



**Internal Audit Overview**  
*"Vigilance Through Knowing"*

**CSTAR POST AUDIT**  
**10-01**  
May 11, 2011

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CHIEFS OFFICE

KCPD  
Internal Audit  
Unit

### Objectives

1. Determine what recommendations were implemented and their impact on the CSTAR process.
2. Determine if operational or business plans were incorporated and linked to CSTAR goals and objectives.
3. Determine if the use of goals and objectives match the outcomes in the CSTAR process.

### Methodology and Scope

1. Interviews with department personnel as needed.
2. Comprehensive review of the Performance Goals & Priorities CSTAR Task Force recommendations.
3. Review of statistical information inherent to CSTAR to include, but not limited to internal reports regarding personnel issues, manpower usage, crime reporting, car unavailability, and calls for service.

### Risk Management Factors/Findings

1. The CSTAR process has been expanded department wide.
2. The CSTAR process has some operational or business plans that do not link processes and activities to the accomplishment of expected outcomes/goals.
3. Community partnerships to problem solve in efforts to reduce crime are still lacking in some department elements.
4. The CSTAR process is still lacking the follow up/ assessment tools that provide for a proper evaluation of the strategies deployed as a result of the division operational plans.
5. Department Memorandum 05-28, entitled, CSTAR (Comprehensive Strategic Team Accountability Review)" has department goals derived from the old Strategic Plan which is no longer valid.

### Recommendations

1. Expand the performance measurement side of the CSTAR process by linking operational or business plans to activities that correlate to the accomplishment of expected outcomes/goals.
2. Increase partnerships with the community in order to involve them in the CSTAR process to assist in problem solving. Getting the citizens involved in the selection process for the CSTAR areas.
3. Develop follow up/ assessment tools that provide a proper evaluation of the strategies deployed as a result of the division operational plans.
4. Revise or Rescind Department Memorandum 05-28, entitled, CSTAR (Comprehensive Strategic Team Accountability Review)".

For further information please contact: **Officer Phillip Johnson, 889-1462, [phil.johnson@kcpd.org](mailto:phil.johnson@kcpd.org)**

**Endorsement Page**

**Re: CSTAR Post Audit, 10-01**

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Unit/Section Supervisor

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Unit Commander

Major Pruetting: At this point it is likely that this CSTAR post audit has little to no relevancy since the Chief is considering major changes in the function. However, he still may be interested in the findings. I suppose you might inquire as to his desire to review the audit. In any event I recommend the audit be closed out.

*H. Gee* 12/6/11

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Division Commander

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Bureau Commander

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Chief of Police

# CSTAR Post Audit

May 2011

Internal Audit Unit

Kansas City, Missouri Police Department

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## **INTRODUCTION**

On May 5, 2010 the reporting officer was assigned the Post Audit of CSTAR to determine what changes had been made since the CSTAR Audit was completed in December 2006. This audit was later put on hold for higher priority audits, and was reinitiated in January 2011.

### **Background**

On March 30, 2005, Chief James D. Corwin implemented the Comprehensive Strategic Team Accountability Review (CSTAR) Program to provide an operational framework for the management of crime, risk management, and personnel issues. The program was designed to reduce crime and provide timely and accurate information along with effective analysis, rapid response and constant follow-up. The CSTAR Audit (Exhibit 1) was completed and submitted to Chief Corwin in 2006.

The Berkshire Report was officially presented to the Board of Police Commissioners on September 12, 2006. After the release of the Berkshire Report, Chief Corwin announced the formation of eight (8) individual Task Forces to begin the implementation process for the KCPD Efficiency Study – A Blue Print for the Future (formerly known as the Berkshire Report). One of these taskforces entitled, Performance Goals and Priorities/CSTAR Taskforce, was created for the primary purpose to enhance and promote the CSTAR initiative.

The CSTAR Audit did not follow the current audit disposition process upon submission to the Chief. The CSTAR Audit was relegated to the newly formed Performance Goals & Priorities CSTAR Task Force for follow up.

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## **OBJECTIVES**

The objectives for this audit are to determine the following:

1. Determine what recommendations were implemented and their impact on the CSTAR process.
2. Determine if operational or business plans were incorporated and linked to CSTAR goals and objectives.
3. Determine if the use of goals and objectives match the outcomes in the CSTAR process.

## **SCOPE and METHODOLOGY**

The audit procedures included the following:

1. Interviews with department personnel as needed.
2. Comprehensive review of the Performance Goals & Priorities CSTAR Task Force recommendations.
3. Review of statistical information inherent to CSTAR to include, but not limited to internal reports regarding personnel issues, manpower usage, crime reporting, and calls for service.

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## **DISCUSSION**

In October 2008 the Performance Goals & Priorities CSTAR Task Force submitted their findings and final recommendations (Exhibit 2) to Chief Corwin. Their findings and recommendations closely followed the recommendations presented in the Berkshire Report. Some of the task force findings were adopted on January 30, 2009. The CSTAR process has undergone significant changes since that time. There has been a department wide expansion of the CSTAR process beyond patrol elements. Another significant change was implemented which require department elements to develop operational plans that support their CSTAR activities. Although the CSTAR process was expanded, for the purpose of this Post Audit the emphasis will be on the units/elements that were initially involved in the CSTAR process and were subject to the original Audit.

In 2007 the department developed a new Strategic Plan during the Blueprint for the Future process. The new Strategic Plan was implemented on September 25, 2007. On January 5, 2010 Procedural Instruction 09-13, entitled, "Operational Plans – Performance Measurement System" (Exhibit 5) was adopted, which established guidelines and procedures for the completion of operational plans in support of the new Strategic Plan and the CSTAR process.

The CSTAR program now emphasizes goals of the Department's new Strategic Plan:

- Improve overall quality of police services.
- Increase visibility.
- Employ a dedicated, engaged workforce.
- Maintain mutually effective and respectful relationships.
- Through prevention and suppression of crime, make Kansas City,

Missouri a safe place to live, work, and play.

The authors of the Berkshire Report also identified four additional steps the department needed to enact to build on the progress of the CSTAR process in order to strengthen accountability throughout the department and they are listed below:

1. *Clear articulate performance expectations for both individuals and units and establish systems for monitoring performance on an ongoing basis.*

The department has taken steps to accomplish this by requiring Divisions to develop operational plans in support of their respective Bureau's goals/objectives.

2. *Modify human resources systems and processes in ways that strengthen accountability.*

The department took steps to accomplish this by:

- a) Revising forms for reporting CSTAR performance for patrol divisions.
- b) Developing forms for reporting CSTAR performance for non-patrol elements.
- c) Modifying CSTAR items being tracked for patrol elements based on performance goals established for individual bureaus, divisions, and units.
- d) Developing processes for gathering CSTAR information.
- e) Developing an expanded schedule for CSTAR meetings.
- f) Identifying CSTAR items to track for non-patrol units based on performance goals for each unit.

3. *Broaden the CSTAR process to include all bureaus and divisions and use the process to hold managers accountable for the performance of their units.*

- a) The department took steps to accomplish this by expanding the CSTAR process to all Bureaus and their subordinate units as recommended by the CSTAR Task Force.
- b) In accordance with operational plans incorporate performance measurement principles in the selection and evaluation of unit goals.

4. *Establish a culture in which high expectations are held for all staff and all employees.*

- a) The department accomplishes this by conducting weekly scheduled CSTAR meetings with all divisional elements within the department.
- b) The department accomplishes this by engaging department members in collaborative problem solving efforts in order to meet the goals and objectives outlined in the operational plans of their respective elements.

The department continues to deploy a wide spectrum of police patrol tactics as an approach to reduce crime by patrol division for CSTAR six-week reporting periods. The types of crimes targeted consist of:

- a) Crimes Against Persons: Homicide, Aggravated Assault, Non-Aggravated Assault, Intimidation, Sex Offenses – Forcible, and Sex Offenses – Non-forcible.
- b) Crimes Against Property: Robbery, Arson, Burglary, Stealing, Stolen Auto, and Property Damage.
- c) Crimes Against Society: Narcotics, Prostitution, and Weapon Law Violations.

