Columbus Consolidated Government

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Audit Authorization

A transitional audit of the Columbus Police Department (CPD) was requested by the City's former Auditor and Compliance Officer, John Redmond, and was approved by City Council on January 26, 2021.

Background

The Columbus Police Department is a State & Nationally accredited law enforcement agency. Founded in 1831 as a one-person Department under Ephraim C. Brandy, the Columbus Police Department is committed to both providing the citizens of Columbus with excellence in law enforcement that will improve the quality of life for all residents of the Chattahoochee Valley and to maintaining a partnership with the community in a manner that continues to promote confidence and trust.

The Columbus Police Department recently underwent a change in Command Staff with the prior Police Chief, Richard Boren, retiring after 49 years; 16 of those years were as Police Chief. In November 2020, after 36 years of service with the Columbus Police Department, Freddie Blackmon was named the new Chief of Police.

General Audit Process

The audit began with an entrance conference on February 15, 2021 with Police Chief, Freddie Blackmon and Forensic Auditor, Elizabeth Barfield. It was explained that, although this has been labeled a "transitional" audit, the police department has never been audited and all aspects of the operation would be reviewed; this includes Bureaus of Support Services, Administrative Services, Patrol Services, Investigative Services and Offices of the Police Chief. An exit interview was conducted over several sessions.

Bureau of Support Services

This bureau provides a variety of support functions for the entire department. It includes a state of the art 911 Call Center, the Quartermaster Unit (all supplies are maintained), the Motor Transport Unit (all police vehicles and equipment are maintained), Property and Evidence (all evidence and recovered property is stored), the Central Records Unit and Desk Services (provides citizen support).

Upon talking with the Deputy Chief of Support Services, problem areas and requests for recommendations on improvements were made in Open Records, Desk Services and Property & Evidence (P&E).

Open Records

This area manages, responds to, and fulfills incoming open records requests. A public record could refer to documents, papers, letters, maps, books, tapes, photographs, computer based or generated information, or similar material prepared and maintained or received during the operation of the agency.

Due to increasing citizen demands for open records, the area is experiencing growing pains with increasing paperwork and monitoring of incoming funds. Open records requests at the Columbus Police Department are not limited to crime reports but includes the editing of body cam(era), dash cam(era) footage and crime scene photos.

Currently, this area has one (1) full-time person and uses staff from other areas when it is available.

Findings & Recommendations

A formalization of the area and the processes is needed.

1) Suggestions were made regarding increased and more efficient use of existing computers, software and online communications by Open Records personnel.
2) Suggestions were made regarding the filing and documentation of open records requested, in addition to the completed requests. These suggestions were to formalize and make research on prior requests manageable.
3) Because the request of open records continues to grow, an online tool to aid personnel in tracking work volume and types of work completed is necessary; this helps to monitor staffing levels and types of work being requested. Suggestions were made to satisfy this request.
4) Currently, this area is utilizing Microsoft EXCEL and Adobe Pro as its primary tools. Polarr is used to edit photographs, Video Editor and Davinchi Resolve are used to edit videos. It is suggested that, considering current growth, Microsoft Excel be replaced with other, more specialized, computer software.

5) The work performed in this area is not routine. It involves the redacting of written documents, videos, and photographs all requiring the use of specialized software. A dedicated, trained staff is necessary to complete the tasks and maintain compliance with the Georgia Open Records laws. It is recommended that this area receive additional staff and eliminate the need to use staff from other areas when it is available.

6) Although the records requested from the police department are of a different subject matter, it was suggested that the Open Records area work closely with the Open Records area in the City Attorney's Office for support, informal training and, at times, a final review of highly sensitive items being requested. This partnership will help to ensure that Open Records Laws mandated by the State of Georgia are being followed and that practices throughout the city are consistent.

Desk Services

Desk Services provides the initial point of contact for most citizens coming into the Public Safety Building. Citizens can obtain police reports, criminal histories, and any other legally distributable information. A cash register is present in the Desk Services area; cash, checks and credit cards are accepted. Quarterly audits are completed; the Police Chief, the Assistant Chief, the CPD Budget Manager, the Deputy Chief of Support Services and the Sergeant over Desk Services are present during these audits. Everyone involved felt that the exercise was not adequate and asked for recommendations on increasing the effectiveness of this quarterly audit.

Findings and Recommendations

Processes to securely handle monetary transactions and track workload, in terms of volume and type, is needed.

1) A tool which identified the deposits made every day and payment methods citizens were using was suggested.

2) Paperwork that was relevant to supporting a bank reconciliation was identified and a filing system utilizing the existing computer system was suggested.

3) Several processes were in place with hopes of providing internal controls. Weak processes were identified and suggestions for stronger controls in support of the reconciliations being performed were made. The use of "dual control" when handling currency and making deposits needs to be implemented and enforced. Not only does this internal control protect the department but it also protects whoever is completing the deposit.

4) A cash register receipt is to be provided to everyone, including internal personnel, presenting funds to Desk Services.

5) Workload tracking has been refined to reconcile with the monetary transactions processed.

6) To enhance the security of the environment around the cash register, it is suggested that a camera be installed in the immediate area.

Property and Evidence (P&E)

The primary function is to receive firearms/weapons, abandoned/unclaimed/found property, narcotics/drugs, and other evidence. The department is also responsible for the sale and disposition of unclaimed property; items are disposed according to city ordinances, state law and department policy. Disposal may be by destruction, by forwarding to other agencies when appropriate, by returning the item to its rightful owner or by public auction. The Office of Professional Standards (OPS) completes audits in this area twice annually, one announced and one unannounced. OPS also conducts audits anytime there is a disposal of drugs or a change in custodians.

Audits were conducted on approximately 1,000 evidence items. All evidence items were found; it should be noted that human error resulted in exceptions/findings in the audits.

The errors are a result of having a high volume of checking items in and out of evidence, and spending time working with CPD staff regarding daily evidence issues and questions. The evidence paperwork becomes shuffled and disorganized leaving staff unsure of what has been addressed and what has not. Some of these issues can be resolved through better organization and simply documenting on the evidence sheets where the sheet falls in the process.

Based on the request of evidence personnel, recommendations were made to enhance the manual spreadsheets being used in the area to an electronic format that more specifically defines the movement of evidence (is the evidence temporarily moving from the area? a permanent move? who is checking the evidence out? how is the item being disposed of (auction, destroy, return to owner)?). Ultimately, the most pressing issue is the comparison of how many evidence items were added to inventory vs the number of items permanently removed from the inventory; this "net" number is clearly identified in the recommended spreadsheet.

Storage space for the evidence and found property is finite and evidence is not being turned over at the rate new items are coming in. When the court process has concluded, and under court direction, many items in evidence may become eligible for disposal. Columbus city ordinance states that stolen, abandoned, impounded property or unclaimed abandoned, impounded, or stolen property, after being housed for 60 days, can be advertised, and sold. Due to 1) the large turnover of detectives within CPD, many evidence items have "stalled" in inventory with no one actively taking responsibility for the items, 2) the collection and retention of firearms has overtaken valuable space needed for current evidence, 3) workload exceeds personnel capacity. Currently this area is staffed by one (1) full-time and one (1) part-time employee; at times a light duty officer is assigned to the area. It is becoming increasingly difficult to successfully organize property and its associated paperwork when space is limited by over-capacity.

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Currency is frequently confiscated by officers and stored as evidence. Property and evidence procedures in place are being followed and commends the internal controls and efforts the Officers are making regarding the storage of this evidence. Currency is receiving priority care (i.e., stored in a more secured area of the evidence room, dual control is practiced, etc...) but the "financial" internal controls are not present.

Findings and Recommendations

Recommendations for this area include: 1) increase staff in the evidence area and segregate manpower between a) taking-in and maintaining evidence and b) the disposal or removal of evidence. Disposals need to take a higher priority (GovDeals has proven to be a responsive partner in other areas of CPD in terms of auctioning property), 2) formalize a process to dispose of guns.

