POLICY AND PROCEDURES UNIT

OPERATIONS MANUAL

FRESNO POLICE DEPARTMENT

(Revised November 2016)

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MISSION STATEMENTS

The mission of the **Policies & Procedures Unit** is to maintain professional standards through up-to-date policies and procedures by processing requests regarding modification and creation of policies and research ever changing laws as they relate to the Department.

The mission of the **Audits & Inspections Unit** is to evaluate organizational risk as assigned, and recommend strategies to eliminate or minimize incidents which produce harmful consequences, by reviewing our adherence to polices, procedures and the law.

GOALS AND OBJECTIVES

POLICIES & PROCEDURES UNIT

Goals

1. Ensure that internal operating policies and procedures for our Department correctly reflect our operational practices, and the current state of applicable law.

Objectives

1. Develop a tracking database to ensure that 100% of all modification requests are processed.

2. Ensure that 100% of all revisions are posted to PowerDMS and distributed within 30 days of approval of the Chief of Police or their designee.

3. Ensure that user accounts within PowerDMS reflect current personnel assignments within the Department, providing supervisors the ability to generate document signature reports for their assigned personnel.

AUDIT & INSPECTIONS UNIT

Goals

1. Conduct audits as directed by the Administrative Division Commander or the Chief of Police.

2. Ensure compliance with Department administrative protocol.

3. Maximize the efficient and effective internal operation of the Fresno Police Department by evaluating internal functions relative to best practices and professional standards for law enforcement service providers.

Objectives

1. A trend analysis of the data contained in the Reportable Response to Resistance Project shall be completed quarterly.

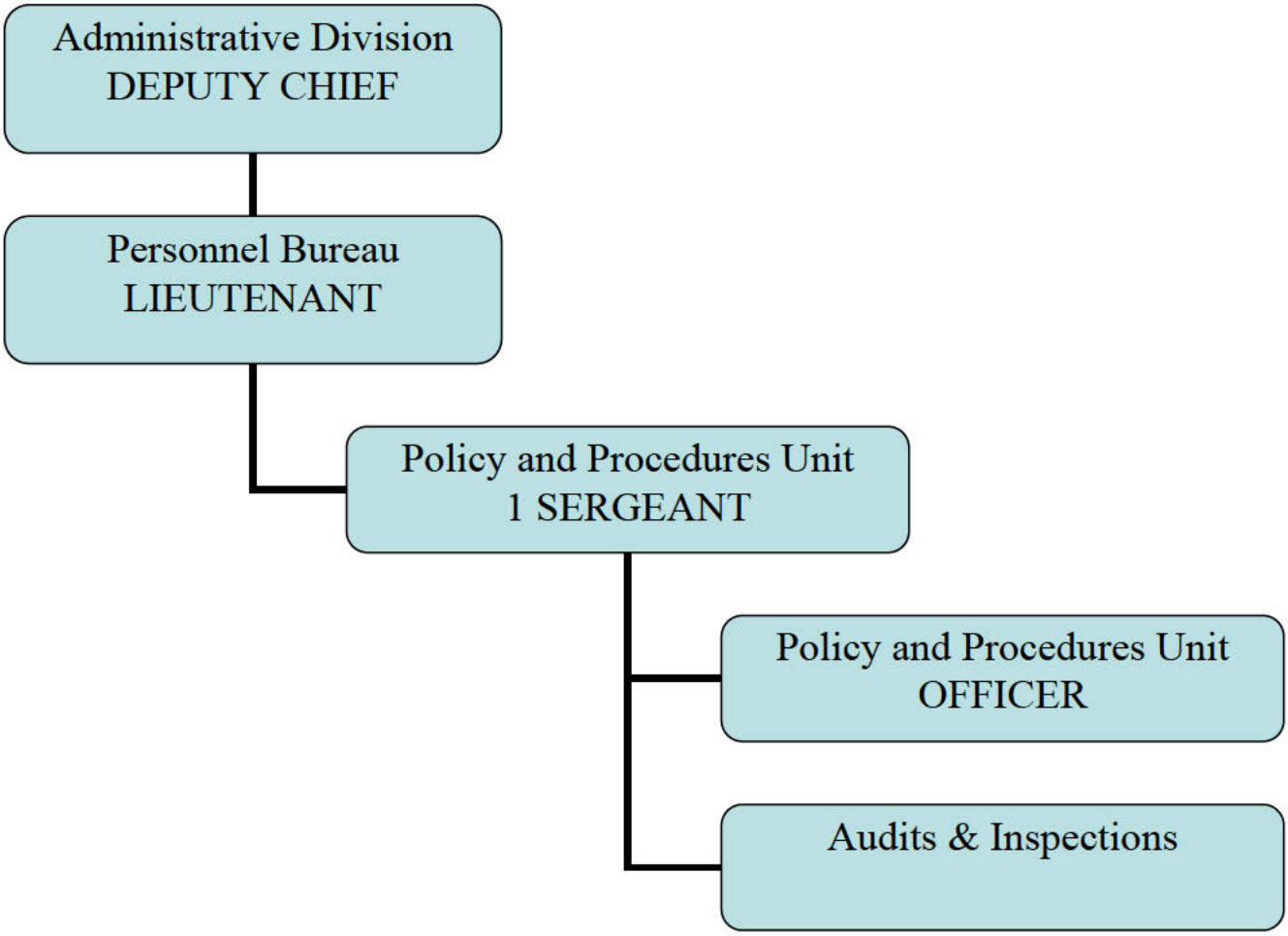
2. A trend analysis of the data contained in the Demographic Data Collection Project shall be completed quarterly.