Since the CSTAR Taskforce submitted its findings and recommendations, the department is now emphasizing problem solving tactics to address the incidence of crime and fear. When the CSTAR process was developed a comprehensive list of activities was developed to address quality of life issues for citizens. Those activities have since been modified and are now identified as:

- a) Quality of Life Issues Activity; Noise Disturbances, Outside Disturbances, Suspicious Party/ Suspicious Party Selling Drugs etc., Illegally Parked Cars; Abandoned Cars; Car Prowlers, Total Alarm Calls, and Total False Alarm Calls. .
- b) Police Services Enforcement Activities; 911 Calls for Service, Administrative Calls for Service, Response Times for Priority One/Two Calls, 10-23 Compliance Rate, Car Checks, Pedestrian Checks, Residence Checks, Traffic Violations, FIF's, Self-Initiated FIF's, State Arrests, and City Arrests.
- c) Problem Solving; Accident/Call Top Five Accident Locations and Top Five Call for Service for Service Locations.
- d) Developing Partnerships; Community Meetings, Neighborhood Watch programs,

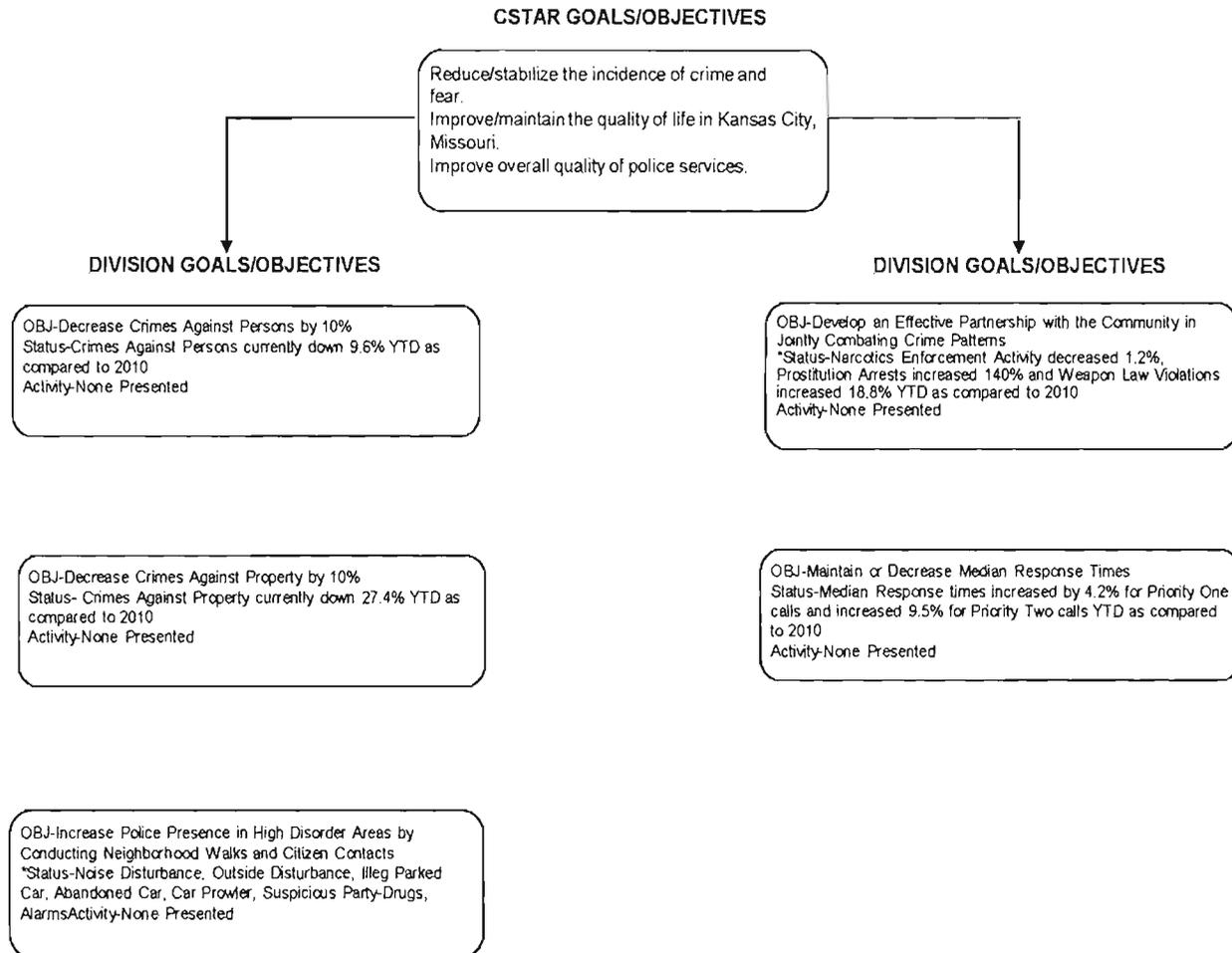
The above list is broad and encompasses many activities; some based on traditional police tactics and others emphasizing community policing. As stated earlier, the biggest change to the CSTAR process is the use of specific operational plans that link these processes and activities (which is applicable to every stated goal) to the accomplishment of expected outcome/goals, which is ultimately the improvement of the quality of life for the citizens the department serves. The aforementioned objectives and activities fully support the stated mission of the Kansas City, Missouri Police Department, to protect life and property, preserve the public peace, prevent crime, and reduce fear and disorder in partnership with the community.

### **Measuring Outcomes or Performance Goals**

The concept for the new CSTAR process as envisioned by the CSTAR Task force has the divisions developing operational plans that outline the steps to be taken to meet the primary mission of CSTAR. Elements within the division are responsible for developing goals and objectives that establish their activities in support of the goals of the division. The most recent CSTAR reports for the Patrol Bureau are presented in diagrams on the following pages illustrating the changes.

Diagram 1

CENTRAL PATROL DIVISION CSTAR REPORT FEBRUARY 6, TO MARCH 26, 2011



Analysis

Central Patrol Division presented five (5) divisional goals for this CSTAR period.

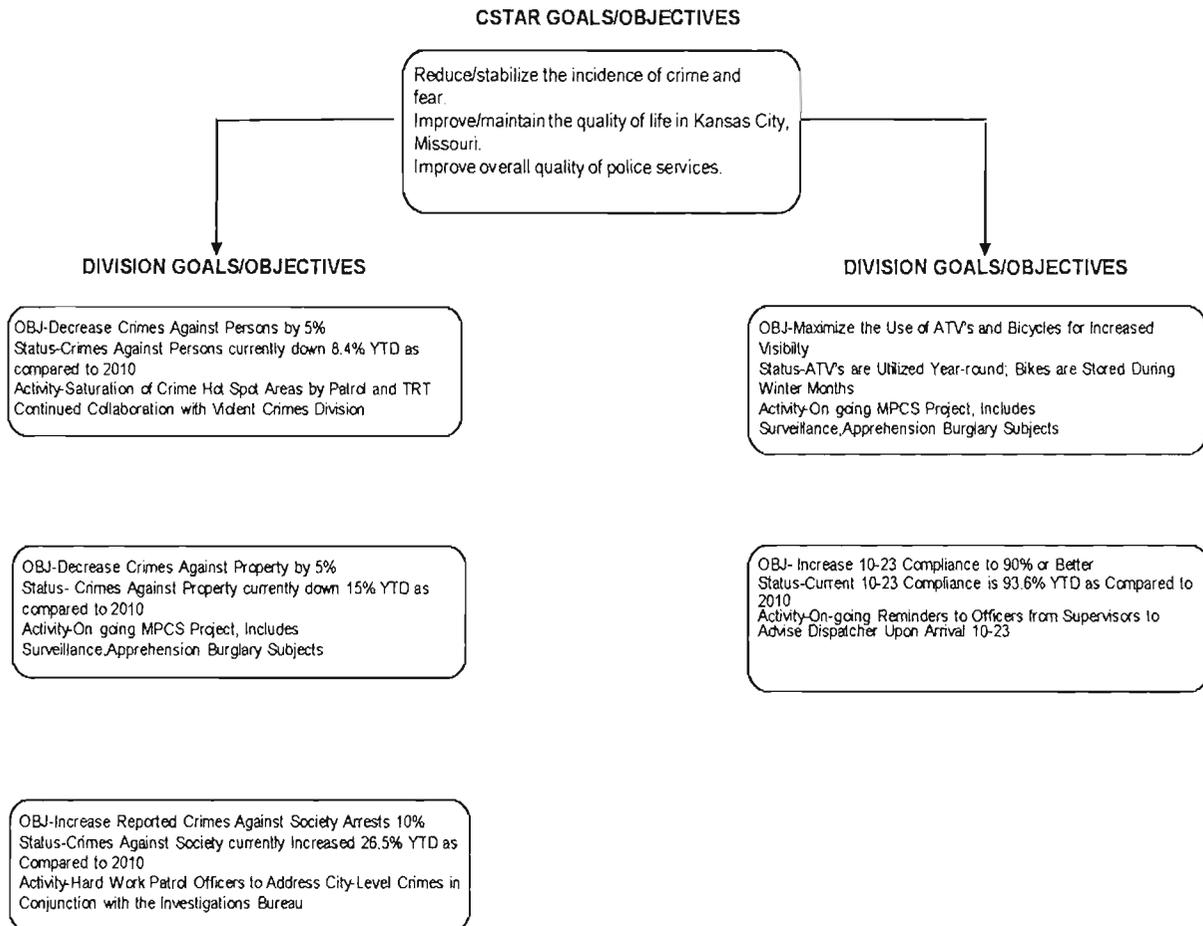
- Two goals were stated as ten percent reduction in crimes against persons and property. As shown above the CPD narrowly missed meeting the 10% reduction in crimes against persons, and the 27.4% reduction in reported property crimes far exceeded their goal.
- The goal to “increase police presence in high disorder areas by conducting neighborhood walks citizen contacts” is linked to Quality of Life Issues. However there appears to be no visible correlation between the stated goal and the stated statistical information (e.g., noise disturbance, outside disturbance, illegally

parked cars etc.) No activities are presented that also link the goal to the outcomes that can be measured i.e., what level and or how was police presence increased and what was the desired outcome?