Regarding the currency being stored in P&E, although steps are being taken to secure this currency on site, it is recommended that these funds be secured in a bank account. This will lead to several process changes that need to be defined by CPD to accommodate a sensible workflow. The following items are steps that need to be included in the updated processes:

1) Currently, as cash is brought into P&E by the responsible Officer, it is counted and documented on a "currency sheet." This process should continue to be completed under "dual control" with the P&E custodian.
2) The appointed individual takes the currency to the bank and brings the deposit slip back to P&E for submission into evidence along with the currency sheet.
3) A ledger referencing all pertinent case information, including the cash amount, should be maintained in P&E. The cash amounts in this ledger should always reconcile with the bank account.
4) CPD Budget must receive copies of all deposit slips to support the bank reconciliation maintained in the Budget area.
5) When/if funds are to be removed from P&E (i.e. Notice of Seizure, Order of Distribution, etc...), the request is documented in P&E inventory software according to existing policies and the detailed ledger reflects the removal of cash. The appropriate paperwork is forwarded to CPD Budget for the distribution of funds according to the order.
6) The bank account managed by CPD Budget and the comparison of the ledger in P&E should be made a part of the CPD quarterly audit process.

Quartermaster

This area satisfies supply needs of law enforcement to include: clothing, patrol equipment, spray paint, flashlights, etc. Manual processes (log sheets, paper receipts, sign-in/sign-out sheets, etc...) are in place to track the movement of supplies/equipment. Stock equipment (i.e. tasers, rifles, shotguns, and pistols) inventories are maintained as well as the assignment of other equipment necessary to sworn personnel completing their duties.

Two hundred eight (208) pistols, shotguns and rifles were audited by physically locating the item and confirming their assignment and serial numbers. The audit confirmed the location of all weapons. Audits conducted on the tasers were to confirm assignments and serial numbers as well. Three hundred twenty-seven (327) tasers were physically identified. Of the "in-stock" items, thirty-seven percent (37%) were confirmed as in-stock, sixty-three percent (63%) were listed as in-stock but were located in a bin housing damaged tasers. The review of tasers listed as "in-the-field" had a thirty-eight percent (38%) error rate. Those errors consisted of the item not reflected properly as being assigned, the serial numbers listed in inventory were incorrect or the item did not show up on any inventory listing.

The bureau has identified shortfalls in the process and are working to address them. They have purchased an electronic inventory system that will improve efficiency, accuracy and reduce paperwork. It is currently being implemented.

Motor Transport Unit

Motor Transport maintains an inventory of motor vehicles used by the Department including individually assigned vehicles. Record keeping tracks operational, maintenance and repair costs on all vehicles.

The audit included a physical identification of vehicles and equipment including vehicle identification numbers and equipment serial numbers. In addition to the physical review, checks were made to verify that equipment was correctly placed on a fixed asset depreciation schedule and that items were being tracked correctly in P&E. The audits were successful.

Questions arose at CPD about checking the accuracy of fuel usage/billing allocations by Public Works. Public Works was able to provide reports confirming the monthly billing. One report reflects usage by unit (vehicle) number, the other report is by individual filling the tank. These two reports should balance. Several of these reports were spot checked; the month of October 2021 reconciled, reports from December 2021 found exceptions but Public Works had already identified the issues and was working to resolve them. In the future, should questions arrive, this would be the method for CPD to use to reconcile usage with billing.

Records Room

The Records Room maintains and processes all major report forms used by the Department, such as Incident, Accident, Supplement, Warrants and others. They are responsible for proper distribution of certain reports to key personnel throughout the Department. In addition, they maintain comprehensive criminal history information in cooperative computer relationships with state, Georgia Crime Information Center (GCIC) and federal, National Crime Information Center (NCIC) networks.

Findings and Recommendations

All Record Room procedures are predicated by GCIC mandates. GCIC regularly conducts audits; should the department not comply with GCIC regulations CPD's access can be terminated. Much of the work performed in this area entails printing information from GCIC and comparing the information to information housed in CPD's Records Management System (RMS) to make sure everything is updated timely. Once information has been compared, the paperwork is shredded. In speaking with GCIC, the move to more electronic forms of completing processes and storage of information has become accepted. **GCIC does, however, require that the original, hard copy, signed copies of warrants be on file.**

Moving forward it is recommended that utilizing existing computer systems and reducing the amount of paperwork created in completing these duties would provide tremendous cost savings to the Records Room. Hesitation regarding changing or updating procedures should be addressed with GCIC.

Online Police Reporting

Online citizen police report system allows citizens to submit a report immediately and print a copy of the police report for free. This service is specifically for property damage, lost property, telephone harassment, and thefts. The online police reporting feature was implemented in late 2021. To date approximately 1,800 online reports have been entered online.

Columbus Police Department's website is the gateway to the secured LexisNexis Risk Solutions online reporting software. This is where the citizen completes their online report. CPD personnel access this software daily, reviews every report that has been submitted and then manually re-enters the information into RMS (CPD's Records Management System). Currently, this process has one (1) corporal assigned to manage the task along with Officers assigned to light duty.

Findings & Recommendations

This online service to the citizens and the processing of the online reporting is in its infancy. Its objective was to streamline the focus of our Officers on the street from having to physically report to a scene where only a report was needed. This has been accomplished. The work now has been "shifted" from being the responsibility of Officers on the street to Officers in the office.

The recommendation is to purchase the available interface software that will automatically enter the reports into RMS without the manual re-entering that is occurring now. A review process will still need to occur; overall, this will be a faster, more efficient process and reduce the need for manpower that could be focused elsewhere.

Bureau of Administrative Services

The Bureau of Administrative Services manages the major administrative organizational functions and specialized programs in the department. These range from recruiting and training to senior citizens programs. This audit reflects the departments work in recruiting, training, staffing, exit interviews and payroll.

Recruiting

The investment made by the police department hiring and training recruits is significant in terms of time and expense. There is a minimum of one year (12 months) to get one (1) candidate hired and trained to ride as a Solo Officer.

The recruiting effort could take two (2) to three (3) months depending on how quickly requested information from outside parties (previous employers, personal references, educational institutions, etc...) is received. According to the numbers reviewed in the Recruiting Department, the typical hiring ratio is one (1) hired applicant out of twelve (12) applicants.

CPD is currently working to partner with Ft. Benning on their Army Career Skills Program to recruit outgoing military personnel.

Recruiting a candidate involves eight steps: initial interview, physical testing, state examination, background investigation, either a Polygraph or EyeDetect (which monitors movement in the eyes), psychological exam, interview with Personnel Director and a final interview with the Command Staff.

Findings & Recommendations

The overall assessment of the Recruiting process is excellent. The candidate is not only interviewed but family members, *former* family members, landlords and neighbors have had an opportunity to weigh-in on the observable behavior of this individual. This is a reason CPD Officers have become so valuable to other law enforcement agencies.

Training

Once the candidate has gone through the recruiting phase and been selected, they are considered a "New Hire" and begin the mandatory nine (9) month training process.

Orientation: Four (4) weeks. Prepares new hire for the Georgia Public Safety Training Center (GPSTC "The Academy"). It includes State mandated endurance, agility, and firearms training.

The Academy: Twelve (12) weeks. GPSTC receives $10 of all traffic tickets written in the State of Georgia to help pay for the registration of these classes.

In-House Academy: Ten (10) weeks. This portion of training is taught by a CPD Sergeant to prepare the new hire for Field Training. It includes Firearms Training System (FATS Judgmental Shooting), talking on the radio, live action training, classroom exercises, Family Violence/Youth Services, and active shooter training.

Field Training: Ten (10) weeks. New hires must spend time riding with a Field Training Officer (FTO). This is the first experience the new hires have on the road. In Phase A of the training, time is spent understanding report writing, and use of vehicle equipment (camera systems, radar, and LIDAR units). Further into training they begin driving the patrol vehicle, answering calls, speaking on the radio, and testifying in court. Although the new hire is still with the FTO, it is not until Phase B, week 5 (almost 8 months into training), that the new hire becomes the "primary" officer beginning to initiate traffic stops, answering calls, and completing reports.

Once Field Training is complete the "New Hire" is released as a Solo Officer.

Payroll

During informal interviews with sworn personnel at CPD, it became clear that payroll, specifically, pay levels, pay compression and benefits were a perceived issue. Because of an impending payroll study, the audit did not address pay levels or benefits.

Findings and Recommendations

In an effort to identify pay compression among the current, three hundred thirty (330) sworn officers, the October 15, 2021, payroll was reviewed. Length of service and pay grade were the major indices. Based on a cursory review of all 330 officers, "outliers" were identified. "Outliers" are salaries that did not comparably align with other salaries in a particular pay grade or particular length of service.

