks to re-establish an internal audit function to assist in their oversight of Police Department activities.

CAD system reliability: The department's CAD system is the source for much of the information on department activities including response time information. We assessed the reliability of the previous CAD system but have not audited the current version and recent audit work identified problems with response time reporting. An audit could determine the accuracy of the CAD information, examining data entry, analysis, and reporting controls.

Construction controls: The city is building two patrol stations and a police academy. This audit could examine controls over design and construction costs, subsequent design modifications and approvals, or the contractor selection process. The audit could seek to determine whether controls are sufficient to ensure the construction dollars are spent appropriately and might also consider the adequacy of planning for maintenance costs of these new facilities.

Information Technology: This topic was included among those identified in our 1996 preliminary review of the Police Department. An audit could examine the effectiveness of the

services provided by IT by assessing how well user needs are met. Staff could be interviewed to determine whether the reports they receive are useful and what other types of data they could use. And IT activities could be compared with similar functions in other police departments.

Investigations: This audit could examine the effectiveness of department investigative units. Our 2005 citizen survey reports the department clears on average about 10 percent of property crimes and a third of violent crimes. An audit could examine current data collection efforts to determine whether the reporting mechanisms are flawed or if the department's investigative efforts could be improved. If reporting is accurate, we could also closely examine investigation effectiveness, focusing on staffing levels, workloads, and organizational structure.

Resident survey analysis: Our annual citizen surveys report declining satisfaction with police department efforts. An audit could examine survey responses in more detail, seeking an understanding of the lower satisfaction responses and identifying what the Police Department could do to respond to and improve citizens' perceptions of department performance.

Survey of Police Department employees: Successful police work depends heavily on the morale of both sworn and civilian staff. A survey of department employees could identify the issues and concerns of department personnel.

Use of force: The most significant mission-inherent risk in the police function is the inappropriate use of force. Objectives could include: How does the use of force in KCPD compare to other police departments, to best practices, to the policies and procedures in the department? What are the controls (training or supervision, for example) over the use of force and how effective are they?

Worker's compensation: Across the nation, health care costs are skyrocketing and wellness programs are being used more frequently as a way to minimize the increases. Problems in worker's compensation activities could increase department costs and contribute to lower morale. An audit could determine how the department's worker's compensation plan is conducted and recommend improvements.

If you have questions about any of these potential audits, I will be happy to discuss them.

Sincerely,



Mark Funkhouser
City Auditor

cc: Mayor Kay Barnes
Members of the City Council
Wayne A. Cauthen, City Manager
Police Chief James Corwin