3. A review of force utilizations, derived from data contained in the Reportable Response to Resistance Project, shall be conducted quarterly.

4. Conduct an annual grievance analysis.

5. Prepare an annual analysis of bias-based policing allegations.

ORGANIZATIONAL CHART



SECTION I: INTRODUCTION

A. ORGANIZATION

Organizational Structure:
Administrative Division
Personnel Bureau
Policies & Procedures Unit
I. Audits & Inspections

The *Policies & Procedures Unit* is a component of the Administrative Division. The *Unit* is made up of *one sub*-unit: Audits & Inspections.

The Policy and Procedures Unit is supervised by the *Personnel* Bureau *Lieutenant,* who is directly accountable to the Deputy Chief of the Administrative Division. The *Lieutenant* oversees the staff of the *Policy and Procedures* Unit, which is led by *one* Sergeant. *The Sergeant* is *also* responsible for *Audit & Inspections*. *The* Policy and Procedures Unit *is* staffed by one officer. Other employees assigned to the unit temporarily, assist the Policy and Procedures Unit.

B. FUNCTION

The function of the *Policy and Procedures Unit* is to provide information for command staff, through analysis and research, to determine the present and future needs of the Department's operations.

The Unit will have access to all collected data and make program recommendations as directed by the Division Commander.

The *Personnel* Bureau Commander is responsible for the following:

- Review all proposed policies, procedures, RCTB's and memos generated by *P&P* personnel;
- Serve as the coordinator and member of the Early Alert System review committee.

The *Unit* will be reviewed annually to justify its continuance.

SECTION II: POLICIES AND PROCEDURES UNIT

The *Policy and Procedures Unit (P&P)* has the primary responsibility for revising the Fresno Police Policy & Procedures Manuals, and for ensuring its contents are accurate and current (Policy §106.6 - Distribution of Manual).

The Policies & Procedures Unit is responsible for overseeing the creation, modification, and distribution of all policies, procedures, Roll Call Training Bulletins (RCTBs), and Operations Manuals for the Fresno Police Department. This unit maintains information to assist newly assigned member to the Policies and Procedures Unit, so that they may understand the job duties and what is expected of the position.

A. RESPONSIBILITES

The Policies & Procedures Unit is responsible for:

1. Receiving and processing requests for the creation and/or modification of all Department policies as they relate to the specific divisions, bureaus, units, or sections within the Department;
2. Researching newly enacted laws and recent court rulings in order to ensure Department policies comply with the new laws;
3. Distributing, and recording all new policy changes via PowerDMS;
4. Maintaining the PowerDMS database and related files;
5. Maintaining the master copy of Department policies, procedures, RCTB's, and Operations Manuals;
6. Serving as a member of the Officer Involved Shooting Review Committee (OISRC); and
7. Maintaining Department Organizational Charts.

B. TERMINOLOGY

FPM	Fresno Police Manual (comprised of Policy & Procedures Manuals)
P&P	Policy & Procedure
PO	Provisional Order
RCTB	Roll Call Training Bulletin
Staffing	The term "staffing" refers to sending a draft version of a document (P&P, RCTB, etc.) via email to the following department members: all staff members (sworn and non-sworn), FPOA President, FCEA President, legal advisor, for their review and recommendations of changes to the document.

C. SIGNIFICANCE OF THE MANUAL

The FPM is a living document that is updated constantly in order to stay current with recent changes in law, court rulings, and new legislation. New legislation is enacted each year and the FPM must be kept current in order to accurately reflect the law and proper procedures.

The FPM not only contains procedures (how to your job) but also policies (what is expected of a member and how to act or not act both on duty and off duty.)

The FPM is one of the first items reviewed in lawsuits against the City of Fresno (e.g. officer-involved shootings, both criminal and civil litigation, misconduct by members of the Department.)