The initial review of "outliers" consisted of forty-five (45) salaries (14% of the total population). Forty (40) of the salaries chosen for review were paid lower than their counterparts; five (5) were paid higher than their counterparts. The results identified: Five (5), or 11%, of the items were because the hire date (listed in the data as the "appointment date") stated was causing incorrect placement of salaries at a longer length of service. The "hire Date" in the data represents length of service with the City, not necessarily with CPD. Four (4), or 9%, have resigned. Thirty-six (36), or 80%, of the salaries do not appear to have a discernable reason why the salary falls outside of normal paygrade and length of service ranges.

In July 2015, a pay reform program was implemented. According to the plan, pay increases were given to sworn personnel at 3, 5, 7, 10, 15, 20, 25 and 30 years. The intervals between pay reform increases is not consistent across the board. Employees with tenures less than ten (10) years are receiving pay reform increases every two to three years while employees with tenure greater than ten (10) years must wait five (5) years. This faster pace of reform payments for individuals with less tenure has caused some of the pay compression we see today.

Police Pay Reform and Restructure Implementation
Effective July 4, 2015

New Police Officers will continue to receive sign on bonus - $2,000* as outlined in FY07 Ordinance.
Officers employed 3 to 30 years will receive Police Pay Reform as follows:
Officer 3 year anniversary - $1,000**
Officer 5 year anniversary - $1,300
Officer 7 year anniversary – $1,500
Officer 10 year anniversary - $1,500
Officer 15 year anniversary - $1,500
Officer 20 year anniversary - $1,500
Officer 25 year anniversary - $1,500
Officer 30 year anniversary – $1,500

In July 2018, the reform payments for years five (5) through thirty (30) increased from $1,500 to $3,500. In an additional update, effective July 2019, the reform payment for the five(5) year payment increased from $1,500 to $3,500.

Please see attachment (1).

The recommendation for payroll involves 1) an in-depth review of payroll data to ensure correctness, 2) any changes made to payroll should be specific changes by individual, and 3) a review of the current pay charts and schedules. Because of the individual nature of the changes, this is will be a painful process for all involved. Please note, that there is no recommendation to lower any individual's current salary. These payroll issues have had, and continue to have, a negative impact on morale and should be addressed.

Staffing Levels

Through-out this audit, individual units and their staffing levels will be addressed. At this point, an overall snapshot is presented.

Departure Type	Total 2019	Total 2020	Total 2021
Resignation	48	42	83
Transfer to MCSO	2	1	4
Retirement	11	13	7
Deceased	0	1	1
Terminated	1	1	3
Total Departures	62	58	98
New Hires	50	54	44
Net Change in Sworn Personnel	**(12)**	**(4)**	**(54)**

Who is Departing?			
Recruit	8	8.16%	
Officer	**49**	**50.00%**	
Corporal	**27**	**27.55%**	
Sergeant	**12**	**12.24%**	90%
Command Sergeant	1	1.02%	
Lieutenant	1	1.02%	
	98	100.00%	

Exit Interviews

Three years of exit interviews were read.

Exit Interview Results

	2019	2020	2021
Overall	GOOD	GOOD	FAIR
# Of Interviews	48	43	71
# Departures	62	62	98
% Participating	77.42%	69.35%	72.45%

Training, Supervision and Co-Workers were consistently rated "good" or "outstanding." When answering the question, "What was the main reason you decided to leave the Columbus Police Department?" Sixty-one percent (61%) of the answers included work schedule/family conflicts, a better opportunity, retirement, and morale. Additional comments included wanting a change, failed the Academy, health issues and opportunities to further their education.

Crime Prevention

The Crime Prevention Unit is responsible for educational, and informational community service programs for the pro-active purpose of preventing and reducing opportunities for criminal behavior.

Crime Prevention touches all aspects of Columbus' population. Currently, Crime Prevention manages 65 active Neighborhood Watch Programs that meet monthly. This program plays a pivotal role in CPD's Community Policing Initiative.

Currently this department is staffed with one (1) Sergeant and one (1) Corporal.

Bureau of Patrol Services

Patrol Services is the largest bureau in the Columbus Police Department. The bureau provides a full range of emergency and non-emergency services to the entire city. It includes a Directed Patrol Unit that is trained to handle special functions as well as normal patrol duties. This division comprises the bulk of the manpower assigned to the bureau and provides uniform patrol services to the city 24 hours a day, 365 days a year. It is comprised of three shifts, day, evening, and morning watches, each commanded by a Captain.

Patrol

Please note that Police Officers and Corporals work throughout the agency. This section is dealing with Officers in Patrol (i.e. Officers on the street).

Findings and Recommendations

The audit included ride-a-longs with Patrol Officers, Motor Squad and Tag Readers on all three shifts. The conduct of the Officers when dealing with offenders and citizens was observed; an analysis of work assignments (duty rosters) and manpower levels was completed.

The following is a profile of who our Police Officers and Corporals are:

Police Officers & Corporals "On the Street" 12/31/2021

Police Officers & Corporals @ CPD	220	
Police Officers & Corporals w/7 years or less	140	
	63.64%	
Police Officers & Corporals "On the Street"	114	as of 12/31/2021
Police Officers	78	68.42%
Corporals	36	31.58%

Police Officers & Corporals "On the Street"	5.23yrs	avg tenure

An analysis of the Patrol duty rosters for the month of December 2021 showed:

Ideal Staffing Levels

Sq. Miles	Sector	Beats		Squads	Officers/Squad	per Shift Total Officers	ACTUAL Per/Day Averages per Shift Total Officers
80.01	A	5	22 - 26	2	6	12	4
21.98	C	10	01 - 10	2	6	12	7
44.69	B	11	11 - 21	2	6	12	7
		26		6	18	36	18

(18)

Officers below Ideal

In addition to the average of eighteen (18) Officers and Corporals present on Patrol, there were an average of four (4) Patrol Sergeants present per shift and on the street with the officers. An average of two (2) Lieutenants and a Captain are also available to the Officers.

According to the data on the Patrol duty roster, during the month of December, there were fifty (50) shifts (54% of the 93 shifts in December) that had seventeen (17) or fewer Officers **patrolling**. According to the data on the Patrol duty roster, seventy (70) times beats were not specifically assigned to officers. Seven (7) times individual beats were split (assigned to

multiple officers). It should be noted that coverage of multiple beats by a Patrol Officer is standard procedure.

In this same time-period, from Patrol's Special Units, Motor Squad averaged three (3) day shift officers on the road per weekday, Tag Readers averaged three (3) evening shift officers on the road per weekday and the Bike Squad averaged two (2) officers on the road per weekday. Of these special units, there are two (2) Sergeants and one (1) Lieutenant.

In summary, on the day and evening shifts during the week there are:

> an average of 18 Patrol Officers,

> an average of 4 Patrol Sergeants,

> an average of 6 Officers (3 during day shift & 3 during evening shift) from the Special Units,

> an average of 2 Bike Squad Officers (13 hours of coverage between day & evening shift) from the Special Units, and

> an average of 2 Sergeants (1 during day shift & 1 during evening shift) from the Special Units. *

> An average of three (3) Lieutenants and *

> an average of one (1) Captain are available.

*The Special Units are only available on weekdays during the day and evening shifts.

Other Duties - Crashes

Patrol Officers not only answer calls and cover beats, but also assist the Motor Squad with traffic crashes and criminal investigations.

All traffic crashes in Columbus, GA/Muscogee County are detailed into the GEARS software; according to this data, in 2021:

There were 1,665 crashes (32 per week) that included 2,405 injuries. This type of incident may involve one to two (1 – 2) Patrol Officers for approximately two (2) hours.
Of the 1,665 crashes, there were thirty-three (33) crashes with fatalities (one every 2 – 3 weeks). This type of incident may involve four to five (4 – 5) Patrol Officers for approximately four (4) hours.
Please note: This section, discussing traffic crashes, is focused on the manpower needed from the Patrol Officers only.

On October 26, 2021, there was a traffic crash involving two (2) vehicles. The incident was initiated through 911 at 7:44 a.m. The scene was investigated, two (2) injured parties were taken to the hospital, a third passenger was pronounced dead at the scene. The roadway re-

opened at 11:19a.m. (3 hours and 33 minutes). Seven (7) Patrol Officers manned the crash scene (two for 3 hours 10 minutes, two for 2 hours and 20 minutes, three for 1 hour 8 minutes). In addition to the seven (7) patrol officers, there were also three (3) officers from Motor Squad, one (1) from Crime Scene ID, one (1) Sergeant and one (1) Lieutenant. A total of 13 law enforcement personnel were assigned to this crash.

