



San Luis Police Department  
1030 E. Union St.  
PO Box 3720  
San Luis, Arizona 85349

August 15, 2017

TO: Acting Chief of Police Richard Jessup

FM: Exceptional Training, LLC

Dr. Jeffeory G. Hynes, Ed.D, owner and retired Phoenix Police Commander (32 Years)

Dr. Donna M. Simon Ed.D., owner and current faculty Administration of Justice, Management

Chief Jessup:

Thank you for the opportunity to provide the San Luis Police Department with a departmental audit. We are pleased to be working with you as you continue to build upon the foundation of continuous improvement and best-practice models for San Luis Police.

Preplanning for the audit is important to respecting your time and the time of your personnel by establishing the foundational elements of the audit and providing the documentation and access to records that will be examined. We hope to schedule an initial preplanning meeting with you as soon as your calendar allows to begin the preplanning.

The following information will provide an outline of our audit methodology, strategies, applications, and outcomes, as well as an initial list of items needed prior to the site visit.

### **Methodology**

The inspection team from Exceptional Training will employ three primary methods of data collection (1) Review of San Luis Police Department documentation; (2) Observations; and (3) Interviews.

The inspection team will review all applicable documentation relating to the audit areas and will compare them to best practice principles from the law enforcement industry including the Commission on Accreditation for Law Enforcement Agencies (CALEA) Manual.

The inspectors will observe the on-duty activities of San Luis Police Department personnel and perform inspections of police department facilities and records. Interviews will be conducted with personnel, as necessary, to obtain pertinent information and feedback when needed.

Additional interviews with police department staff, city management, and selected members of the community will be conducted.

Fifteen audit focus items are recommended by Exceptional Training, below, and an additional 10 items will come directly from the police department and city management.

The following four criteria will be applied to each area of focus for this audit: (1) service delivery, (2) policies and procedures, (3) training, and (4) stakeholder satisfaction. The focus will include specific

areas of concentration, to be reviewed universally among all the sites, for consistency, accuracy, and to identify areas which might be considered as critical to the police department's operation.

### **Areas of Focus for the Audit**

Exceptional Training will complete an organizational audit as directed by Police Chief and the City Manager's Office in which:

- 20 to 25 Police Department focus items will be examined thoroughly
- Exceptional Training is suggesting the 15 items below and the San Luis Police Chief and City management may elect to provide an additional 10 items.
  - Exceptional Training recommended areas:
    1. San Luis Police Department Policies & Procedures will be examined and compared against best practice models such as CALEA.
    2. Evidence Collection Procedures / Security. A seizure review of monies, contraband, narcotics will be conducted.
    3. Community / Client Satisfaction – will be examined from interviews, community forum and a web-based survey.
    4. Client Satisfaction Internal – will be examined from interviews, internal forum and a web-based survey.
    5. Client Satisfaction City Manager/Mayor's Office – will be examined from interviews, and a web-based survey.
    6. Training – outlines, record maintenance and an examination of Arizona Peace Officer Standards & Training Board statutory requirements will be examined.
    7. Departmental Staffing and Deployment – patrol line-level deployment vs administrative deployment will be examined.
    8. Response Time – will be examined with an evaluation of dispatch guidelines for the levels of priority calls, such as priority 1, 2, 3 etc.
    9. Performance Evaluations – for both sworn and civilian employees will be examined for completeness, goal obtainment, accomplishments, and employee feedback. A sampling of personnel files will be conducted to verify timely rating completion.
    10. Vehicle Inspection – mileage reflection of the fleet, equipment assessment, condition, maintenance and future needs assessment will be conducted.
    11. Investigative Protocols – detective assignments and responsibilities, along with investigative caseloads, case management and clearance rates will be examined.

12. Administrative Staff Function Deployment – an examination of first responder levels vs support staffing will be examined.
  13. IT Infrastructure Review – a review of technology utilization will be conducted.
  14. Budget Review – yearly budget and expenditure procedures will be examined and compared against best practice procedures. Unit fund administration and expense tracking will be examined. Overtime utilization will be compared by unit and shifts.
  15. Compensation and Benefit Analysis – a comparative analysis of pay and benefits will be conducted against similar-sized agencies.
- Optional audit items management may wish to consider for an additional 10 areas of focus could include:
    16. Master Planning Strategies review
    17. Community Safety Program examination
    18. School-based programs audit, i.e. School Resource Officer, DARE, GREAT
    19. Law Enforcement Accreditation Status
    20. Funding Strategic Plan
    21. Web-based services offered
    22. Management and Labor Relationships
    23. Communications Center/Dispatch Staffing and Technology assessment
    24. Volunteer Recruitment Strategies, such as utilization of police reserves, interns, etc.
    25. Cross-jurisdictional agreements
    26. Department Inventory assessment
    27. Community-based Policing status
    28. Building and Site Security assessment

When focus items are established, Exceptional Training will schedule a two-week on-site visit to conduct interviews and perform additional data collection and clarification of policy and procedures.

