



Riverside Police Department Performance Assessment and Financial Expenditure Review

Office of the City Manager
Internal Audit Division



City Council
July 25, 2017

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BACKGROUND

1. On July 25, 2015 the City Council endorsed the City Manager's Performance Assessment and Financial Expenditure Review program for all departments.
2. The Riverside Police Department was included in the FY2016/17 review.



2

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BACKGROUND

3. On October 18, 2016 the City Council approved the scope of work for the Riverside Police Department review.
4. On November 1, 2016 a Request for Proposals was issued.
5. On February 7, 2017 the City Council approved a Professional Consultant Services Agreement with HillardHeintze to conduct the Police Department review.



3

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DISCUSSION

Summary report of the Riverside Police Department
presented by
Mr. Robert Davis, Senior Vice President



4

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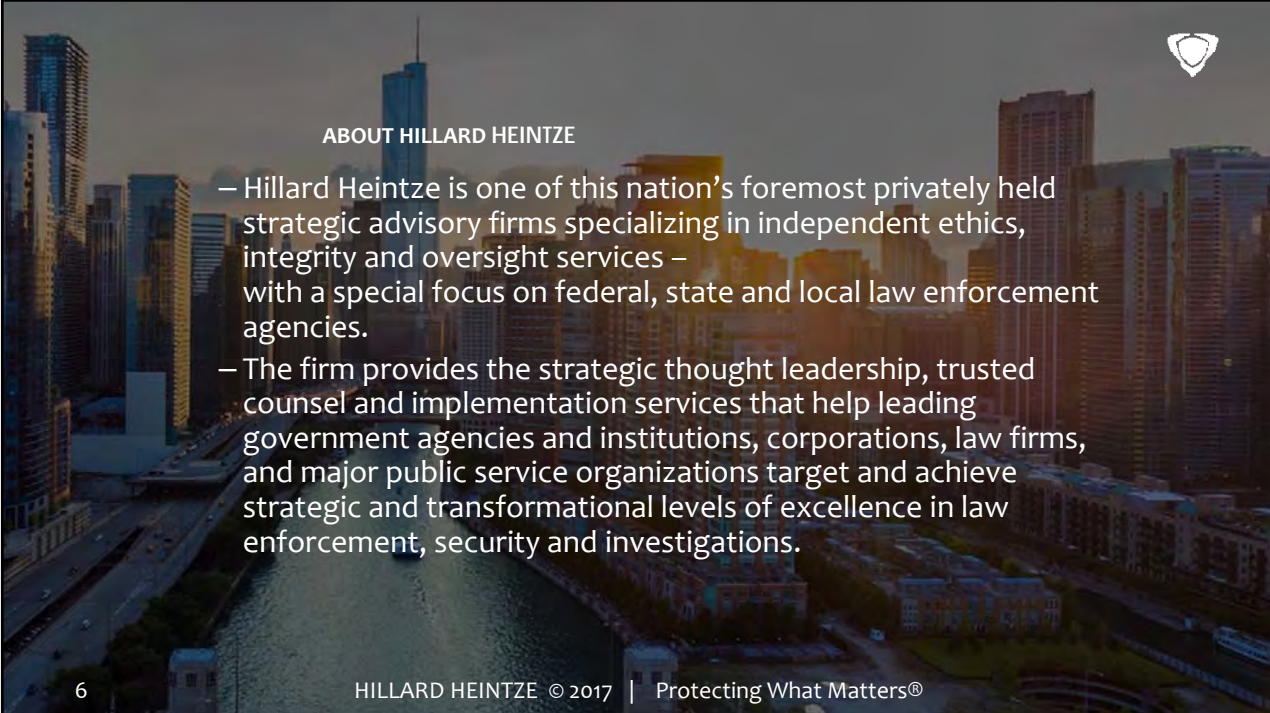


Riverside police department

- Independent Performance Assessment

July 11, 2017

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ABOUT HILLARD HEINTZE

- Hillard Heintze is one of this nation's foremost privately held strategic advisory firms specializing in independent ethics, integrity and oversight services – with a special focus on federal, state and local law enforcement agencies.
- The firm provides the strategic thought leadership, trusted counsel and implementation services that help leading government agencies and institutions, corporations, law firms, and major public service organizations target and achieve strategic and transformational levels of excellence in law enforcement, security and investigations.