Other Duties – Recorder's Court & Jail Intake

A mandatory part of a Patrol Officer's Day includes spending time in Recorders Court and time at the jail during the "intake" process of offenders. When conducting informal interviews with Patrol Officers, issues with large amounts of time spent in Recorder's Court and large amounts of time spent at the jail during inmate intake was viewed as inefficient and should be improved upon.

Recorder's Court: the Auditor attended fifteen (15) court sessions (3 court sessions per day); there were an average of four (4) officers attending each court session. It is required that one (1) officer be present for all traffic cases and the assigned detectives be present for the inmate cases. Each court session lasted an average of 1 hour 17 minutes. Twenty-eight (28) inmate cases were observed and lasted an average of twelve (12) minutes. Eleven (11) of the inmate cases lasted longer than the average twelve (12) minutes up to twenty-two (22) minutes. Ninety-eight (98) traffic cases were observed; traffic cases lasted approximately one (1) minute (approximately 50% were bound over to State Court and took approximately 30 seconds).

The Police Department and Recorder's Court have both been working to reduce the time officers spend in Court (i.e. just one officer representing all traffic cases and, inmate cases being called first to allow detectives to leave court sooner, etc...). Based on these efforts it appears that the changes made have been effective and the process is working.

Jail Intake: the process was observed from several different perspectives: 1) ride-a-longs with officers, 2) sitting in the booking area of the jail for large blocks of time and 3) officers calling the Auditor to accompany them on arrests. Most of the time spent in the exercise was waiting on the medical staff to perform the medical screening. The screening includes taking temperature, blood pressure and answering several medical questions; this process takes no longer than 5 minutes. Officers have waited up to 50 minutes for a nurse to come in and complete the medical screening.

During the dedicated time spent in the jail, the complete intake processing time (including the medical screening) was consistent; officers were able to complete the booking process in an average of 30 minutes. When ad-hoc (or pop-in) visits were conducted the process completion times ranged from twenty-six (26) minutes up to one (1) hour twenty-four (24) minutes. The average time for ad-hoc visits was fifty-three (53) minutes. It is acknowledged that during shift changes intake times could vary, but based on the overall observations, improvements could be made to reduce officer time spent in the jail. It should be noted that jail intake is supervised by another law enforcement agency and this audit did not include a review of their processes.

Annual Statistics

Please see the attachment located in the appendix detailing the work performed by the Bureau of Patrol Services. ②

The data in the attachment provided reflects 26 indices and their volumes of activity over the last three years (2019, 2020, and 2021). The attachment reflects the data that the Bureau of Patrol Services is managing by. It should be noted that these numbers reflect comparisons of CPD's performance year over year. In the analysis, 2019 is considered a year of "normal" activity. When comparing the activity of 2020 with 2019, there is a nineteen percent (19%) average drop among all 26 indices. This is a direct reflection of COVID-19 and a conscious effort by the Patrol Services Bureau to not encourage spreading of the virus. The numbers continue to decrease by another thirty-one (31%) in 2021 over 2020. There are two issues to consider when reviewing these numbers: 1) in 2019 the Muscogee County School District implemented their own Police Department, and 2) manpower.

For the first quarter of 2022, Patrol has recovered 82 stolen vehicles and seized 90 firearms.

Traffic Unit (Motor Squad, Tag Readers & Bike Squad):

In addition to answering calls, working traffic crashes, and going to Recorders Court, the Motor Squad enforces city and state traffic initiatives. These initiatives provide one-on-one contact between the citizens of Columbus and the Columbus Police Department to help ensure that the Columbus Police Department is at the forefront of "Community Policing" and not just buzzwords. These initiatives include: Traffic Detail, DUI Detail & Checkpoints, Distracted Drivers Checkpoints, Static Displays /Classes, the speed trailer, specialized classes such as Citizens Law Enforcement Agency (CLEA) and, Bike Safety Classes. Apart from static displays and the speed trailer, each of these initiatives require manpower. Below is a summary of the staffing in the Traffic Unit from 2019 through January 2022.

Staffing Levels

Traffic Unit Policing

	2019	2020	2021	Jan 2022
Motor Squad				
SGT	2	2	2	2
Officers	8	10	10	3
Hit/Run	2	1	1	1
Tag Reader				
SGT	1	1	1	1
Officers	0	5	5	2

Bike Patrol

SGT	1	0	1	0
Officers	0	0	2	0
School Crossing Guard	1	1	1	1
Total Staffing	**15**	**20**	**23**	**10**

Based on the current staffing numbers, "Community Policing" Initiatives in this bureau may struggle to be completed without the necessary manpower. In addition to Community Policing, this unit coordinates and provides security for community events such as the MLK Unity Run and various other community events requiring security. The MLK Unity Run in January 2019 required 32 total Officers to safely and properly staff this run; the Officers are brought from several different units within the Patrol Bureau. For the MLK run, ten (10 or 31%) of the security detail was from the traffic division, seventeen (17 or 53%) were Recruits and one (1) Cadet. All but one (1) Recruit was working on a scheduled day off.

The time spent on the road with Patrol Officers was eye-opening. Based on the negativity I have seen on television and through other social media, I was apprehensive going on the road with Patrol Officers. Our Officers were polite and respectful of our citizens (including the offenders) and the citizens were extremely supportive of our Police Officers. Overall, it was apparent that our Officers have worked very hard to attain this level of trust and respect throughout the community and I encourage the citizens of Columbus to get involved with the Citizens Law Enforcement Academy and experience it for themselves.

Bureau of Investigative Services

This bureau provides follow-up and specialized investigative services. The bureau is currently composed of the following divisions: Homicide, Robbery/Assault, Property Crimes, Crime Scene Identification, Youth and Adult Services, Sex Crimes, and the Special Operations Division. The bureau is headed by a Deputy Chief and two Captains under the Deputy Chief's command. One of the Captains is the Executive Officer of the bureau, while the other Captain oversees the Special Operations Division.

Investigative Units

Time in Investigative Services was spent observing how cases enter the different units, how cases were assigned to detectives and how they were worked. Evidence is collected by the Crime Scene Identification Unit; in addition, detectives work to collect as much video evidence from the surrounding area as possible.

As I worked my way through all units of the Bureau, detectives from other units were consistently being called into the homicide unit to help work cases. This left holes in other units of the bureau. Although Police Officers, even when staffing is ideal, will help other units outside of their assigned unit if needed, the detectives felt that their primary responsibilities in their assigned unit were left unattended.

Please see the attachment detailing the work performed by the Bureau of Investigative Services. ③

The data reflects twenty (20) of thirty-five (35) indices and their volumes of activity over the last three years (2019, 2020, and 2021). The attachment reflects the data that the Bureau of Investigative Services is managing by. In the analysis, 2019 is considered a year of "normal" activity. When comparing the activity of 2020 with 2019, there is a twelve percent (12%) average drop among the twenty (20) indices. Again, this is a direct reflection of COVID-19 and a conscious effort by CPD to not encourage spreading of the virus. The numbers continue to decrease by another nineteen percent (19%) in 2021 over 2020.

The data reflects the number of hours worked decreasing eighteen percent (18%) from 2019, and overtime increasing twenty-two percent (22%) over the same time-period. This indicates staffing is a driver of these numbers.

It should be noted that these numbers reflect comparisons of CPD's performance year over year. When comparing CPD numbers to national averages, CPD has exceeded the national averages in terms of the resolution of rape cases, robbery/assault cases, and larceny cases.

Findings and Recommendations

A high level of teamwork was practiced in each of the Investigative Units. Everyone diligently reviewed evidence before making any conclusions or decisions. NO ONE operated alone or acted unilaterally. Each case is handled on an individual basis and decisions are based on the specific merits of that case only. The detective's experience, training and knowledge base adds tremendous value to working a case efficiently and fairly.

An issue resulting from current staffing is the frequency of scheduled call outs. Due to the nature of the work, scheduled call outs are routine.

Scheduled call outs are the same as being on-call. When an Officer is scheduled to be available for a call out his/her home routine is altered, and family time is affected. The scheduled call out covers 24 hours a day for a 7-day period and requires two (2) detectives report to the scene. Officers are paid if they are called out, unless they have met the 171-hour work requirement, there is no overtime paid.

