



Office of the City Auditor

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Commissioner Angela Wasson-Hunt
Commissioner Lisa Pelofsky
Kansas City, Missouri, Board of Police Commissioners Audit Committee
1125 Locust
Kansas City, MO 64106

Dear Audit Committee Members:

At the last Police Board Audit Committee meeting, you asked for my input about audit methods that could be used to analyze workload and staffing levels of city law departments similar to the Police Department's Office of General Counsel (OGC). I agreed to provide you with input about methods for analyzing staffing levels.

In order to address your question, we reviewed the Kansas City, Missouri Police Department's Internal Audit Unit's three audits of the Office of General Counsel; work done by the Government Accountability Office regarding workload and staffing levels for attorneys; and the City Auditor's Office previous audits on Police Department blackout that addressed staffing levels and workload of patrol resources.

In the Kansas City, Missouri Police Department's February 2007 Office of the General Counsel (OGC) Workload Audit,¹ the auditor recommended the OGC implement a time tracking method to record the time spent on processes of the OGC in order to determine exactly which processes are requiring the attorneys to spend overtime. The March 2010 OGC Post Audit² states that the OGC did voluntarily implement time tracking for a three-month period in response to the audit, but determined that it was time consuming and was not an efficient use of their limited time and discontinued the tracking. The October 2010 OGC Workflow Audit³ listed the duties for the OGC staff ranked by frequency of occurrence and flowcharted the workflow processes for these duties. However, the audit concluded that no mechanism was in place to determine committed time for the workflow processes presented in the audit. The auditor recommended that OGC improve data collection.

¹ *Office of General Counsel Workload Audit 06-09*, Internal Audit Unit, Kansas City, Missouri Police Department, February 2007.

² *Office of the General Counsel Post Audit 08-09*, Internal Audit Unit, Kansas City, Missouri Police Department, March 2010.

³ *Office of the General Counsel Workflow Audit 10-05*, Internal Audit Unit, Kansas City, Missouri Police Department, October 2010.

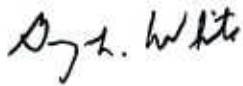
The Government Accountability Office (GAO) recommends making strategic workforce planning decisions based on valid and reliable data. In their report⁴ on workforce planning of attorneys within some agencies in the Department of Homeland Security, GAO described the actions that these legal offices are taking to identify attorney staffing needs, determine where those attorneys should be deployed, and address staffing shortfalls. Workload data used or expected to be used by these agencies for workforce planning include the number of activities that are performed by the attorneys (number of cases by type, volume of legal advice requested, number of training courses conducted, etc.) and some measurement or estimation of time involved in that activity.

The City Auditor's Office's patrol deployment/blackout audits⁵ used similar workload data to assess the allocation of patrol resources. The audits analyzed a year of data, including staffing levels, call volume, and the officer dispatch, arrival, and return to service times. Through analysis of a year of data, we were able to identify blackout (times when no officer's were available to respond to calls for service) by times of the day and days of the week, and levels of blackout by patrol division. Using a simulation model, we were also able to project how changes in staffing and call volume would affect blackout.

The GAO recommends using valid and reliable data to make workforce planning decisions. Our patrol deployment audit also used workload and staffing data to identify deficiencies. I believe any assessment of the workload/staffing of the Office of General Counsel requires data on the tasks that need to be completed (the number of tasks and how long they take) and the current staffing.

If you have any questions, please feel free to contact me.

Sincerely,



Gary L. White
City Auditor

cc: Board of Police Commissioners
James Corwin, Chief of Police
Thomas Gee, Manager, Internal Audit Unit

⁴ *DHS Immigration Attorneys, Workload Analysis and Workforce Planning Efforts Lack Data and Documentation*, GAO-07-206, United States Government Accountability Office, April 2007.

⁵ *Kansas City, Missouri, Police Department Patrol Deployment: Blackout Analysis*, City Auditor's Office, Kansas City, Missouri, January 1998. *Follow-up Audit, Kansas City, Missouri, Police Department Patrol Deployment: Blackout Analysis*, City Auditor's Office, Kansas City, Missouri, September 2004.