Supervisors, managers, attorneys, citizens, and the Internal Affairs Unit all rely on the manual when reviewing the actions of a member. Questions often asked include:

1. Did the member follow the proper procedure(s); and
2. Was there a violation of policy?

D. ARCHIVES

Since the FPM is a living document and is constantly being modified and updated, it is important to maintain a historical record of all prior policies and procedures. These are the documents that will be consulted years later in a trial. Therefore, it is important to maintain copies of past policies and procedures. It is not uncommon to receive requests for policies that are several years old.

Besides maintaining copies of policies and procedures, the member assigned to the Policies & Procedures Unit must also maintain a record of Policy Distribution/Receipt forms and the PowerDMS document management system. The purpose of the form and PowerDMS system is to verify that a Department member received a copy of a new/modified policy.

E. DOCUMENT DISTRIBUTION

1. PowerDMS Document Management System

The Department has implemented PowerDMS, a software program to efficiently distribute policies, procedures and other directives, via the Intranet, to each member of the Department. With PowerDMS, users receive policy updates and directives electronically as soon as they are published to the Intranet. This method will ensure timely delivery of information to each member regardless of assignment.

Documents that have been approved for distribution by the Chief of Police or his/her designee shall be posted to PowerDMS within 30 days of approval. A

'Due Date' shall be assigned to each document uploaded into PowerDMS, to equal 30 days from the date the document was uploaded. Supervisors have the ability to generate document signature reports for their assigned personnel to verify signoff compliance.

2. Policy Distribution/Receipt Form

This document has been replaced by PowerDMS but may be re-issued should the PowerDMS system become disabled or inoperative.

The Policy Distribution/Receipt Form is utilized to track that a member has received a copy of the policy, RCTB, or other document being distributed. The viewing of training videos/DVDs is also tracked in this manner to ensure that the affected unit(s) or members have viewed the mandatory information. The forms contain names of Department members and their current assignment. Names on the forms are generated by utilizing the Department's Human Resources Program (HRP) and exporting the HRP list into an excel spreadsheet. (This list is only as accurate as the information contained in a current copy of the HRP.) Therefore, it is important to export a current list from the HRP each time an item is distributed. This form is attached to the document, video/DVD that is being distributed with instructions on how to proceed. (A form is in the appendix for viewing).

When a member fails to sign the form, it shall be forwarded to the manager/commander in charge of the affected member, with a note explaining that the member's signature is required. In cases of long term absence, military leave, or any other unforeseen reason, a note should be made on the form indicating why the member was unable to sign the form. (Supervisors often do this).

F. POLICIES & PROCEDURES

The Policy Manual is a statement of the current policies, rules, and guidelines of the Department upon which procedures and regulations are based to achieve the goals of the Department. Policy does not dictate a precise action to be taken, but establishes the governing ideal which should be furthered and supported by the actions taken.

The Procedure Manual contains the procedural guidelines for the completion of specified tasks. Each procedure describes a particular way or series of steps prescribed for accomplishing a function or activity. Policies that have a corresponding procedure are similarly numbered, with the exception of Section numbering. (E.g. Procedure 300A)

1. Issuing Authority & Purpose

Policies & procedures (P&P's) shall be issued only under the authority of the Chief of Police, or the Acting Chief of Police in the Chief's absence. P&P's shall be permanent in nature and shall be issued as integral components of the FPM.

P&P's shall apply to all affected members. A policy or procedure is not valid unless signed by the Chief of Police.

2. Format & Heading Content

P&P's shall be issued in the approved policy & procedure format. The heading shall name the topic described and provide a policy or procedure number for referencing the proper placement of the order in the FPM. When a policy or procedure supersedes any previous order, the footing shall reflect the number and date of issue of the order being superseded.

3. Narrative Content

The narrative of P&P's shall describe regulations or procedures and list any reference orders.

4. Issuance & Distribution

P&P's shall be issued by the Policy and Procedures Unit, upon approval by the Chief of Police, utilizing PowerDMS.

5. New Policy/Procedure Issuance

A policy/procedure issued to supersede an existing one will carry the same order number, and shall provide the revised narrative written in italics so that new text is distinguishable from the old.

6. Revision or Cancellation

P&P's can ~~be~~ only be revised or cancelled by a new or revised policy/procedure, Provisional Order, or Memorandum from the Chief of Police.

7. Provisional Orders as FPM Revisions

Provisional Orders may be issued to temporarily revise or suspend the provisions of a policy/procedure.

8. Revision Issuance & Distribution

Revisions to the FPM may be authorized only by the Chief of Police or the Acting Chief of Police in the Chief's absence, and Division Commanders or Acting Division Commanders in their absence.

The FPM may be revised only with:

a. Policy/Procedure (new or revised);

b. Provisional Orders; or
c. Memorandum from the Chief of Police.

The Policy and Procedures Unit shall have the primary responsibility for revising the FPM, and for ensuring its contents are accurate and current.