When staffing is at normal levels, call outs are scheduled approximately every 6 weeks; currently call outs are scheduled every two (2) to three (3) weeks. This increased frequency of scheduled call outs is having a negative impact on morale.

Since December 2020, the staff has decreased in size by 26%. Three of the positions have been filled by civilian employees.

Headcount by Rank

	Dec-19	Dec-20	Dec-21	Feb-22
Corporal	46	49	37	33
Sgt	19	19	14	17
Lt	5	5	4	4
	70	73	55	54

Pawn Shop

The Pawnshop Unit oversees local pawnshop businesses which include the following: checking pawnshop articles for possible stolen items, entering, and maintaining a computerized database of all pawned articles, and investigating persons involved with stolen pawned articles.

According to the Revenue Division in CCG Finance, there are twelve (12) licensed pawn shops in the Columbus area. This does not include "title pawn" businesses or businesses that deal in second hand precious metals and gems. Investigative Services is currently receiving computer files from eleven (11) of these pawn shops and is working through computer system issues with the twelfth (12th). The information CPD receives is forwarded to the Georgia Bureau of Investigation (GBI) for their review. Investigative Services also reviews the files for specific transactions, such as the buying and selling of guns, to possibly identify stolen items.

Special Operations

The Special Operations Division investigates all complaints concerning narcotics, trafficking, prostitution, gambling, ABC violations and processing any resulting property seizures. In addition, this unit consists of a Tactical Unit that can be deployed to handle any situation that requires an immediate law enforcement response, such as a crime suppression detail for burglaries and robberies.

Asset Forfeitures

Property subject to forfeiture may be seized by any law enforcement officer who has the power to make arrests or execute a search warrant issued by the court. Any property seized by law enforcement is inventoried, packaged, and delivered to Property & Evidence (P&E). The District

Attorney (DA) is notified within 30 days of the seizure. If no claims are made on the property, an Order to Sale is provided by the courts. This process becomes lengthy; the timing and completion of this order is determined by the criminal process.

Once an Order to Sale is received from the courts, Special Operations makes the decision on whether to destroy the property, sell the property or hold the property for use by the agency.

Forfeitures include property such as automobiles, guns, currency, televisions, computers, etc. Special Operations currently utilizes GovDeals to auction these items. Once the item is auctioned, GovDeals forwards the proceeds to Special Operations. Currently this process is struggling because GovDeals prefers to pay its vendors electronically. Special Operations does not have a checking account, so they are unable to accept electronic payments; this extends the time to process the transaction and extends the time in Special Operations receiving the sales proceeds. Once the sales proceeds are received, they are physically taken to the Clerk of Superior Court. It remains there until an Order of Distribution is received from the Judge.

Forfeited property also includes currency that is stored in P&E until Special Operations receives the Notice of Seizure from the District Attorney's Office. Special Operations retrieves the currency from P&E and takes it to the Clerk of Superior Court's Office. It remains there until an Order of Distribution is received from the Judge.

The Order of Distribution specifies how the forfeiture funds are to be distributed. A portion of the distribution is forwarded to the law enforcement agencies that played a role in the seizure and forfeiture. These funds may be used for any official law enforcement purpose at the discretion of the chief officer of the law enforcement agency receiving such distribution. Special Operations maintains a detailed record of forfeited property and the associated files. They have been audited for completeness. The audits were successful.

Investigative Services Funds

Investigative Services has several funds, the Informant Fund, Information and Reward Fund, Police Forfeiture Fund, VICE/Narcotics Forfeiture Fund and the Confidential Sources of Information Fund. These funds are audited on a quarterly basis by CPD's Budget Manager, the Police Chief, the Deputy Chief and Captain overseeing the funds. With four of these funds including currency that was present in the office, surprise audits were conducted. It is acknowledged that in the Special Operations Unit, currency is necessary to perform actions in the line of duty. All documentation, detailing the activity in the funds, including current balances and all supporting documentation (i.e. receipts for incoming funds and receipts detailing money leaving the funds) were reviewed. The audit confirms that currency is secured and handled with internal controls in place.

Alcohol Beverage Cards (ABC cards)

Everyone that is employed by an adult establishment selling alcohol in Columbus must apply for an ABC card. This card states that a criminal history has been completed on the applicant and that they are eligible to work in this environment. The cards expire annually and must be renewed each year on the applicant's birthday. The fees to acquire a card include $20 for a criminal history and $45 for obtaining the license. Most applicants pay in currency.

The process of the applicants being issued and paying for their cards was audited. This process has worked very smoothly in the past but there were no internal controls or documentation supporting the activity (i.e. the number of applicants or the amount of money collected). This left all employees involved in the process (the Special Operations detective and the Desk Services representative) vulnerable should currency be short or missing.

Findings and Recommendations

Although it is imperative that currency is easily accessible to the Special Operations Unit, it is recommended that the amount of currency kept in the office be reduced. The use of currency, being held in the office and the use of currency when making routine office/expense transactions is highly discouraged. The secure issuance and use of debit cards and ATM cards should be the primary tool when retrieving these funds.

Based on the stilted processing of auction items with GovDeals, money being physically transported to the Clerk's Office and the amount and storage of currency for the Investigative Service Funds, it is recommended that two CPD bank accounts be set up to house this currency outside of the office. One of the bank accounts is for Investigative Service Funds and their associated operations, the second account would be a CPD Operations (housed in CPD budget) account to accommodate CPD vendors (GovDeals, credit card vendors, etc...) preferring to submit electronic deposits. This second CPD bank account will act as a conduit receiving funds and forwarding to CCG Finance. **Operational expenses are prohibited from flowing through this account.** As has been the custom, the quarterly audit being conducted by CPD Budget will continue with an added reconciliation to the bank accounts. These accounts will remove the excessive handling of currency by our employees, lessen the risk to the city, as well as the employees responsible for handling and transporting the currency.

The detailed information kept in Special Operations is excellent documentation for law enforcement. It is recommended that the information be more specific detailing the financial aspects of the transactions. To reconcile these funds, it is important to know when funds (or property) are received and placed in P&E; when sales proceeds are received from auctioned items, when funds are transferred to the Clerk of Superior Court and in what format (checks, currency). It should also be noted when distributions are received so that a case may be completed and marked "CLOSED."

For the ABC Card issuance process, it is recommended that a listing of applicants being issued a card for that day be generated from the ABC Card software. After cards are issued, both the Desk Services Corporal and the Special Operations detective should reconcile the currency with the ABC Card listing; a cash register receipt should be obtained from Desk Services. Both Desk Services and Special Operations signs off that work has been completed and all funds are reconciled.

Special Operations staffing has dropped 37% since December 2020.

Headcount by Rank				
	Dec-19	Dec-20	Dec-21	Mar-22
Officer	5	5	2	2
Corporal	10	10	7	5
Sgt	3	3	3	3
Lt	0	0	0	1
Captain	1	1	1	1
	19	19	13	12

Office of the Police Chief

Office of Professional Standards

The Office of Professional Standards (OPS) is charged with the responsibility of assuring the department maintains high standards and integrity. OPS conducts internal investigations and staff inspections; they ensure the department complies with accreditation and certification standards, completes planning and research assignments, and maintains a criminal intelligence unit. The office maintains data and completed reports concerning complaints, uses of force, and vehicle pursuits.

The Office of Professional Standards is staffed with a Deputy Chief, Lieutenant, three (3) Sergeants, one (1) corporal, three (3) Crime Analysts, and an Administrative Secretary.

Internal Investigations

Approximately twenty-five percent (25%) of the work completed in OPS is related to internal investigations. The investigations are "administrative" in nature, not criminal. The objective is to confirm that CPD policies are being followed and that CPD's legal risk is minimized. Internal investigations by OPS are mandatory anytime an Officer fires his/her weapon or anytime an Officer is arrested; the Georgia Bureau of Investigations involvement is mandatory anytime someone is hit in the discharge of a Police Officer's firearm.

The investigations follow a standard protocol that includes: an area canvas, conducting witness interviews, body cam(era) and dash cam(era) reviews, 911 call reviews, a weapons check, a drug check, a counseling session, use of force report completion and the collection of the Officer's training and disciplinary paperwork. Of course, this investigation is stressful for the Officer involved but, again, the process is more geared towards risk management than discipline. All investigations are forwarded to the Chief of Police for final disposition.