- The goal to “develop an effective partnership with the community in jointly combating crime patterns” there appears to be no visible correlation between the stated goal and the stated statistical information (e.g., narcotics, prostitution, weapon law violations). No activities are presented that also link the goal to the outcomes that can be measured i.e., what police/community partnerships were used to impact these crimes against society. Note: during the previous CSTAR period (December 19, 2010 to February 5, 2011) the CPD presentation (which the reporting officer attended) recognized some community groups they had partnered with to combat crime problems.
- The stated goal to “maintain or decrease median response times” in support of the CSTAR goal to “improve the overall quality of police services”. However, there also appears to be no visible correlation between the stated goal and all of the stated statistical information provided in the report. No activities are presented that also link the goal to the outcomes that can be measured.

Diagram 2

METRO PATROL DIVISION CSTAR REPORT FEBRUARY 13, TO APRIL 2, 2011



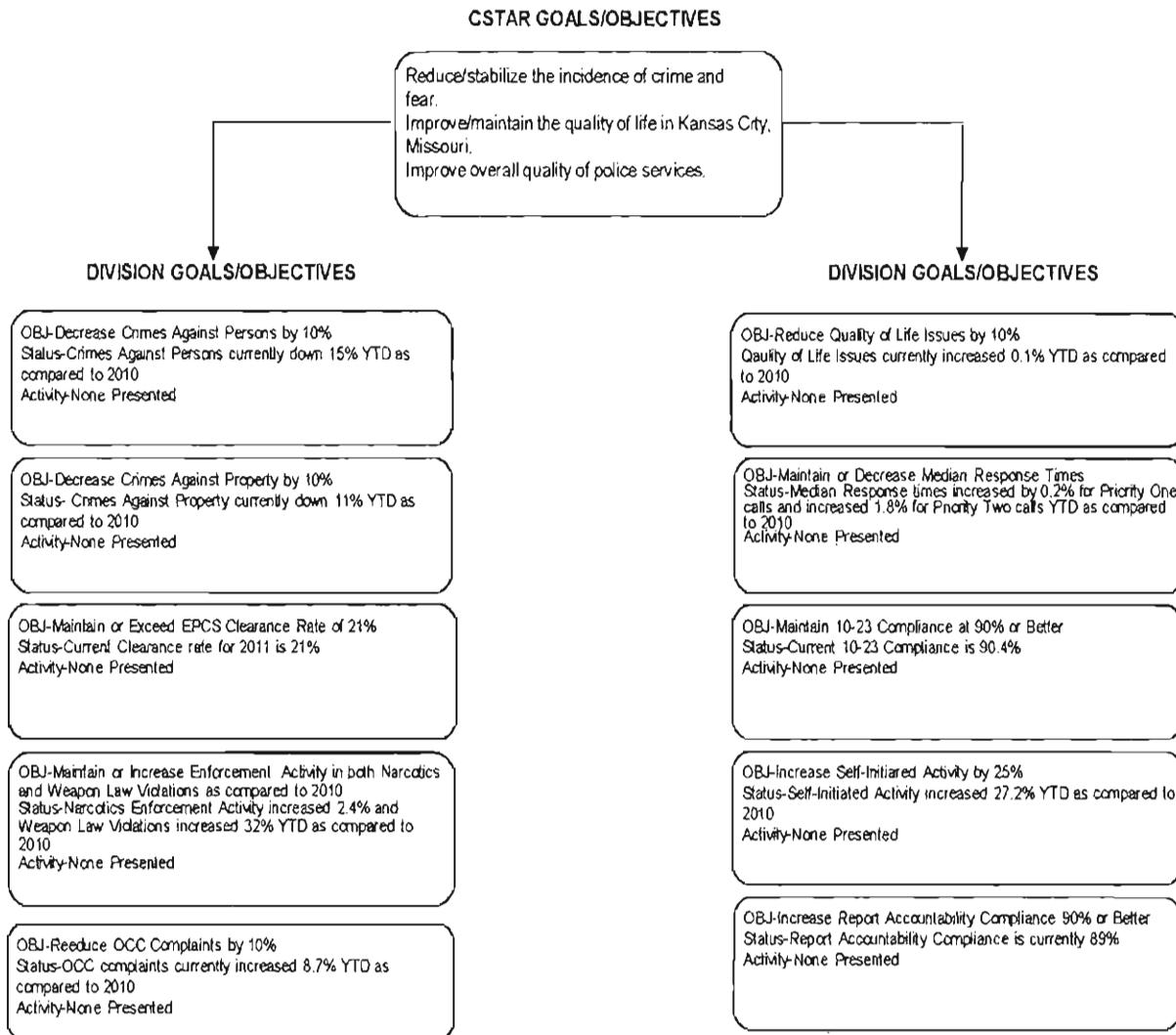
Analysis

Metro Patrol Division presented five (5) divisional goals for this CSTAR period.

- Division goals are linked to some activities that can be evaluated and measured.
- The total number of division goals (5) represents an acceptable level that can be successfully managed by division personnel.

Diagram 3

EAST PATROL DIVISION CSTAR REPORT FEBRUARY 20, TO APRIL 9, 2011



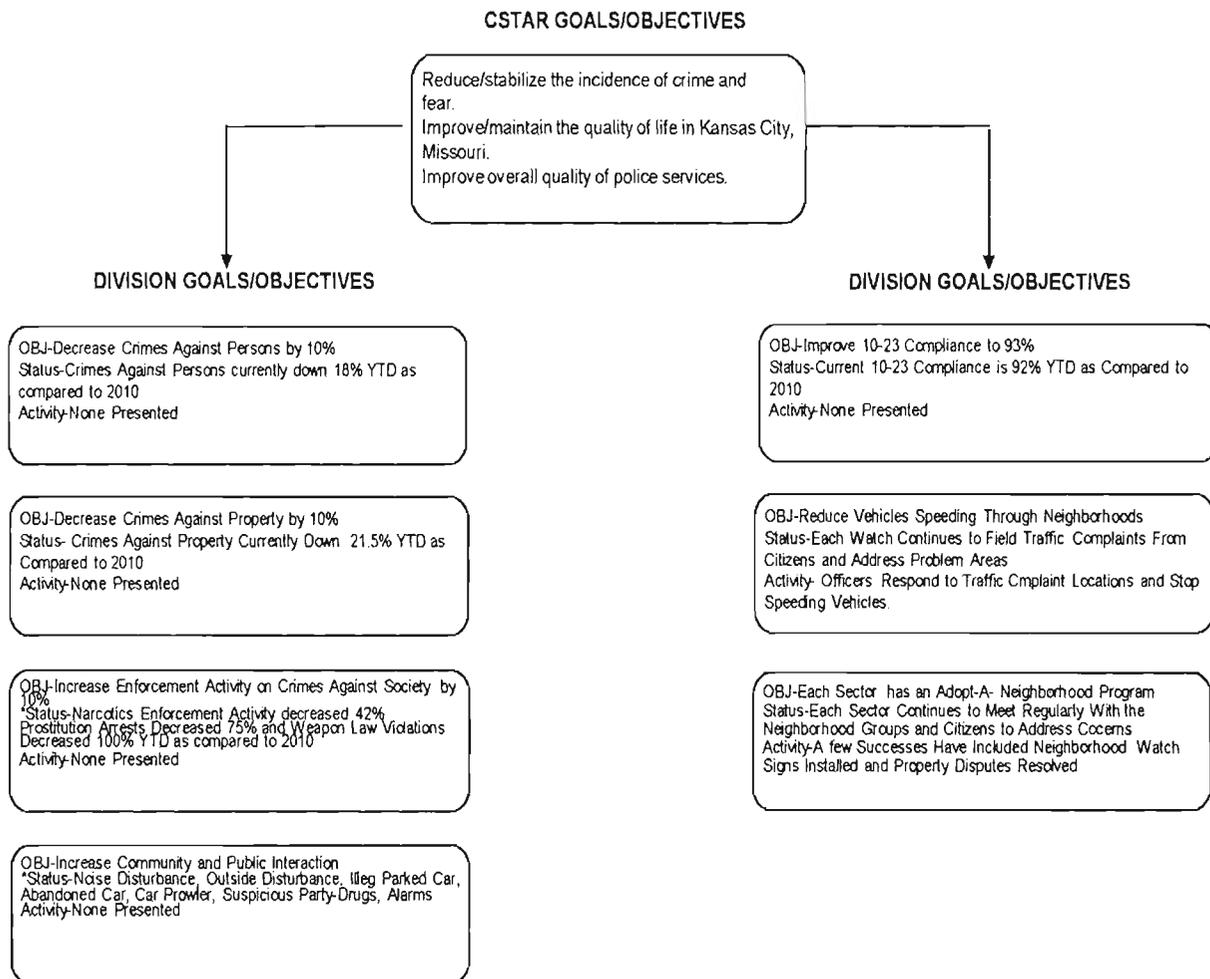
Analysis

East Patrol Division presented ten (10) divisional goals for this CSTAR period.