### **Pre-audit Items**

Items requested prior to pre-audit meetings (electronic copies, whenever possible):

- Department policies and procedures/regulations

- Training records – schedules, course offerings, training records
- Site plans
- Organizational charts
- Commonly used forms

From pre-audit meetings, Exceptional Training will request additional pertinent documents for use during the audit/assessment. Confidentiality agreements will be signed by participating members of the Exceptional Training team, Dr. Jeff Hynes and Dr. Donna Simon. Once the onsite audit has been completed, Exceptional Training will compile the data and develop a written report outlining their findings which will be provided to the Police Chief and the City Manager’s Office. Management entities will then have an opportunity to accept the findings or dispute all or parts of the report. This phase is flexible and clarifications and amendments can be made.

Additionally, the number of persons to be interviewed in each focus area will be determined prior to the audit, in collaboration with the Police Chief. The interviewees will be available to the auditors during the site visits.

### **Interviews**

Interviewing is an excellent tool to determine how well employees understand their role, the department’s requirements, their own expertise, and compliance with police department rules, regulations and procedures.

The interviews will be conducted using our developed instrument to elicit the information required. It is intended that the interviews be very probative when using the comments sections. It should also be noted that the interviewees’ identification will be held confidential to ensure open answers are received.

The audit process will address a series of questions developed during the pre-auditing stage including:

- a. How does Management/Leadership impact this area?
- b. How are Stakeholders impacted?
- c. Are Departmental Policies and Procedures in place and appropriate/best-practice?
- d. Do/should Training Policies require instruction in this area? Is training in this area applied with the right frequency and properly recorded?
- e. Is Quality Assurance / proficiency criteria in place and adequate?
- f. Is the department in Compliance with agency directives/policies?

These are draft items and may be modified to support the needs of the San Luis Police Department

### **Audit Report**

At the conclusion of on-site audit process, Exceptional Training will write a comprehensive report of its findings. It normally takes between three and four weeks from the time the site visit is completed until a draft report is delivered. The results of the audit will identify strengths, weaknesses, and gaps in the

current models being employed. This is intended to allow management to address those areas, as well as to build on areas which typify the strengths of the organization.

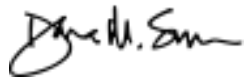
Chief Jessup, we look forward to providing you and the San Luis Police Department with the exceptional service that we believe will further your mission and vision of "Working Together...For a Safe Community." This document is based on our initial conversations and proposal for a comprehensive departmental audit at a cost of \$30,000. An invoice is attached for your convenience.

Respectfully,



Dr. Jeffeory G. Hynes  
Exceptional Training, LLC, owner  
Dept. Chair and Professor of Administration of Justice, Glendale Community College  
Retired Phoenix Police Commander, 32 years  
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Exceptional Training, LLC, owner  
Lead Faculty and Curriculum Developer for BA/BS in Management, Northern Arizona University  
Adjunct Professor of Administration of Justice, Glendale Community College



# Exceptional Training

San Luis Police Department  
 Acting Chief of Police Richard Jessup  
 1030 E. Union St.  
 PO Box 3720  
 San Luis, Arizona 85349

Invoice Date: 08/15/2017  
 INVOICE # 201708

Principle	San Luis Police Department	Payment Terms	Due Date
Dr. J. Hynes Dr. D. Simon		30 days after delivery of Audit Report	

Description	Unit Cost	Total Cost
Departmental Audit, San Luis Police Department		\$30,000
Elements and Deliverables  1) Pre-audit conferences with Chief Jessup 2) Presentation of recommended audit items 3) Finalization of audit items 4) Review of all documentation requested Pre-audit 5) On-site visit (two weeks) <ul style="list-style-type: none"> <li>• Additional document reviews</li> <li>• Interviews</li> <li>• Observations</li> </ul> 6) Exit interview with Chief 7) Delivery of the Audit Report Draft 8) Report review with Chief and key city management stakeholders		
Please make check payable to:  Exceptional Training, LLC • 12837 N. 17th Place • Phoenix, AZ 85022 • 602.332.8380 email: jgh3612@aol.com / dmsimon17@yahoo.com	<b>Total</b>	<b>\$30,000</b>