Commission on Accreditation for Law Enforcement Agencies (CALEA)

CALEA describes the program as follows:

"The Law Enforcement Accreditation process focuses on standards that provide best practices related to life, health, and safety procedures for the agency. These standards are considered foundational for contemporary law enforcement agencies."

As an accredited member of CALEA, the Columbus Police Department meets 359 standards on a daily basis. The standards are divided into chapters concerning various topics which include: Role and Authority, Use of Force, Vehicle Pursuits, Disciplinary Procedures, Training and Career Development, Juvenile Operations, Crime Prevention and Community Involvement, and many other categories.

The Columbus Police Department was initially accredited by CALEA in November of 1993 and has maintained CALEA accreditation ever since. Of approximately 18,000 law enforcement agencies in the United States, approximately 750 are CALEA accredited. CPD is one of only 45 agencies in the state of Georgia to be CALEA accredited, of approximately 630 agencies in Georgia.

The Columbus Police Department is also state certified through the Georgia Association of Chiefs of Police (GACP). The department first received certification in July of 1999 and has maintained certification ever since. Of the 630 law enforcement agencies in Georgia, our agency is one of only 129 that are State Certified.

I had an opportunity to observe OPS personnel preparing for the latest review of electronic files by CALEA. This is a comprehensive process which requires a large amount of dedicated time and resources to confirm and provide documented actions demonstrating compliance with the standards. While reading past reviews I found letters from CALEA commending the CPD team, *"…outstanding review. Some of your policy language was the best I've read in a while. If I have your permission, I'd like to share a few of them with other agencies who struggle in certain areas, specifically, your polices on tactical operations, performance evaluations, fiscal management and job task analysis/classification."*

Criminal & Gang Intelligence

The Criminal Intelligence Unit (CIU) of the Columbus Police Department is responsible for collecting, retaining, disseminating, and the final disposition of criminal intelligence

information. The information is analyzed to provide strategic, tactical and/or operational intelligence on the existence, identities, and capabilities of criminal suspects and enterprises. It is also the function of the CIU to detect and disrupt criminal activities, to include matters of Homeland Security.

All reports written by officers and input into RMS (CPD's Records Management System) are reviewed by the crime analyst daily. The information from RMS is also interfaced with a software called Command Central which gives live crime statistics based on the reports being entered by CPD officers. It can identify trends and forecasts movement of crime to different areas of the city. The forecasts have proven to be beneficial.

In addition to reporting for CPD's management purposes. Criminal Intelligence also provides responses to CPD's Open Records area from citizens and citizen groups.

CPD's Gang Intelligence has also been working in the community (ex. giving presentations to community groups and going into the schools and talking to students) to educate youth about the threat of gang activity and how they can safely avoid becoming involved in a gang. I observed a presentation in one of our local middle schools; comparisons to life inside of jail and life outside of jail were discussed. The comparisons were compelling and hopefully made an impression on some in the audience.

Findings and Recommendations

Criminal Intelligence is in one room on the fourth floor of the Public Safety Building. There are three (3) analysts working in this room. The door is locked, there are no windows and workstations surround three walls of the room. There are various filing cabinets but no defined, individual workspaces. This area seems to have been overlooked when defining workspaces and helping reduce the spread of COVID. The staff is doing a great job completing their work. They conduct themselves professionally and appear to work well together, but the lack of personal space could play a detrimental role in a staff member's work life. It is recommended that this space be accessed for cubicles/dividers.

During my time auditing CPD, I had opportunities to be in the field with Officers when they had a need for information. It was found that some previously disseminated information from OPS to CPD detectives and officers was not available to personnel in the field; even if the officers made additional requests for previously disseminated information it was not made available to detectives or officers unless approval from the Deputy Chief was given. I was told that internal controls were established to deter the unauthorized spread of information. The auditor understands the need for internal controls to ensure processes run smoothly and lower risk but, in this instance, the internal controls are disruptive to the operation and need to be adjusted to meet all objectives: maintaining security and providing information to officers that will aid them in completing their duties.

Budget Office

CPD managed a budget of $38,850,901 in fiscal year 2021. The actual expenses for CPD fiscal year 2021 were $35,370,076, well below the amount budgeted. The largest portion of money not utilized ($1,120,942) was in the LOST category 9900 (Personal Services). This is a category of employee salaries and expenses.

Additional reviews of the Budget Department included a review of donated funds and a review of the documentation supporting the use of those funds. A surprise audit of petty cash was completed. Currency was reconciled and all receipts and documentation were present. It is recommended that the amount of currency kept in the office be reduced.

While in the Budget Office, the purchase card approval and payment process were reviewed. During the approval process, it was found that individual purchase card holders were routinely making purchases and coding those purchases to units outside of their budget/management. To help Bureau Chiefs manage their bureau's expenses, it is recommended that only charges related to an individual's unit be charged on an individual's card. Any charge including another unit should be charged by the receiving Bureau's Deputy Chief using their purchase card.

This portion of the audit also revealed inefficiencies regarding the amount of paperwork required to complete the purchase card payment process; at times paperwork was being created to support the existing process. Manpower is being used to make copies, sort through copies, file copies and then physically transport documents to another building. It is recommended that paperwork and copies be minimized by scanning documents, transmitting those documents electronically and storing them electronically with CCG's existing technology. All legally required documentation to support financial transactions for purchase cards can be kept electronically. Once documents are scanned into the computer system, they are routinely backed up by our Information Technology Department and are free from hazards (i.e. fire, water); the need for physical storage space becomes minimized as well.

Due to the audit, recommendations and possible changes have been made in different areas of CPD, it is recommended that those changes become integrated in the quarterly audits completed by the CPD Budget Manager and the Police Chief (i.e. Open Records, ABC Cards, P&E, asset seizures and forfeitures). It is also recommended, if any new bank accounts are opened, the statements be received and reviewed by the Chief of Police prior to being opened and reconciled by CPD Budget. Although CPD Budget will be responsible for the monthly reconciliation of funds, it is imperative that the maintenance of records be reviewed by upper management.

CPD Budget is staffed with a Budget Manager and one (1) clerical assistant.

During time at CPD I observed the CPD Budget Manager, the Police Chief and various Bureau Chiefs conducting quarterly audits together. The amount of time the staff dedicated to these audits shows, not only dedication, but an involvement in the operations. Overall, CPD Budget

was managed and organized very well. CPD Budget can easily implement and control the recommended process enhancements.

Summary

The time spent at the Columbus Police Department has been very productive. The CPD team has been extremely helpful and polite during the audit. Information was provided to me in a timely fashion and questions were answered promptly. It has been a pleasure for me to learn about CPD.

The Columbus Police Department is a dynamic organization and has a solid foundation; many of the issues and recommendations discussed in this audit report are updates to processes that have been in place for many years. The suggestions are all manageable and can be addressed with time and attention.

Prepared By: _E. Burfield_   _5/31/2022_

Columbus Police Department Salaries - SWORN
10-15-2021 Payroll Amounts

① 1

GRADE 14

POLICE OFFICER

L1219 & P1219

Length of SVC	<2	>2	>3	>4	>6	>8	>10	>12	>14	>16	>18	>20	>22	>24	>26
# Current Emp	35	5	13	9	5	1	3	2							
Salary Levels	44,684.16	5,121.48	44,684.16	45,672.19	45,672.26	52,206.00	49,917.76	48,809.70							
	44,684.16	44,684.16	45,684.16	45,728.65	46,717.64		52,436.67	52,542.30							
	44,684.16	44,684.16	45,684.16	46,692.14	50,430.09		53,589.73								
	44,684.16	44,684.16	45,684.16	46,717.64	50,525.25										
	44,684.17	44,684.16	45,684.17	46,738.55	54,025.75										
	44,684.17		45,684.17	46,738.55											
	44,684.17		45,703.19	46,770.72											
	44,684.17		46,692.18	50,270.84											
	44,684.17		46,692.18	50,340.72											
	44,684.17		46,717.64												
	44,684.17		46,717.64												
	44,684.17		46,717.64												
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	44,684.17														
	44,684.17														
	44,684.17														
	44,684.28														
	45,075.88														
	46,921.87														
Totals	$1,566,575.45	$183,858.14	$599,063.10	$425,670.00	$247,370.99	$52,206.00	$155,944.16	$101,352.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00