- The total number of division goals (10) represents an unusually large level that division personnel may not be able to successfully manage.
- Division goals as presented are not linked to activities that can be properly evaluated and measured.

Diagram 4

NORTH PATROL DIVISION CSTAR REPORT FEBRUARY 27, TO APRIL 16, 2011



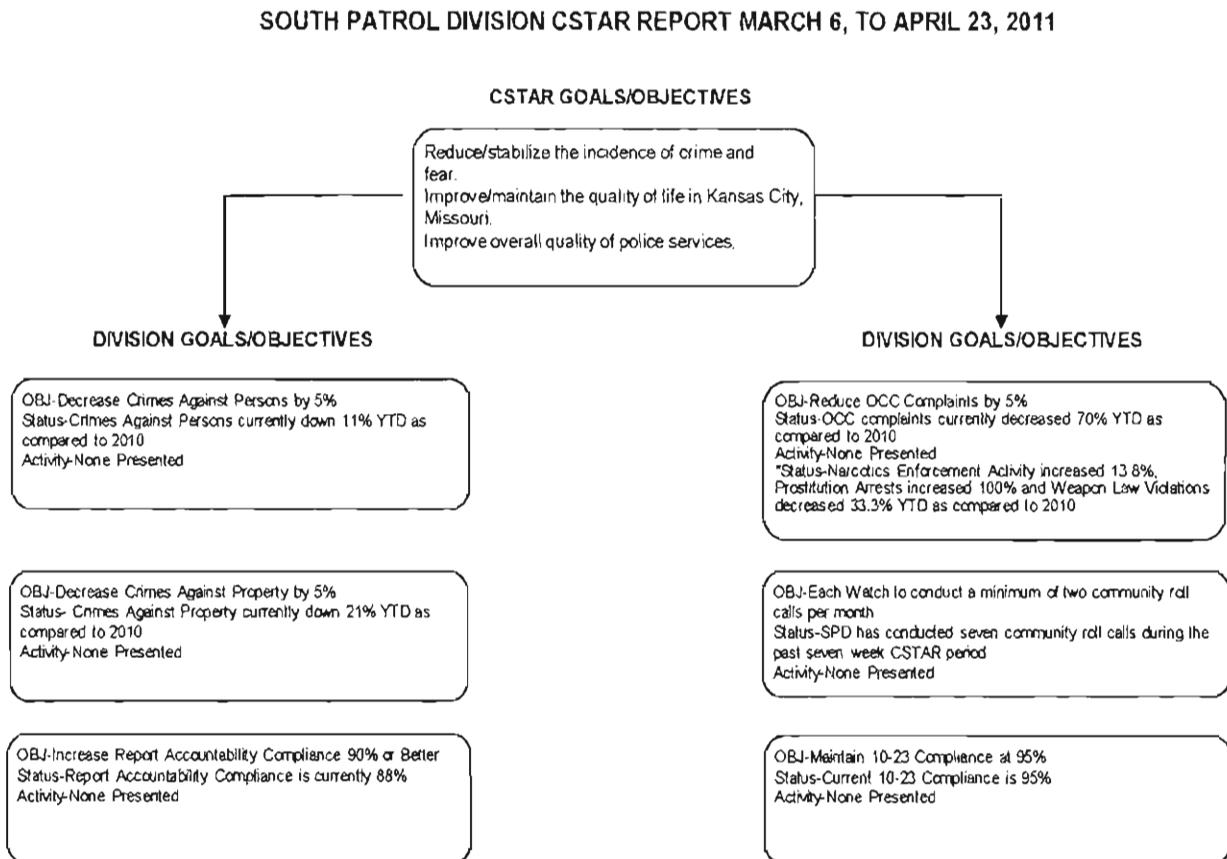
Analysis

North Patrol Division presented seven (7) divisional goals for this CSTAR period.

- Some division goals are not linked to outcomes or activities, e.g., goal to “Increase Community and Public Interaction”. There appears to be no visible correlation between the stated goal and all of the stated statistical information provided in the report.
- Some division goals are linked to activities that can be measured and evaluated e.g., goal to “Reduce Speeding Vehicles”, is linked to activity “officers respond to traffic complaint locations and stop speeding vehicles.”

- The number of Division goals (7) may be too great for an adequate performance measurement analysis.

Diagram 5



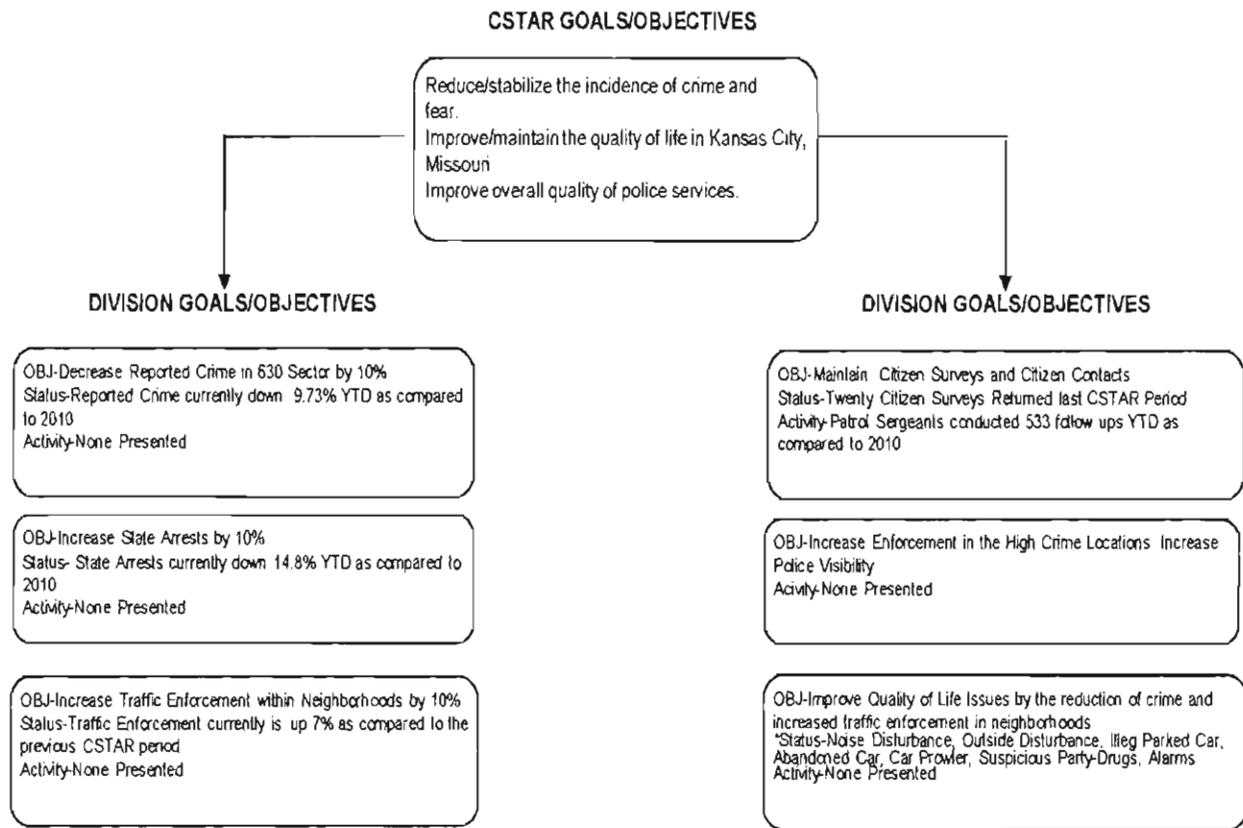
Analysis

South Patrol Division presented six (6) divisional goals for this CSTAR period.