9. Inaccurate or Outdated Information

Each member of the Department should be encouraged to advise the Policy and Procedures Unit, through the chain of command, of anything in the FPM that is inaccurate or out of date.

10. Distribution and Receipt of Orders

New or modified policies or orders take force and effect on the effective date as designated on the order. The Policy and Procedures Unit will ensure that new or modified orders are distributed to each member of the Department via PowerDMS.

Members shall electronically sign for the new or modified order in PowerDMS utilizing their LoginID and password, indicating their acknowledgment and receipt of the order. After members of the affected Unit have electronically signed for the document(s), the Policy & Procedure Unit will maintain the signatures in the Department database. When members have changed Units, Sections, or Divisions, the database will automatically update the member's new assignment following changes to the HRP database. Should the PowerDMS system become disabled or inoperative, the Policy and Procedures Unit will have responsibility for updating and maintaining accurate Policy Distribution/Receipt Forms.

11. Requests for new Policy/Procedure or Revisions

Any member wishing to issue a new policy/procedure or to revise, amend, or otherwise modify the FPM shall prepare a draft of the document or desired policy/procedure language and submit it through the chain of command to their commander, who will forward it to the commander of the *Policy & Procedures Unit*. The Policy & Procedures Officer will ensure that the draft document is reviewed by the Division Commander or Acting Division Commander in their absence prior to staffing.

Once approved, the draft document will be returned to the Policy and Procedures Unit to ensure that proper staff review is accomplished. The *Policy & Procedures* Commander will determine whether full, executive, or no staffing is required for appropriate review of the draft document. The Policy and Procedures Unit will distribute the draft document according to the staffing recommendations and allow one week for comment. Once the comment period is complete, the Policy

& Procedures Officer shall be responsible for reconciling the staffing comments with the original author or person requesting the modification.

On completion of this process, the Policy and Procedures Unit will send the draft document to the Chief of Police or Acting Chief of Police in their absence, or the appropriate Division Commander or Acting Division Commander in their absence for signature.

G. ROLL CALL TRAINING BULLETINS (RCTBs)

1. Purpose

RCTBs are used to provide training information or to clarify existing policies or procedures. RCTBs shall not be used to establish new policies or procedures. An RCTB may be issued for specific instances, but are not limited to:

a. Yearly update on legislative changes;
b. Court decision/case law updates as needed;
c. Training issues; and
d. Information on dangerous weapons, drugs, or disease.

2. Format & Content

RCTBs shall be issued in the approved RCTB format. Headings shall include the date of issuance and a title to reflect the subject discussed. When an RCTB is related to any Department policy or procedure, the related policy or procedure shall be listed at the end of the narrative under the heading "Reference Orders."

3. Staffing and Approval

The Policy and Procedures Unit shall review all RCTBs to ensure that they do not conflict with existing Department policy or procedure, or establish new policy or procedure. The Policy and Procedures Unit will then forward the RCTB for review by the *Personnel Bureau* commander prior to consideration and ultimate approval of the Chief of Police.

4. Master Files

The Policy and Procedures Unit shall maintain a master file of all issued RCTBs and sufficient extra copies to provide new members with copies of past RCTBs for training purposes. The Policy and Procedures Unit shall also maintain a complete file of all issued RCTBs.

H. PROVISIONAL ORDERS (POs)

1. Issuing Authority & Purpose

Provisional Orders (POs) shall be issued only under the authority of the Chief of Police, or the Acting Chief of Police in the Chief's absence. They can be used to temporarily establish policy, procedure, temporarily revise policies & procedures, or direct the activities of an individual or unit for a specified time period. A PO is not valid unless it is signed by the Chief of Police.

2. Format & Heading Content

POs shall be issued in the approved PO format. The heading shall specify to whom the order is addressed, its effective and expiration dates, the order and section numbers being replaced or modified and shall be signed by the Chief or Acting Chief of Police.

POs will be assigned an index number for filing purposes. The number will consist of the last two digits of the year of issue followed by the sequential number of the order during the year of issue.

3. Narrative Content

The narrative of the PO may be tailored to suit the needs of the order, but should include applicable policy, regulations and procedures.

4. Issuance & Distribution

POs will be issued by the Policy and Procedures Unit, upon approval of the Chief of Police. When used to revise the FPM, they will be distributed in accordance with Policy 106. In all other cases, they will be distributed to affected members and/or units. Members who receive a PO will be required to electronically sign an acknowledgement of receipt in PowerDMS. The PowerDMS database shall be maintained by the Policy and Procedures Unit.

5. Supervisor's Responsibility

When supervisors receive POs for dissemination to subordinates, they shall be personally responsible for ensuring that all affected members are made aware of the contents.