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AGENDA

- Scope of the Assessment
- An Integrated Approach to the Assessment
- Key Findings
- Discussion



7

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scope of the assessment

- An Objective, Independent Perspective
 - Employee discipline and internal affairs
 - Criminal case review and case management
 - Use of data, including data-driven policing, crime statistics and crime analysis
 - Use of technology and communications systems
 - Staffing and deployment
 - Financial expenditures over the fiscal years ending June 30, 2014, 2015 and 2016



8

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An Integrated Approach to the Assessment

- Reviewed key RPD policies
- Interviewed key stakeholders and staff from throughout RPD, The City of Riverside and the Community Police Review Commission
- Reviewed randomly selected Internal Affairs cases for the years 2014-16
- Reviewed randomly selected criminal case investigations for the years 2014-2017
- Attended a session of the Management Accountability Program (MAP) meeting
- Conducted a staffing analysis using Computer Aided Dispatch data and insights from interviews
- Audited non-personal financial transactions for fiscal years ending June 30 of 2014-16

9

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Key findings

- Employee Discipline and Internal Affairs

KF #1: The staff of the RPD's Internal Affairs (IA) Unit successfully carries out its mission through operational procedures that reflect a high degree of effectiveness and professionalism.

8 Recommendations

10

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Key findings

- Criminal Case Review and Case Management

KF #2: Criminal investigation case management is significantly impacted by the shortcomings of the current records management system (RMS) – long delays in receiving and assigning cases and difficulty in tracking cases. while investigators conduct their work.

KF #3: Centralized Investigations Bureau (CIB), Special Investigations Bureau (SIB) and Neighborhood Policing Centers (NPC) do a good job of managing caseloads despite RMS challenges.

8 Recommendations

11

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Key findings

- Criminal Case Review and Case Management

KF #4: All RPD Records Bureau reports are paper-based. Need for automated in-field report writing system. Despite this, RPD staff do a remarkable job of entering data as quickly and effectively as possible.

KF #6: The new RMS will vastly improve criminal case review and management processes. RMS Implementation Team needs the necessary tools, resources and staff to plan, design, create, test and train end users.

12

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Key findings

• Use of Data

KF #5: Although RPD is operating currently without an automated RMS, the Records Bureau data entry staff and the Police Records System Analyst have been able to maintain the mandated UCR data collection and reporting process so the RPD reports accurate monthly information for Part 1 crimes to the California DOJ and the FBI.

KF #9: While the Crime Analysis Unit (CAU) has been serving the department well with the tools and resources it has, the lack of an automated RMS and a formal CAU strategic plan undermines the unit's ability to transition from a reactive information-sharing entity to a proactive one.

14 Recommendations

13

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Key findings

• Technology

KF #7: The RPD does not have a formal, written IT-specific strategic plan to guide it as it embarks on designing and implementing critical technology tools to support its operations.

KF #8: The organization is at the onset of establishing enterprise architecture with the Motorola Premier One platform. Solid portfolio mapping and application mapping of current systems to the standardized platform must be completed.

9 Recommendations

14

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Key findings

• Staffing and Deployment

KF #10: Officers have limited time for self-initiated law enforcement and community engagement activities due to recent budget-driven RPD staffing cuts.

KF #11: Recent budget-driven staffing reductions have also impacted the work of the non-sworn ranks within RPD, particularly the Communications and the Records Bureaus.

8 Recommendations

15

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Key findings

• Financial Audit

KF #12: The audit of RPD's non-personnel financial expenditures, which included analysis of sampled accounts payable transactions, journal entries, purchasing card (P-Card) transactions, and travel and expense reimbursements, identified a variety of deficiencies.

36 Recommendations

16

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DISCUSSION

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RECOMMENDATIONS

That City Council:

1. Receive the findings and recommendations of Hillard Heintze Performance Assessment and Financial Expenditure Review of the Riverside Police Department.
2. Receive and file the Action Plan prepared by the Police Department staff.
3. Direct the Police Department staff to return in one year with an Action Plan update.



18

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