- Some division goals are not linked to outcomes or activities, e.g., goal to “Decrease OCC Complaints by 5%”. There appears to be no visible correlation between the stated goal and all of the stated statistical information provided in the report.

Diagram 6

### SHOAL CREEK PATROL DIVISION CSTAR REPORT MARCH 13, TO APRIL 30, 2011



### Analysis

Shoal Creek Patrol Division presented six (6) divisional goals for this CSTAR period.

- Some division goals are not linked to outcomes or activities, e.g., goal to “Improve Quality of Life Issues by Reducing Crime and Increased Traffic Enforcement”. There appears to be no visible correlation between the stated goal and all of the stated statistical information provided in the report.
- Some division goals are linked to activities that can be measured and evaluated e.g., goal to “Maintain Citizen Surveys and Citizen Contacts”, is linked to activity “Patrol Sergeants Conducted 533 follow ups YTD compared to 2010.”

The CSTAR process, since its inception, has made a positive impact resulting in organizational changes to this department as the process continues to evolve. However, without the benefit of realistic standardized outcomes, which are linked directly to specific goals, it is difficult to assess or obtain any measurable results that would ultimately indicate what progress was achieved.

The findings of the initial CSTAR Audit, indicated the four (4) CSTAR goals (crime reduction, citizen quality of life improvement, reduction of operational costs/risks, and increasing employee job satisfaction/effectiveness) did not appear to be linked to any activities performed by the patrol divisions during the early implementation of CSTAR. It should be noted that these four CSTAR goals were derived from the old Strategic Plan and presented in Department Memorandum No. 05-28, entitled, "CSTAR Comprehensive Strategic Team Accountability Review" (Exhibit 7) which is still in effect. The present CSTAR goals are derived from the new Strategic Plan. After the CSTAR Audit was submitted along with the creation of the CSTAR Task Force, the CSTAR process began to evolve due to the application of performance measurement principles, beginning with the use of specific operational plans. These operational plans were put in place to link the processes and/or activities to the accomplishment of expected outcomes/goals. As discussed earlier most of the divisional elements are now tasked with creating an operational plan that outline their core functions, goals, objectives and tasks, and their courses of action in support of the CSTAR process. The CSTAR process has become more standardized and streamlined since the department implemented some performance measurement principles. See Exhibit #4 for revised CSTAR power point templates that make up the new patrol and administrative CSTAR Reports.

### **Accountability**

The CSTAR process has now started to provide a level of accountability for department members in relation to a majority of the CSTAR goals that were envisioned when CSTAR began approximately three and a half years ago. Through the use of standardized templates that make up the CSTAR report, elements are able to easily compile and report their statistical data electronically in a power point format. With all of the advancements made in the CSTAR process the follow up and assessment practices still need to be improved upon. Currently follow up and assessment is addressed by follow up questions being asked at the beginning of each CSTAR meeting and/or use of the S.A.R.A. problem solving template. There are still no verifiable performance measures as stated in the findings in the CSTAR Audit that support the perception that the CSTAR based activities deployed actually reduce the level of crime, therefore it can be stated that accountability has not been effectively placed on department members as a result.

### **Community Involvement**

On August 29, 2008 the Community Involvement Task Force (CITF) was officially created by Chief Corwin with the release of Chief's Memorandum No. 08-2, entitled,

“Community Involvement Task Force” (Exhibit 6). The policy statement of the CITF Memorandum reads as follows: “The CITF is established to enhance and strengthen community partnerships with the KCPD, utilizing a combined leadership approach. The CITF involves the community in the innovation and development of department policies and procedures, projects and programs; and establishes a joint effort in developing community input and feedback to provide effective police services to the citizens of Kansas City, Missouri in a transparent manner.”

Another finding of the CSTAR Audit was the CSTAR process failed to engage the community on a large scale. Community partnerships were not being cultivated in support of CSTAR outside of department members attending community meetings. To date there has been improvement among department elements engaging the community and developing partnerships at varying levels of interactions. Elements such as the Central Patrol Division have created and maintain multiple active Police – Community Partnerships some of which have been presented at scheduled CSTAR meetings. Other elements have developed partnerships with the community on a smaller scale and there are elements that have engaged the community very little in the CSTAR process.

### **CSTAR Post Audit Questionnaire**

The reporting officer developed the CSTAR Post Audit Questionnaire (Exhibit 3) based on the recommendations presented in the CSTAR Audit. The questionnaire was sent to all patrol divisions since the CSTAR process was limited to patrol elements at that time. The purpose of the questionnaire was to determine what changes or actions if any had been undertaken to follow the original audit recommendations. The questions are listed below with the responses to each question grouped by similarity and frequency.

#### Question #1

What are you using for the CSTAR data collection process either the “REPORTS” or the \CRNb transaction or a combination of both?

#### Answer:

5 out of 6 patrol divisions used “REPORTS”, 1 division used a combination of both.

#### Question #2

How do you select CSTAR areas?

#### Answer:

NPD – Commander makes decision with input from staff.

MPD – Commander makes decision with input from staff.

SCPD – Commander makes decision with input from staff.

CPD – Commander makes decision with input from staff.

SPD – Target areas are selected by committee based on problem solving methods.

EPD – Watch Commanders select CSTAR areas.

SOD – Commander makes decision with input from staff.

### Question #3

Do you currently or have had in the past year meetings i.e., monthly, bi-monthly quarterly etc., for the CSTAR Office and all division CSTAR coordinators to promote information sharing? This does not include weekly CSTAR meetings by department elements.

#### Answer:

5 out of 6 patrol divisions reported having quarterly meetings, with the exception being SOD.

### Question #4

Has any one developed and/or adopted a CSTAR manual, as the official source document for the CSTAR process?

#### Answer:

4 out of 6 patrol divisions reported there was manual called "Guide to Completing the Division CSTAR Report" with the exception being NPD and SOD. The manual was unofficially developed by the CSTAR Office several years ago and has not been updated with the current changes to the CSTAR process.

### Question #5

Have you developed partnerships with the community in order to involve them in the CSTAR process to assist in problem solving?

#### Answer:

5 out of 6 patrol divisions reported having/attending community meetings to engage the public in partnerships with the exception being SCPD which relies on information being passed indirectly through the division's Community Interaction Officer.

Question #6

Are the citizens involved, or do they provide input in the selection process for the CSTAR areas?

Answer:

NPD – Citizens are both directly and indirectly involved in CSTAR initiatives.

MPD – Citizens are indirectly involved in the process.

SCPD – Citizens are not involved in the process.

CPD – Citizens are indirectly involved in the process.

SPD – Citizens are both directly and indirectly involved in the process.

EPD – Citizens are not involved in the process.

SOD – Citizens are involved in the process.

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**CONCLUSION**

As stated earlier the CSTAR process has changed extensively with the formation of the Performance Goals and Priorities/CSTAR TaskForce, which was created for the primary purpose to enhance and promote the CSTAR initiative. This post audit evaluation provides a historical perspective on the data collection process, the activities associated with CSTAR goals, and the use of divisional operational plans.

The performance measurement principles that have been implemented so far have allowed units to link some of their processes and activities to the accomplishment of expected outcomes/goals. The CSTAR Taskforce acknowledged that with all of the improvements to the CSTAR process they were still lacking the follow up/ assessment tools that provide a proper evaluation of the strategies deployed as a result of the division operational plans.

Community/police partnerships are not at the level equal to the status of partnerships as being an outcome of the new Strategic Plan. This appears to be evident by the CSTAR Reports and the questionnaire presented in this Post Audit.

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## **FINDINGS**

This Post Audit of CSTAR has revealed the following;

1. The CSTAR process has been expanded department wide.
2. The CSTAR process has some operational or business plans that do not link processes and activities to the accomplishment of expected outcomes/goals.
3. Community partnerships to problem solve in efforts to reduce crime are still lacking in some department elements.
4. The CSTAR process is still lacking the follow up/ assessment tools that provide for a proper evaluation of the strategies deployed as a result of the division operational plans.
5. Department Memorandum 05-28, entitled, "CSTAR (Comprehensive Strategic Team Accountability Review)" has department goals derived from the old Strategic Plan which is no longer valid.

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## **RECOMMENDATIONS**

Measuring outcomes or performance goals and the level of community involvement should be the next step to focus on with the CSTAR process particularly if the department expects to build on the progress of the CSTAR process and strengthen accountability throughout the department.

1. Expand the performance measurement side of the CSTAR process by linking operational or business plans to activities that correlate to the accomplishment of expected outcomes/goals.
2. Increase partnerships with the community in order to involve them in the CSTAR process to assist in problem solving. Getting the citizens involved in the selection process for the CSTAR areas.
3. Develop follow up/ assessment tools that provide a proper evaluation of the strategies deployed as a result of the division operational plans.
4. Revise or Rescind Department Memorandum 05-28, entitled, "CSTAR (Comprehensive Strategic Team Accountability Review)".