Columbus Police Department Salaries - SWORN
10-15-2021 Payroll Amounts

Length of SVC	<2	>2	>3	>4	>6	>8	>10	>12	>14	>16	>18	>20	>22	>24	>26
GRADE 14															
POL OFFCR AD															
L1219A & P1219A															
# Current Emp	3	2	2	3			1								
Salary Levels	$45,673.24	45,673.36	45,673.35	47,732.49			59,360.64								
	$45,673.35	45,673.36	47,731.52	51,354.60											
	$45,673.35			51,443.70											
Totals	$137,019.94	$91,346.72	$93,404.87	$150,530.79	$0.00	$0.00	$59,360.64	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
GRADE 14															
POL OFFCR BD															
P1219B & L1219B															
# Current Emp	18	4	4	1	1										
Salary Levels	44,684.17	46,921.88	44,684.16	47,966.16	46,921.76										
	46,921.75	46,921.88	45,684.16												
	46,921.75	46,921.88	47,940.70												
	46,921.75	46,921.88	47,966.16												
	46,921.75														
	46,921.75														
	46,921.76														
	46,921.76														
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	46,921.88														
Totals	842,355.15	187,687.52	186,275.18	47,966.16	46,921.76	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0.00
GRADE 14															
POL OFFCR MD															
L1219M & P1219M															
# Current Emp	4	1				1									
Salary Levels	48,170.28	48,170.40				48,170.40									
	48,170.28														
	48,170.39														
	48,170.39														
Totals	$192,681.34	$48,170.40	$0.00	$0.00	$0.00	$48,170.40	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00

Columbus Police Department Salaries - SWORN
10-15-2021 Payroll Amounts

Length of SVC	<2	>2	>3	>4	>6	>8	>10	>12	>14	>16	>18	>20	>22	>24	>26
GRADE 16															
P1217	POLICE CRPL														
# Current Emp									1						
Salary Levels									51,256.87						
Totals									51,256.87						
GRADE 16															
P1215 & L1215	POLICE CRPL														
# Current Emp				4	5	6	4	6	6						6
Salary Levels				48,791.57	52,538.45	54,038.99	54,301.09	54,753.82	48,791.57						55,239.08
				48,846.54	53,810.36	54,165.19	54,646.16	54,753.85	51,054.09						57,488.14
				48,846.55	53,830.36	54,225.59	54,754.10	54,852.95	51,086.90						57,890.23
				52,724.93	54,154.72	54,277.31	55,768.85	54,921.02	51,222.60						59,009.63
				53,569.78	54,160.84	54,336.61		54,942.48	51,261.40						62,443.51
						54,354.33		54,944.26	54,786.15						67,000.45
Totals				$203,987.80	$268,494.73	$325,398.02	$219,470.20	$329,168.38	$308,202.71	$0.00	$0.00	$0.00	$0.00	$0.00	$359,071.04
GRADE 16															
L1215A & P1215A	POL CRPL AD														
# Current Emp		1	2	4	4	3	2	7	1	2	2				1
Salary Levels		47,726.16	48,791.29	49,888.62	48,791.29	54,090.88	53,263.96	51,216.15	51,086.90	52,099.66	51,086.90				57,857.42
			49,811.29	49,889.70	53,799.12	55,099.62	54,754.14	54,595.27		54,304.78	54,586.90				
			49,862.95	53,514.14	53,811.96	55,229.95		54,920.74							
				53,604.52	54,965.66			55,818.86							
								56,007.94							
								56,007.96							
								56,009.19							
Total		47,726.16	99,674.24	206,896.98	211,368.03	164,420.44	108,018.10	384,576.11	51,086.90	106,404.44	105,673.80	0.00	0.00	0.00	57,857.42
GRADE 16															
L1215B & P1215B	POL CRPL BD														
# Current Emp		4	2	10	4	2	3	1		1	1	1		1	5
Salary Levels		48,974.69	46,974.69	53,336.54	51,554.98	55,304.18	53,336.54	56,002.06		54,387.27	48,974.69	54,314.05		54,329.91	57,561.33
		48,974.69	50,038.67	51,137.05	54,852.02	56,714.13	56,932.03								57,561.36
		48,974.69	50,046.35	51,137.06	54,875.03		56,977.57								67,028.92
		48,974.69		51,137.19	55,060.51										68,681.20
				51,138.22											70,733.04
				51,138.22											
				51,138.22											
				52,533.24											

Columbus Police Department Salaries - SWORN
10-15-2021 Payroll Amounts

Length of SVC	<2	>2	>3	>4	>6	>8	>10	>12	>14	>16	>18	>20	>22	>24	>26
Totals		195,898.75	100,085.02	523,647.31	216,342.54	112,018.31	167,246.14	56,002.06	0.00	54,387.27	48,974.69	54,314.05	0.00	54,329.91	321,565.84

GRADE 16
P1215M

POL CRPL MD

Length of SVC	<2	>2	>3	>4	>6	>8	>10	>12	>14	>16	>18	>20	>22	>24	>26
# Current Emp / Salary Levels			1 51,242.16	54,762.64 54,762.66 54,762.82 1 52,407.68	2 $56,435.51 $57,392.37	1 56,552.70		1 57,243.93							2 $61,177.36 $68,505.01
Totals			51,242.16	52,407.68	113,827.89	56,552.70		57,243.93							129,682.37

GRADE 18
P1213A & L1213A

POL SGT AD

Length of SVC	<2	>2	>3	>4	>6	>8	>10	>12	>14	>16	>18	>20	>22	>24	>26
# Current Emp / Salary Levels					2 56,290.16 56,346.76	*58,541.40* *60,102.98* 2 55,041.30 56,602.98	1 58,435.03	4 53,598.90 54,537.49 58,196.28 58,399.09	3 53,415.10 54,621.24 54,680.03	1 56,658.09		1 56,470.43	1 54,363.00	1 58,103.09	1 57,646.15
Totals					112,636.92	111,644.28	58,435.03	224,731.76	162,716.37	56,658.09	0.00	56,470.43	54,363.00	58,103.09	57,646.15

GRADE 18
L1213B & P1213B

POL SGT BD

Length of SVC	<2	>2	>3	>4	>6	>8	>10	>12	>14	>16	>18	>20	>22	>24	>26
# Current Emp / Salary Levels						2 57,813.91 58,933.88	5 59,279.25 59,343.05 59,654.25 60,382.64 62,325.47	10 55,610.97 58,349.39 59,360.38 59,360.64 59,445.09 59,445.35 59,481.25 59,569.01 59,633.75 59,998.79	5 54,104.98 54,718.32 54,842.55 55,610.97 55,785.45	2 57,663.08 57,837.20	3 55,603.03 55,603.03 55,611.52	4 57,589.82 57,589.86 59,111.23 59,181.23		1 56,652.64	6 59,868.85 59,868.85 61,640.22 71,628.95 72,237.60 76,613.51
Totals						$116,747.79	$900,984.67	$590,254.62	$275,062.27	$115,500.28	$166,817.58	$233,472.14	$0.00	$56,652.64	$401,857.98

Columbus Police Department Salaries - SWORN
10-15-2021 Payroll Amounts

(1)

Length of SVC

	<2	>2	>3	>4	>6	>8	>10	>12	>14	>16	>18	>20	>22	>24	>26
GRADE 18															
L1213M & P1213M	POL SGT MD														
# Current Emp						1	1	1	2			1	1		3
Salary Levels						60,306.81	60,656.59	60,817.53	57,001.16 / 60,688.28			59,132.44	59,040.81		62,886.48 / 71,628.95 / 74,897.69
Totals						60,306.81	60,656.59	60,817.53	117,689.44	0.00	0.00	59,132.44	59,040.81	0.00	209,413.11
GRADE 19															
P1211A	COMM SGT AD														
# Current Emp									1						
Salary Levels									60,791.54						
Totals									60,791.54						
GRADE 19															
P1211B	COMM SGT BD														
# Current Emp															2
Salary Levels															71,694.01 / 80,232.37
Totals															151,926.38
GRADE 20															
P1209B	POLICE LT BD														
# Current Emp								2				1		3	2
Salary Levels								$59,586.94 / $63,527.77				62,906.88		$62,865.21 / $62,968.75 / $65,430.97	$74,930.78 / $80,039.49
Totals								123,114.71				62,906.88		191,264.93	154,970.27
GRADE 20															
P1209M	POLICE LT MD														
# Current Emp										1		2	1	2	4
Salary Levels										64,236.22		63,775.55 / 64,491.86	64,236.34	61,826.50 / 65,450.98	66,718.37 / 67,832.24 / 70,598.05 / 75,028.89