6. Revision or Cancellation

POs shall be self-cancelling on the expiration date of the order. POs to be cancelled or revised before their stated expiration date may be cancelled or revised with the issuance of a new PO. The new PO shall have the same index number, with the words "CANCEL" or "REVISED" directly beneath the index

number, and shall state in the text that the previous order was cancelled or revised. Expired or cancelled POs may be discarded.

7. Requests for POs

Requests for POs shall be made in draft form to the Policy and Procedures Unit for research, staffing and submission to the Chief of Police for approval. Requests for POs shall not be sent to the Chief without being processed through the Policy and Procedures Unit.

8. Master Files

The Policy and Procedures Unit shall maintain master files of all current, expired, and cancelled POs.

I. OPERATIONS MANUALS

1. Purpose

Operations Manuals are established regulations and procedures which are only applicable to a specific bureau, unit, or team. Operations Manuals shall not be used to establish new policies or procedures.

2. Format & Content

Operations Manuals shall be established by each bureau, unit, or team commander. Certain unit or team operational procedures may be contained within a larger bureau's operations manual, eliminating the need for a separate manual for that unit or team. Operations Manuals shall be issued in the approved Operations Manual format. Headings shall include the date of issuance and a title to reflect the bureau, unit, or team discussed. The narrative of Operations Manuals shall describe any bureau, unit, or team regulations or procedures that are specific to that unit.

3. Revisions, Staffing, and Approval

The Policy & Procedures Unit will distribute the Operations Manual to the affected bureau, unit, or team commander for annual review. When review has been completed, the Policy & Procedures Unit shall review any revisions to ensure that they do not conflict with existing Department policy or procedure, or establish new policy or procedure. The formatting of the manual will be verified for consistency and the final draft will be sent to the affected bureau, unit, or team commander. The commander shall have final approval authority of the completed manual. The approved manual will be loaded into PowerDMS and assigned to members of the bureau, unit, or team for their individual review and signature.

4. Master Files

The Policy & Procedures Unit shall maintain a master file of all issued Operations Manuals and their revisions.

5. Access to Manuals

Members may request an electronic copy via email, citing the purpose of the review. Prior to providing the copy, the file will be electronically stamped with the requestor's information and then locked to prevent the removal of this information.

J. OFFICER INVOLVED SHOOTING REVIEW COMMITTEE (OISRC)

1. Participation

A representative of the Policy and Procedures Unit or his/her immediate supervisor will serve as a member of the OIS Review Committee.

2. Documentation

Following the OISRC meeting the Policy and Procedures Unit representative will, when directed by the OISRC Chairperson, prepare a draft RCTB documenting training issues or other pertinent issues identified as a result of the OIS review. The RCTB will not contain names of involved personnel or other specific identifying information.

SECTION III: AUDIT & INSPECTIONS UNIT

A. UNIT OBJECTIVES

Law enforcement is the most complex job in American society; it is the focus of tremendous media attention in the time of crisis and seldom receives praise in the time of comfort. The biggest enemy in law enforcement is complacency. Status quo is no longer acceptable. We can never stand by and accept the old adage, "This is the way it's always been done." We must reassess the way we as an organization delivers service to the citizens of Fresno.

The Audit & Inspections Unit objective is risk management. The Audit & Inspections Unit must identify and evaluate organizational risk by implementing strategies to change, reduce, and minimize incidents that produce harmful consequences. The manner in which the identification and evaluation will occur is through audits, controls, and inspections.

However, we cannot manage risks unless we understand the concepts of systems, which include processes, procedures, and structured approaches. Systems that are properly designed, kept up to date, and fully implemented will work.

We must also be mindful of the most important component of law enforcement: customer service.

There are two (2) primary factors of risk management: operational protocols and organizational protocols. Both are designed to establish and maintain proper conduct.

- Proper conduct + common sense = personal safety.
- Proper conduct + Incident documentation = elimination of civil liability.
- Proper conduct + dignity and respect = customer service.

B. DUTIES AND RESPONSIBILITIES

Sergeant:

- Inspect and monitor the day to day operations of the Department;
- Conduct inspections of personnel, facilities, and vehicles;
- Perform patrol audits;
- Keep the unit commander appraised of the progress of audits;
- Inform the *unit* commander of unusual circumstances as they occur during the audit process;
- Consult the *unit* commander when dealing with particularly sensitive issues as they arise;
- Track and monitor the Demographic Data Collection Project;
- Seek methods of improving customer service;

- Track use of force and harassment/discrimination complaints;
- Coordinate Chief's Advisory Board activities;
- Conduct research on various law enforcement issues;
- Perform additional duties as directed by the Chief of Police;
- Conduct annual Grievance Analysis;
- Assist in conducting *Audits & Inspections* projects, as directed, by the Chief of Police;
- Maintain the assignment, billing and condition of Department mobile phones;
- Maintain control of Department land-line change requests and work orders*; and*
- Maintain Federal Limited English Proficiency (LEP) compliance.