This Post Audit has been prepared and submitted for your review and approval.

  
Officer Phillip Johnson  
Internal Audit Unit

## **EXHIBIT 1**

CSTAR Audit 06-05



## Internal Audit Overview

*"Vigilance Through Knowing"*

**KCPD**  
**Internal Audit**  
**Unit**

### CSTAR AUDIT

December 5, 2006

#### Objectives

- If there is a linkage between the CSTAR processes and the stated outcomes (measure of effectiveness).
- The level of community involvement and participation in the CSTAR Program.
- If a link has been established between the Strategic Plan and the Comprehensive Strategic Team Accountability Review (CSTAR) processes to determine if the mission, four goals, and objectives set forth by the Chief of Police have been fulfilled

#### Methodology and Scope

- Interviews with Patrol Bureau personnel and other department personnel as needed.
- Comprehensive review of the CSTAR Program
- Review of statistical information inherent to CSTAR to include, but not limited to internal reports regarding personnel issues, manpower usage, crime reporting, car unavailability and calls for service
- Review of the Berkshire Report

#### Risk Management Factors/Findings

- The CSTAR statistical data collection process is not standardized.
- The CSTAR process lacks operational or business plans that link the processes and activities to the accomplishment of expected outcomes/goals.
- The community is not engaged in partnerships to problem solve in efforts to reduce crime.
- There are no standardized parameters for the Division CSTAR Areas selection process.
- There are no regularly scheduled meetings i.e., monthly, bi-monthly quarterly etc., established for the CSTAR Office and all division CSTAR coordinators.
- Traditional law enforcement methods continue to be used to address problems.
- The CSTAR manual entitled, "GUIDE to COMPLETING The DIVISION CSTAR REPORT", is not an official document that has been approved by the Chief and Executive Committee.
- Although the CSTAR manual is currently being updated by the CSTAR Office there are no directives or department policies requiring the CSTAR Office to be accountable for the manual, or making the manual the authoritative CSTAR guide.

#### Recommendations

- Standardize the CSTAR data collection process by using either the "REPORTS" or the ICRNb transaction and compile use of force numbers at the division stations instead of obtaining numbers from the Internal Affairs Unit.
- Explore creating operational or business plans that will link the processes and activities to the accomplishment of expected outcomes/goals.
- Develop partnerships with the community in order to involve them in the CSTAR process to assist in problem solving. Getting the citizens involved in the selection process for the CSTAR areas.
- Develop standardized parameters for the patrol divisions to use when selecting CSTAR areas.
- Establish regularly scheduled meetings i.e., monthly, bi-monthly quarterly etc., for the CSTAR Office and all division CSTAR coordinators to promote information sharing.
- Engage in crime reduction activities that extend beyond the traditional law enforcement methods utilizing C.O.P. and/or P.O.P.
- Adopt the CSTAR manual as the official source document for the CSTAR process by incorporating into a written directive and designating the CSTAR Office as element responsible for maintaining the CSTAR manual. The manual should be updated regularly with any new changes and distributed to the appropriate elements.
- Update directives or department policies requiring the CSTAR Office to be accountable for the manual.

For further information please contact: **Officer Phillip Johnson, 889-1462, [pjohnson@kcpd.org](mailto:pjohnson@kcpd.org)**

Endorsement Page

Re: CSTAR Audt

DEC 13 2006

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Executive Services  
Bureau

Unit/Section Supervisor

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DEC 18 2006  
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CHIEF'S OFFICE

Unit Commander

The attached CSTAR audit documents several opportunities for improvement in the process. I recommend this audit be given to the upcoming CSTAR committee once it is accepted by Chief Corwin. We have an excellent system in place it just needs to be fine tuned and linked to its stated goals/outcomes.

*for Dec 12-13-06*

Division Commander

*M/A*

Bureau Commander

*FORWARD TO CHIEF CORWIN FOR REVIEW  
AND CONSIDERATION OF LISTED RECOMMENDATIONS.*

*[Signature]* 12/17/06

Chief of Police

# CSTAR Audit

December 2006

Internal Audit Unit

Kansas City, Missouri Police Department

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- EXHIBIT 2           Department Memorandum entitled, CSTAR (Comprehensive Strategic Team Accountability Review)
- EXHIBIT 3           Berkshire Report – Executive Summary, (Pages ES-4, 14, & 15)

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## **INTRODUCTION**

On April 26, 2006, Chief James Corwin directed the Internal Audit Unit to conduct an audit of CSTAR to determine the effectiveness of the process in which the CSTAR Office and patrol divisions report their information.

### **Background**

On March 30, 2005, Chief James D. Corwin implemented the Comprehensive Strategic Team Accountability Review (CSTAR) Program to provide an operational framework for the management of crime, risk management, and personnel issues. The program is designed to reduce crime and provide timely and accurate information along with effective analysis, rapid response and constant follow-up.

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## **OBJECTIVES**

The objectives for this audit are to determine the following:

1. If a link has been established between the Strategic Plan and the Comprehensive Strategic Team Accountability Review (CSTAR) processes to determine if the mission, four goals, and objectives set forth by the Chief of Police have been fulfilled.
2. If there is a linkage between the CSTAR processes and the stated outcomes (measure of effectiveness).
3. If existing CSTAR policies and procedures are being followed by department personnel and determine if safeguards are in place to ensure compliance.
4. If CSTAR has increased accountability.
5. The level of community involvement and participation in the CSTAR Program.
6. The leadership methods, operational techniques, and informational gathering techniques of each patrol division are the same.
7. If there is a system in place to measure CSTAR's effectiveness.
8. If the analytical review of the computer data used for and during CSTAR presentations is valid and useful.

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## SCOPE and METHODOLOGY

The audit procedures included the following:

1. Interviews with Patrol Bureau personnel and other department personnel as needed.
2. Comprehensive review of the CSTAR Program.
3. Review of statistical information inherent to CSTAR to include, but not limited to internal reports regarding personnel issues, manpower usage, crime reporting, car unavailability, and calls for service.
4. Comparative study of the KCMOPD CSTAR initiative to other departments that use a similar program.
5. Review of the Berkshire Study.

### Literature Review

Supporting literature review documents used in this Audit for the evaluation of CSTAR can be found in this section.

The following articles were reviewed to help inform the evaluation of CSTAR.

- "Reforming to Preserve: COMPSTAT and Strategic Problem Solving in American Policing", Weisburd, Mastrofski, McNall, Greenspan, and Willis, *Criminology and Public Policy*, Vol. 2, No. 3, 2003, pgs. 421 – 456.
- "Deconstructing COMPSTAT to Clarify Its Intent", Firman, *Criminology and Public Policy*, Vol. 2, No. 3, 2003, pgs. 457 – 460.
- "Sizing Up COMSTAT: An Important Administrative Innovation in Policing", Moore, *Criminology and Public Policy*, Vol. 2, No. 3, 2003, pgs. 469 – 494.
- "COMPSTAT" and Bureaucracy: A Case Study of Challenges and Opportunities for Change", Willis, Mastrofski, Weisburd, *Justice Quarterly*, Vol. 21, No. 3, September 2004, pgs. 463 – 496.
- "COMPSTAT: An Analysis of an Emerging Police Managerial Paradigm", Walsh, *Policing*, Vol. 24, No. 3, pgs. 347 – 362.

- "COMPSTAT: The Manager's Perspective", Vito, Walsh, Kunselman, *International Journal of Police Science and Management*, Vol. 7, No. 3, 2005, pgs. 187 – 196.
- "Measuring and Improving Police Performance: The Lessons of COMPSTAT and its Progeny", Moore, Braga, *Policing: An International Journal of Police Strategies and Management*, Vol. 26, No. 3, pgs. 439 – 453.
- "Chief of Police, Chief of Reinvention: Bill Bratton Teaches Through Example", Osborne, *The Osborne Letter*, 4/26/06, The Public Strategies Group.

The following is a summary of the literature review conducted by Civilian Manager Tom Gee, Internal Audit Unit:

Since the development of COMPSTAT in 1994 in the NYPD it has spread rapidly throughout the American Law Enforcement community with police agencies embracing its principles and conceptual framework and adapting the model to meet their needs. The review indicates that there are six generally accepted key elements of the COMPSTAT model: mission clarification, internal accountability, geographic organization of command, organizational flexibility, data-driven problem identification and assessment, and innovative problem solving. This model of policing requires a strategic approach and is very similar to Total Quality Management (TQM) as practiced in the private sector. Overall the literature is very supportive of this new model.