Columbus Police Department Salaries - SWORN
10-15-2021 Payroll Amounts

①

Length of SVC	<2	>2	>3	>4	>6	>8	>10	>12	>14	>16	>18	>20	>22	>24	>26
Totals										64,236.22		138,267.42	64,236.34	127,277.48	280,177.55
GRADE 20															
P1206 CHIEF OF STAFF															
# Current Emp Salary Levels													1 64,705.82		
Totals													64,705.82		
GRADE 22															
P1207A POLICE CAPT AD															
# Current Emp Salary Levels															1 85,787.36
Totals															85,787.36
GRADE 22															
P1207B POLICE CAPT BD															
# Current Emp Salary Levels															2 69,031.55 82,066.57
Totals															151,098.12
GRADE 22															
P1207M POLICE CAPT MD															
# Current Emp Salary Levels														1 75,216.56	3 69,125.83 72,346.88 87,846.52
Totals														75,216.56	229,319.23
GRADE 23															
P1205M DEP CHIEF MD															
# Current Emp Salary Levels											1 80,472.14				4 85,892.65 86,223.62 89,793.74 96,166.56

Columbus Police Department Salaries - SWORN
10-15-2021 Payroll Amounts

①

Length of SVC	<2	>2	>3	>4	>6	>8	>10	>12	>14	>16	>18	>20	>22	>24	>26
Totals											80,472.14				358,076.56

GRADE 24

P1201M — DPCH POL MD

	<2	>2	>3	>4	>6	>8	>10	>12	>14	>16	>18	>20	>22	>24	>26
# Current Emp															2
Salary Levels															$90,786.65
															$91,967.32
Totals															$182,753.97

GRADE 27

P1200M — CHIEF OF POL

	<2	>2	>3	>4	>6	>8	>10	>12	>14	>16	>18	>20	>22	>24	>26
# Current Emp															1
Salary Levels															136,143.71
Totals															136,143.71

ANNUALTOTALS

BUREAU OF PATROL SERVICES			**COVID**	**2020** vs		**2021** vs
CALLS FOR SERVICE		**2019 Total**	**2020 Total**	**2019**	**2021 Total**	**2020**
911-Dispatched, Primary Unit		141,593	132,597	-6.35%	126,443	-4.64%
911-Dispatched, Assist Unit		82,525	76,756	-6.99%	67,336	-12.27%
Self Initiated		109,846	64,646	-41.15%	37,691	-41.70%
Special or Administrative Detail		53,253	50,916	-4.39%	37,153	-27.03%
Calls Total		387,217	324,915	- 16.09%	268,623	- 17.33%
ARRESTS						
State Felony		4,326	3,506	-18.96%	2,480	-29.26%
State Misdemeanor		19,264	13,862	-28.04%	7,979	-42.44%
City Ordinance		1,272	792	-37.74%	387	-51.14%
Arrests TOTAL		24,862	18,160	- 26.96%	10,846	- 40.28%
ASSIST ARRESTS		13,617	9,963	-26.83%	6,584	-33.92%
# of DUI ARRESTS		1,049	1,036	-1.24%	627	-39.48%
# of FAMILY VIOLENCE ARRESTS		1,035	1,102	6.47%	1,043	-5.35%
TRAFFIC CITATION ANALYSIS						
# TRAFFIC TOTAL	CITATIONS	59,306	40,356	-31.95%	23,717	-41.23%
	WARNINGS	12,108	9,650	-20.30%	5,832	-39.56%
# PARKING TOTAL	CITATIONS	1,177	862	-26.76%	841	-2.44%
	WARNINGS	367	183	-50.14%	223	21.86%
#SEAT BELT	CITATIONS	3,581	1,350	-62.30%	466	-65.48%
	WARNINGS	434	256	-41.01%	102	-60.16%
#CHILD RESTRAINT	CITATIONS	700	467	-33.29%	254	-45.61%
	WARNINGS	73	75	2.74%	24	-68.00%
#DISTRACTED DRIVING	CITATIONS				76	
	WARNINGS				19	
#TRAFFIC ACCIDENT	CITATIONS	5,846	5,474	-6.36%	5,200	-5.01%
	WARNINGS	467	589	26.12%	541	-8.15%
# SPEEDING CITATIONS	CITATIONS	8,558	6,589	-23.01%	3,262	-50.49%
	WARNINGS	1,436	1,270	-11.56%	614	-51.65%
# DUI CITATIONS	CITATIONS	978	797	-18.51%	553	-30.61%
MILES DRIVEN		2,598,137	2,675,082	2.96%	2,103,378	-21.37%
				-19.29%		-31.26%

Annual Totals

Bureau of Investigative Services	2019 Totals	COVID 2020 Totals	2020 over 2019	2021 Totals	2021 over 2020
Original Call Time	5,541.00	4,743.50	-14.4%	6,409.50	35.1%
Follow-up	32,997.65	30,295.00	-8.2%	25,953.00	-14.3%
Locating/Interviewing/Stmts of Witnesses/Suspects	24,197.75	21,823.50	-9.8%	17,055.50	-21.8%
Special Detail Time/Trips/Assisting Other Agencies	45,382.50	2,357.00	-94.8%	2,447.00	3.8%
Hours Worked	123,019.00	116,136.25	-5.6%	101,417.55	-12.7%
Overtime	3,310.00	3,328.65	0.6%	4,027.75	21.0%
Number of Days Worked	12,454.30	11,594.25	-6.9%	10,961.00	-5.5%
Number of Original Reports	1,465	1,610	9.9%	548	-66.0%
Number of Supplements	18,941	15,790	-16.6%	17,376	10.0%
Number of Arrests	4,514	3,920	-13.2%	2,039	-48.0%
Number of Assist Arrests	2,769	1,208	-56.4%	496	-58.9%
Number of Cases Assigned	3,814	3,797	-0.4%	3,121	-17.8%
Number of Cases Worked	9,892	7,910	-20.0%	8,106	2.5%
Number of Cases Cleared by Arrest	988	730	-26.1%	408	-44.1%
Number of Cases Exceptionally Cleared	289	311	7.6%	296	-4.8%
Number of Cases Not Prosecutable	858	874	1.9%	660	-24.5%
Number of Fugitives Arrested on Warrants	1,434	1,684	17.4%	519	-69.2%
Number of All Types of Warrants Issued	4,913	3,809	-22.5%	4,042	6.1%
Number of Miles Driven	524,936	688,497	31.2%	431,915	-37.3%
Amount of Property Recovered	3,564,546.99	2,580,755.00	-27.6%	1,877,106.91	-27.3%
			-12.7%		-18.7%

Auditee Response

BUREAU OF SUPPORT SERVICES

- Open Records
    - One additional full time personnel has been requested in the FY'23 budget to assist with Open Records Requests.
    - Findings & Recommendations
    - #6 – It was suggested that the Open Records area work closely with the Open Records area in the City Attorney's Office for support. Over the years, our Open Records section has worked closely with our City Attorney's Office for support.

- Property and Evidence
    - One additional sworn officer has been added to assist in the Property and Evidence section.
    - Findings & Recommendations
    - A process has been developed in order for guns to be disposed of properly.

BUREAU OF ADMINISTRATIVE SERVICES
- Payroll
    - Findings and Recommendations
    - The incorrect placement of salaries of the Five (5) or 11% of the items reviewed was not completed by staff of the police department's personnel unit.
    - The salary compression is attributed to multiple reasons that have occurred over several years. This matter is being reviewed through the pay study.

BUREAU OF PATROL SERVICES
- Patrol
    - Each shift has 6 Sergeants assigned in addition to the Officers and Corporals. The Sergeants are subject to respond to calls too.
    - It is not uncommon for an officer to be assigned to split a beat.
    - The 12/31/2021 "on the street" listing should include Sergeants. Also, officers from other units are utilized to support our patrol division.

BUREAU OF INVESTIGATIVE SERVICES
- Staffing Levels
    - The bureau was reorganized in 2021. Therefore, staffing of the bureau will not be the same as previous years.

OFFICE OF THE CHIEF OF POLICE
- Criminal Intelligence
    - Findings & Recommendations
    - All officers and detectives receive situational awareness documentation. Internal controls are in place to ensure processes run smoothly.