C. AUDIT SAMPLING

APPROVED SAMPLING METHOD

The industry standard of probability sampling will be used in audits when possible. The use of probability sampling allows the Department or an outside observer to review the results with some degree of assurance that audits do not contain misleading results due to sample selection.

Simple Random Sampling
A simple random sample is selected by a process that gives each element in the population an equal chance of being included in the sample and makes the selection of every possible combination of the desired number of cases equally likely. An example of this type of sampling is a raffle or a lottery.

Systematic Random Sampling
When the audit population is large or the number of samples to be included in the audit is large, it is appropriate to use a systematic random sample. To simplify data collection, rather than using a lottery and pulling individual numbers to identify sample participants, participants may be chosen at regular/systematic intervals, such as every tenth or twenty-fifth person. The first participant between one and ten (or one and 25) must be chosen randomly and from that point, every n^{th} participant is selected. For example, a survey of 100 officers assigned to the division is needed. It is determined that ten percent (10 officers) will be the sample group.

Each of the 100 officers is assigned a corresponding number between one and 100. A lottery of the numbers one through ten is conducted and the number six is randomly selected. This will randomly select the representative from the first ten officers. Thereafter every tenth officer is selected and the participants will be the ten officers whose names correspond with the numbers 6, 16, 26, 36... and 96.

To avoid introducing unintended sampling bias the order of the officers (data) should be arranged prior to the sampling. For example, arranging the officers by badge number would inadvertently arrange them by time on the job or potentially cluster them by rank.

If time, or rank are to be avoided in the survey, then the arrangement of officers prior to assigning survey numbers should be accomplished by a survey neutral ordering system, such as alphabetical order or social security number.

Stratified Sampling
The population is the total of all cases (elements) to be surveyed and "strata" represent sub-populations within the entire population. For example, if the survey population is everyone living in California, then the strata might be the 58 counties in the State. If the population for an audit was all Department personnel assigned to district operations, the strata might be the 5 districts, or the strata might be the three watches.

Separating the population into strata is intended to ensure that participation in the survey is proportionately divided. As in the state/county example, the more populous counties are proportionately represented to the lesser populous counties. In each stratum, a separate simple or systematic random sample must be accomplished and the number of sample elements in each stratum must be proportional to the stratum population's relationship to the total survey population. Therefore, if you select ten percent of the population of one stratum, you must select ten percent of the population in all the other strata in the survey.

In conclusion, if the criteria for these types of samples are met, the methodology for the audit should be identified as having selected a "stratified random sample" in gathering survey data and reflected as such in the methodology section of the audit report.

D. THE AUDIT REPORT

1. Introduction

The auditor is a consultant to management, a developer of action plans and assessments, and an analyzer of effectiveness. It is necessary for the auditor to write accurate reports because the audit report is a multi-functional document. It informs management of pertinent facts concerning a particular system, entity or function within the organization. It provides an analysis of problems and offers recommended solutions. The audit report also describes programs or operations that are effective and have potential benefit for the entire organization. Therefore, the audit report must be accurate, concise, and must justify the reasons for each finding and recommendation.

A systematic approach to writing the audit report can dramatically reduce the time spent drafting and revising the final document. A clear sense of the purpose and scope must be established at the outset. All pertinent research must be methodical, accurate, verifiable and complete. The following standard audit format should be useful in preparing a timely, thorough, and easily understood report.

2. General Reporting Rules

The audit will be completed in memorandum form addressed to the Chief of Police, through the Audit & Inspections Unit Commander. The heading of the memorandum will include the following: "Confidential: This report is for the exclusive use of the Chief of Police."

Generally, the audit report format contains several major divisions of information. The following headings are used to designate the major components of the audit report:

- PURPOSE
- BACKGROUND / PRIOR AUDIT (Optional)
- METHODOLOGY
- FINDINGS
- RECOMMENDATIONS
- SUMMARY
- APPENDIX

3. Executive Summary

When lengthy audits are conducted, the Audit & Inspections Unit commander may request an "Executive Summary." This should be a separate document that is placed in the front of the audit report. The Executive Summary should be as brief as possible, yet sufficient to describe significant findings and recommendations.

4. Standard Report Segmentation

a. PURPOSE

All reports should begin with an introduction that briefly explains the reason for and intent of the audit

EXAMPLE: PURPOSE
On August 23, 2002, the Chief of Police requested an audit of supervisory deployment and the time they spend in the field. The audit was intended to determine whether the actual deployment of field supervisors was the same as that which was scheduled at the beginning of the deployment period, and that supervisors were in the field with regularity to supervise personnel.

b. BACKGROUND / PRIOR AUDIT (OPTIONAL)

It may be necessary in some audit reports to briefly clarify the circumstances and conditions leading to the audit. The use of a

"Background" section depends on the nature of the audit and whether such information will assist the reader in understanding subsequent information in the report. Information about prior audits could also be placed in this section if required.