However, the literature points out two major problematic areas in COMPSTAT as it is practiced by most American police agencies:

1. Lack of operational planning that has led to a failure to link processes and activities to the accomplishment of expected outcomes (goals).
2. Continued use of traditional Law Enforcement tactics as a means to problem solving without systematic co-production of solutions that engage all sectors of the community.

The diagram below is illustrative of how three important elements must converge to produce an effective organizational management strategy which produces results that matter.

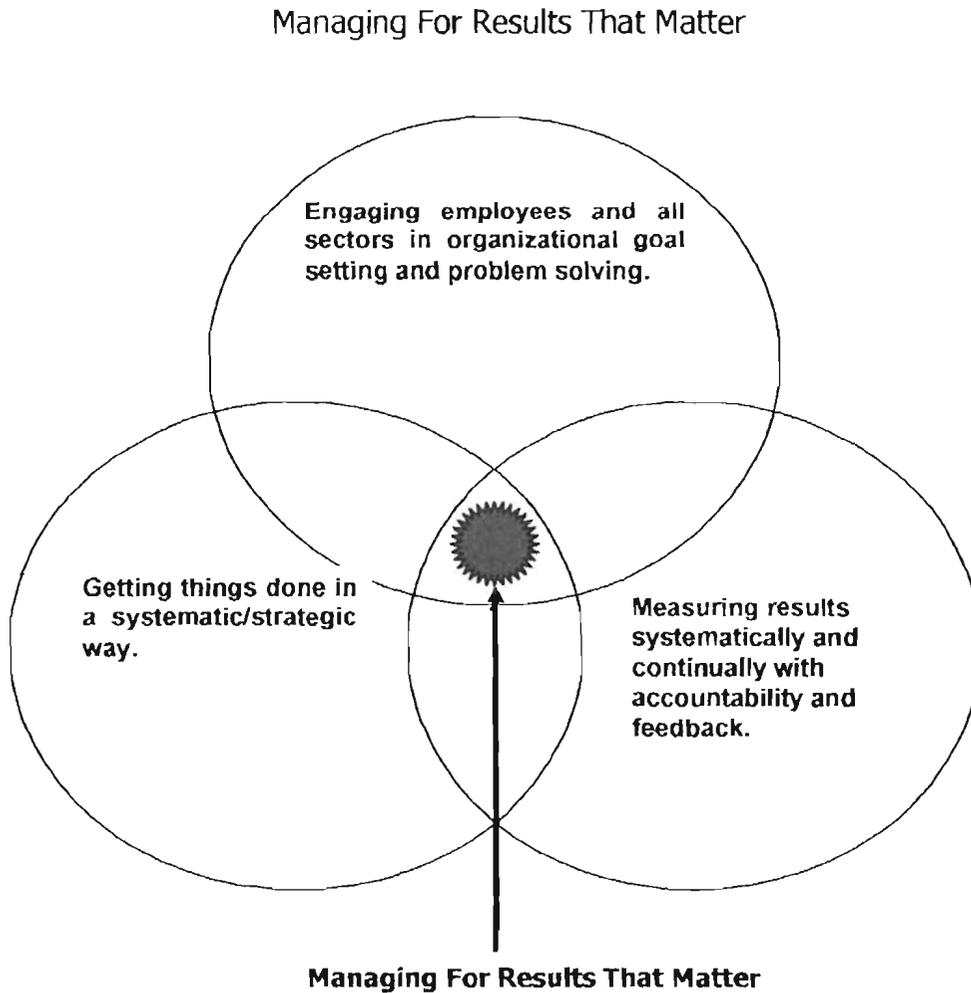


Diagram 1

"To overcome the common pitfalls of COMPSTAT as described in items one and two above where there is a failure to link activities with outcomes and a lack of system-wide co-production of problem solving efforts the three areas described in the diagram must converge to produce managing for results that matter."

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## DISCUSSION

The Berkshire Report was officially presented to the Board of Police Commissioners on September 12, 2006. After the release of the Berkshire Report, Chief Corwin announced the formation of eight (8) individual Task Forces to begin the implementation process for the KCPD Efficiency Study – A Blue Print for the Future (formerly known as the Berkshire Report). One of these taskforces entitled, Performance Goals and Priorities/CSTAR TaskForce, was created for the primary purpose to enhance and promote the CSTAR initiative. Initially this audit project was placed on hold until the findings of the Berkshire Report were officially released. With the formation of the CSTAR TaskForce the scope of this CSTAR Audit has changed slightly while the objectives remain almost the same.

The findings in this report have been broken down into three topical areas that are not inclusive and were primarily derived from interviews of department personnel, reviews of CSTAR, the Berkshire Study and the CSTAR data collection process. In addition, some of the information presented may be repetitive to provide standardization in reporting the findings in this audit. The common problems experienced by all of the CSTAR officers are documented in this section of the report to better explain the inconsistencies in the collection/reporting of statistical data, the selection process for CSTAR areas, as it relates to citizen involvement and measuring outcomes or the achievement of performance goals.

### Standardization

#### *\CRNb vs. "REPORTS" Transactions (Automated)*

It does not appear that there is a standardized data collection process (\CRNb dump vs. "REPORTS") being utilized by the CSTAR coordinators and the CSTAR office. All of the coordinators provided the same assessment as their counterparts regarding the discrepancies in some of the statistical data being collected and reported when using the "REPORTS" transaction in comparison to the \CRNb transaction being used by the CSTAR Office. Discrepancies in the use of force data were also reported. To illustrate this consider that for any given CSTAR reporting period statistical information is being collected by:

- CSTAR Office (provides data on quality of life issues, recovered firearms, top 10 calls for service and addresses, top 10 accident locations, weekly – calls for service, personnel statistics, response times and offense comparisons). It should be noted that when the \CRNb transaction is used to obtain crime statistics for the CSTAR report, oftentimes these numbers do **not** match the crime numbers that are derived from the "REPORTS"

transaction being used by the division coordinators, i.e., a \CRNb transaction for burglary for the period may indicate 10 offenses were reported whereas a "REPORTS" transaction for the same crime and time span may indicate only 4 offenses were reported. The difference between the two transactions may be the use or non-use of major/minor codes for different offenses when making the data search.

- Internal Affairs Unit provides data on use of force, and citizen complaints. Since the use of force reports do not have cm's, they are not available in the CAD/ALERT databases making this a manual process. There is a delay when the use of force reports are completed at the division level and later forwarded to IAU. When the patrol divisions conduct a manual count (real time) of their numbers, in many cases they don't match the numbers reported by the CSTAR Office which can be attributed to the time lapse. Presently at all of the patrol divisions, either the division secretary, CSTAR officer or a combination of both conduct counts of the use of force data before those reports are forwarded to the Internal Affairs Unit. As stated earlier, the discrepancies in the use of force data occurs during the time lapse at the end or beginning of a reporting period when real time report data is still being counted at the patrol divisions while the CSTAR Office is compiling data from the Internal Affairs Unit that does not have the updated information. The discrepancies are not so prevalent with citizen complaints reporting since, unlike the use of force reports which originate from the reporting patrol division, citizen complaint reports can be generated at any patrol division, Office of Community Complaints, and the offices of MOVE UP, therefore, regardless of the time lapse the Internal Affairs Unit is the repository for those citizen complaints and they compile the numbers based solely on the reports received during a reporting period.
- Overall the CSTAR statistics are gathered from different sources throughout the department; CSTAR office, Internal Affairs Unit, Office of the General Counsel, Computer Services Unit, and Training Academy. The Violent Crimes, Special Operations and Property Crimes Divisions also provide statistical data for the CSTAR report. The current CSTAR data collection process lends itself to inconsistencies that have been observed due to the broad spectrum or decentralized nature of the data sources.

#### *Selection of CSTAR Areas*

The current selection process for division CSTAR areas also lends itself to inconsistencies that have been observed due to the autonomy afforded to the patrol divisions. The decentralized nature of the Patrol Bureau provides Division Commanders the flexibility to tailor their staffing resources to meet the specific needs of their community. However, that does not negate the need for formal

standardized parameters to be established for use by all of the patrol divisions when selecting CSTAR areas since they are all reporting on the same goals and objectives.

Currently each patrol division selects their CSTAR areas differently. However, whatever process a division may use, what appears to be consistent is that all CSTAR areas are approved by the Division Commander and none appear to have been selected based on community partnerships.

### *CSTAR Manual*

The CSTAR Office created a manual to be used by all of the CSTAR coordinators as a guide to assist them with preparing their division CSTAR report in a standardized format. The manual entitled, "GUIDE TO COMPLETING THE DIVISION CSTAR REPORT," (EXHIBIT 1) is not an official document that has been approved by the Chief and Executive Committee. According to the CSTAR Office the manual is updated with any changes requested by the Chief.