EXAMPLE: BACKGROUND INFORMATION / PRIOR AUDIT
During January, 2002, an audit of uniformed officer's deployment was conducted. This audit revealed several inequities in the number of supervisors assigned to the various patrol divisions. As a result of the findings, an adjustment of supervisory personnel was made throughout the five policing districts. This audit is being conducted to ensure current supervisory personnel are being deployed efficiently.

c. METHODOLOGY

The methodology is an explanation of the procedures used to achieve the stated objectives of the audit. The purpose of completing a methodology is to ensure the following:

(1) The scope of the audit is defined, and
(2) The auditor is familiar with all policies and procedures affecting the entity or topic to be audited, and
(3) A systematic approach to the audit has been developed.

EXAMPLE: METHODOLOGY
The deployment matrix for each district was reviewed and compared to the log on records in each district. District staff was interviewed to determine whether the district had policies regarding the daily deployment of field supervisors.

Deployment of the field commanders was reviewed to determine if a relationship existed between sergeants being deployed in varying percentages in the field based and a field commander's presence.

d. FINDINGS

Findings, positive or negative, should be stated clearly and concisely. A lead-in statement giving an overview of the findings may be helpful and can be used if appropriate. Findings that support a recommendation should include a reference to that recommendation.

EXAMPLE: FINDINGS
The auditor found that districts generally deployed supervisors in an appropriate manner; supervisors usually work the same days, which were scheduled at the beginning of the deployment period and were deployed in the field an average of 65% of their watch.

Note: A recommendation may follow each finding even though the recommendation would also be found in the “recommendation” section.

e. RECOMMENDATIONS

Normally, each report will contain recommendations to resolve problems and issues identified in the audit. The report may also include recommendations for the broader application of systems or procedures found to work especially well. The recommendations should briefly and clearly state what corrective action is recommended and, when applicable, the organizational entity responsible for implementing the recommendation. Generally, any condition that warrants mentioning in the "Recommendation" section should also be addressed in the main body of the report.

The "Recommendation" section is where all the recommendations are found because this section may be used by management as a resource list during the post-audit implementation process. Each recommendation should be supported by the findings of the audit.

f. APPENDIX

All documents, charts, graphs or other supplemental materials that are referred to in the audit report should be attached in the appendix. Only items that are pertinent to the report should be included. Each addendum item should be assigned a number for reference purpose.

When making reference in the body of the report to an appendix item, the reference should appear in parentheses at the end of the sentence.

E. ANNUAL GRIEVANCE ANALYSIS

1. Audit & Inspections Unit Responsibilities

Consistent with the mission of the Audit & Inspections Unit:

“...to maximize the police department’s efficiency and effectiveness of services through audits, inspections, and monitoring of department operations, and to insure compliance with Department policy; administrative protocols; and the law”

Audit & Inspections Unit members will conduct an annual grievance analysis at the end of each calendar year. To accomplish this, Audit & Inspections Unit shall:

a. Contact the Personnel and Labor Relations Department for the City of Fresno requesting information on the number and type of Grievances filed for the preceding year,
b. Determine the outcome, or current status for any incomplete grievance filed, and
c. Prepare a report, through the Audit & Inspections Unit Chain of command, which summarizes the grievances, and outlines the corrective steps taken to address the grievance.

No independent records shall be kept by Audit & Inspections Unit regarding formal grievances with the exception of the Annual Grievance Summary Report.

F. BIAS-BASED POLICING REVIEW

Audit & Inspections Unit will conduct an annual administrative review of any citizen concerns regarding bias-based profiling. This will include an IA database search for any inquiries or complaints alleging bias-based police practices and review of monthly minutes regarding complaints received at Chief's Advisory Board (CAB) committee meetings. This information will be included in the Annual Bias-Based Policing Report with recommendations regarding training issues, policies and procedures, and any changes to Federal or State mandates.

G. ANNUAL PATROL AUDIT INSPECTION

1. Annual Patrol Audit Inspection

The Fresno Police Departments Audit & Inspections Unit will conduct annual audits of the patrol staff. The annual audits will address compliance issues, customer service, and documentation standards.

The Audit & Inspections Unit conducts annual patrol audits as part of an overall plan to measure customer satisfaction, which is one of the three Key Objectives for the City of Fresno. Audit & Inspections Unit utilized a systematic random sampling method to obtain the names of thirty officers, or approximately 10% of officers (excluding supervisors), currently assigned to the patrol division. A patrol audit of the officer's entire shift is conducted which includes a review of all activity during that shift. (See appendix A for example).

Once this process has been completed the original audit shall be given to the officer. No copies shall be made or placed in the officers divisional folders.

2. Audit Process

The annual Audit & Inspections Unit audit process and reports will include the following elements:

a. A list of current patrol officers will be *obtained* from the *Duty Office* and thirty officers, or 10% of the current patrol officer staff, will be randomly sampled using the EXCEL *or* ACCESS program.

b. A date will be randomly selected to audit the officers patrol shift. If an officer was not working on that date, the next date in which the officer was working will be used to conduct the audit.

c. CAD, MARS, RPW, Records Bureau, and phone conversations with citizens the officer came into contact with during their shift will be utilized to examine the response to calls for service, events at the calls, overall time utilization, and documentation drawn from those events.

d. Each event will be documented in the audit and an overall review of the officer's shift will be stated at the end of the document (Appendix A).

e. Include a notation on the memo indicating the audit is NOT intended to be retained in any file.

f. Once the patrol audits have been approved by the *Personnel* Bureau Commander, they shall then be given to the Division Commander of the Patrol Division to review and distribute as necessary.

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APPENDIX B

LIMITED ENGLISH PROFICIENT (LEP) AUDIT GUIDELINES

A triennial review of the Departments LEP policies and procedures should be performed to assure compliance with the 2008 Office for Civil Rights Compliance Review Document.

FUNCTION

In accordance with the with the U.S. Department of Justice Office for Civil Rights Compliance Review Report of 2008; A review of the Departments LEP plan and practices should be conducted every third year, beginning in 2010, to assure we are providing effective and timely assistance to LEP individuals through a variety of services. This review should include the following five elements:

1. Identify LEP individuals who need language assistance;
2. Provide information on effective language assistance measures;
3. Training of staff;
4. Providing notice to LEP persons; and
5. Monitoring and updating the plan.

The audit of LEP services should be concerned with the following areas:

Community Outreach

In order to best assess the need for LEP services within our community the following tools should be considered during the review.

- Written surveys
- Focus groups
- Meeting with each LEP community to hear concerns.
- Work with ethnic media outlets to publicize the meetings and inform LEP persons of the availability of free language services.

Recruitment Efforts

The Department should make additional efforts to recruit more employees with language skills in Spanish, Vietnamese, Tagalog, Chinese and Korean. This should be done by an annual review of the Department recruitment plan in conjunction with City of Fresno Personnel Department input.

City of Fresno Testing

The City should expand the testing of Department members who seek certification as interpreters and or translators. Testing should include the particular skills of interpreting (listening to speech in one language and orally conveying it's meaning in another language) and translation of written materials (Rendering written communication in one language into another language.)

Continuing Education

The Department offers tuition reimbursement to members who complete classes in qualifying foreign languages.

Tracking of LEP Populations Shifts
The Audit & Inspections Unit should conduct a review of LEP populations in the Fresno service area every third year, beginning in 2010, to accurately determine the language assistance needs of our service population. Data should be gathered from U.S. Census Bureau and the California Department of Education – Language Census. Language services in policing districts should be reviewed and adjusted according to population and language needs.

LEP Data Collection
The Audit & Inspections Unit should conduct a review and analysis of Department LEP data, that has been collected from MDS clearance codes and the public counter log. This analysis should target the ever changing language needs of the Fresno LEP population.

Training
Based on the triennial review and audit of LEP services, the Audit & Inspections Unit will work with the Department Training Unit to develop a plan to train all employees on new LEP protocols. Training should be conducted annually. In addition to any new protocols, we will provide annual training updates (DVD: Breaking Down the Language Barrier: Translating Limited English Proficiency into Practice.)

Audit Roster of Certified Employees
The Audit & Inspections Unit will annually audit the roster of certified employees for accuracy and current contact information. The updated list will be distributed to all employees via Power DMS.

Vital Documents
Audit & Inspections Unit should conduct an inventory of all written materials to identify "vital" documents and translate them into languages that meet the "safe harbor threshold" (any group that exceeds 1,000 population)

The current list is as follows: Complaint Brochure, Information Advisory for Personnel Complaints, Sexual Assault and Domestic Violence Victim Information Form, DMV DUI Combination Form, Towed Vehicle Information Sheet, in the following languages (Spanish, Hmong, Punjabi, Laotian, Russian, Armenian, and Cambodian).

LEP AUDIT REPORT

The completed LEP audit report, in memorandum format, will be submitted to the Deputy Chief of Police of the *Administrative* Division. Once reviewed and any corrective measures taken, a copy of the report should be emailed to;

U.S. Department of Justice
Office of Justice Programs
Office for Civil Rights
810 7th Street, N.W.,
Room 3300
Washington, D.C. 20531