All of the CSTAR officers acknowledged they refer to the manual when completing their division CSTAR report. Some division CSTAR officers had expressed that the CSTAR manual on some occasions in the past had not always been updated in a timely manner. They also reported they had on occasions received updates or changes by either e-mail or telephone from the CSTAR Office. The CSTAR officers believed the biggest drawback to receiving updates in this manner is, if the updates aren't manually placed in all of the CSTAR manuals at the time the updates are disseminated, anyone using the manuals later may not know of the updates, therefore, if the CSTAR manual is to be the authoritative document for the CSTAR process it should be updated regularly with any new changes, and distributed to the appropriate elements.

### *CSTAR Meetings*

The CSTAR Office and the division coordinators all stated that there are no regularly scheduled formal meetings except for the initial meetings that occurred when CSTAR was implemented. Most of the coordinators and the CSTAR Office acknowledged that there should be some type of formal CSTAR meetings held for information sharing and to discuss any problems that may arise from the reporting process.

## **Measuring Outcomes or Performance Goals**

CSTAR was implemented on March 30, 2005 as a program whose primary purpose is the reduction of crime, while providing increased accountability and effectiveness for the community and department members. As outlined in Department Memorandum 05-28 (EXHIBIT 2) entitled, CSTAR (Comprehensive

Strategic Team Accountability Review) the CSTAR program encompasses four goals of the Department's Strategic Plan:

- Reduce/stabilize the incidence of crime and fear.
- Improve/maintain the quality of life in Kansas City, Missouri.
- Reduce/stabilize the cost and risk of police operations.
- Increase internal job satisfaction and effectiveness of department members.

The aforementioned goals fully support the stated mission of the Kansas City, Missouri Police Department, to protect life and property, preserve the public peace, prevent crime, and reduce fear and disorder in partnership with the community. The standards set by CSTAR to reduce crime while increasing accountability and effectiveness were viewed very favorably in the Berkshire Report as indicated by this excerpt taken from the page ES-4, of the Executive Summary (EXHIBIT 3) which reads as:

"If the Kansas City, Missouri Police Department is to be successful in its efforts to transform itself into a truly exemplary police department it is essential that a culture of accountability be established within the department. By establishing the CSTAR process – which requires patrol division managers to report at regular intervals on division performance – the department has taken an important first step in strengthening accountability."

The authors of the Berkshire Report also identified four additional steps the department needs to enact to build on the progress of the CSTAR process in order to strengthen accountability throughout the department and they are listed below:

- Clear articulate performance expectations for both individuals and units and establish systems for monitoring performance on an ongoing basis.
- Modify human resources systems and processes in ways that strengthen accountability.
- Broaden the CSTAR process to include all bureaus and divisions and use the process to hold managers accountable for the performance of their units.
- Establish a culture in which high expectations are held for all staff and all employees.

It should be said that the CSTAR process, since its inception, has made an impact resulting in changes to this department. However, without the benefit of realistic standardized outcomes, which are linked directly to specific goals, it is difficult to assess or obtain any measurable results that would ultimately indicate what progress was achieved.

In addition to the other the findings of this Audit, it can be stated that the four (4) CSTAR goals discussed earlier (crime reduction, citizen quality of life improvement, reduction of operational costs/risks, and increasing employee job satisfaction/effectiveness) do not appear to be linked to any activities performed by the patrol divisions since the implementation of CSTAR, over 18 months ago. Additionally there are no specific operational plans in place that link these processes and/or activities to the accomplishment of expected outcomes/goals.

#### *Reduce/stabilize the incidence of crime and fear*

The department has deployed a wide spectrum of police patrol tactics as an approach to reduce crime by patrol division for CSTAR six-week reporting periods. The types of crimes that were targeted consist of:

- Part I Crimes; Homicide, Non-Negligent Manslaughter, Rape Robbery, Aggravated Assault, Burglary, Stealing, Auto Theft, and Arson.
- Part II Crimes: Non-Aggravated Assault, Property Damage, and Sex Offenses.

As stated earlier the department's enforcement activities related to CSTAR have impacted the incidence of crime but it appears to be superficial at best. The approach to crime reduction by traditional policing methods i.e., saturation patrol, zero tolerance zones, target directed patrol and other similar methods has not shown to be successful in the overall reduction of crime. It should be noted there is no empirical evidence that supports the theory that if the police arrest all of the suspects committing crimes there will be no more criminals remaining to commit crime, therefore reducing crimes. Any crime reduction is more likely to be temporary and spatial, because the crime is more likely than not to be displaced due to the very nature of the cause and affect of this type of policing. Another concern with using this approach will be the resulting activities are used as the primary means to problem solving without systematic co-production of solutions. This continues the isolation of the police and the alienation of the public.

#### *Improve/maintain the quality of life in Kansas City, Missouri*

When the CSTAR process was developed a comprehensive list of activities was developed to address quality of life issues for citizens. Those activities were identified as:

- Enforcement Calls for Service such as; Noise Disturbances, Outside Disturbances, Dispersing Groups, Suspicious Party/ Suspicious Party Selling Drugs etc., Illegally Parked Cars; Abandoned Cars; Car Prowlers, Total Alarm Calls, and Total False Alarm Calls. Average Response Time for Priority One Calls.
- Enforcement Activities for: Narcotics Arrests; Firearms Arrests, and Firearms Seized; Car Checks (Division Wide); Pedestrian Checks (Division Wide); FIFs Completed (Division Wide); Hazardous Moving (Division Wide), Other Traffic Citations (Division Wide), DUI Arrests (Division Wide), State Arrests (Division Wide), City Arrests (Division Wide).
- Problem Solving; Accident/Call Top Ten Accident Locations and Top Ten Call for Service for Service Locations.
- Neighborhood Meetings, Gathering Information (CSTAR Areas Only; Area Canvass, Observation/Surveillance, Conferral/Mediation).
- Mentoring; Networking with Codes, Liquor Control, DFS, COMBAT, and Health/Environmental Services; Environmental Disorder.

The above list is broad and encompasses many activities; some based on traditional police tactics and others emphasizing community policing. The biggest drawback to this process is the lack of a specific operational plan that links these processes and activities (which is applicable to every stated goal) to the accomplishment of expected outcome/goal, which is the improvement of the quality of life for the citizens the department serves.

*Reduce/stabilize the cost and risk of police operations*

Those activities identified to address risk management are;

- OCC Complaints reduction
- Vehicular Accidents reduction
- Use of Force reduction

The guiding premise here appears to be reducing the overall number of these types of incidents by department members thereby reducing the department's risk factors. There are no specific operational plans that link the processes and activities to the accomplishment of expected outcomes/goals.

### *Increase internal job satisfaction and effectiveness of department members*

There are also activities in place to address the remaining two goals here; they too lack specific operational plans that link the processes and activities to the accomplishment of expected outcomes/goals.

### **Accountability**

The CSTAR process has yet to provide a level of accountability for department members in relation to a majority of the CSTAR goals that was envisioned when CSTAR began. Furthermore, by focusing on crime and the accompanying statistical crime data when reporting the incidence of crime and the police activities related to crime reduction, the CSTAR process has created an unverifiable atmosphere of impacting crime. Commanders, supervisors, and officers are utilizing traditional police activities as the primary tools to reduce crime as well as reporting on the outcomes of their efforts associated with the CSTAR goals. There are no verifiable performance measures as stated earlier in this Audit that support the perception that the CSTAR based activities currently deployed actually reduce the level of crime, therefore it can be stated that accountability has not been placed on department members as a result.

### **Community Involvement**

The CSTAR process is failing to engage the community on a large scale. There does not appear that there are partnerships being cultivated in support of CSTAR with the community outside of department members attending community meetings. What is needed is a system-wide co-production of problem solving efforts that engage all sectors of the community, the police and other government entities to address the goals.

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## **CONCLUSION**

As stated earlier the scope of this Audit was modified due to the formation of the Performance Goals and Priorities/CSTAR TaskForce, which was created for the primary purpose to enhance and promote the CSTAR initiative. This evaluation of the CSTAR process should provide the CSTAR Task Force with a proper framework to conduct a thorough process review. This evaluation will also provide an historical perspective on the data collection process, the activities associated with CSTAR goals.

The three topical areas identified during this evaluation of the CSTAR process, standardized data collection process (ICRN dump vs. "REPORTS"), measuring outcomes or performance goals and community involvement should be addressed by the CSTAR TaskForce at the earliest stage of their review.

It should also be noted that as the department continues its transition to the Tiburon CAD/RMS and the Automated Reporting System (paperless reporting) the collection of statistical data will become more labor intensive and subject to human error. Currently all walk-in incident reports are being completed in the ARS at all of the patrol divisions and the Records Unit. This pushes walk-in property crime reports into the Tiburon database which is separate and requires a different search than the \CRNb dump vs. "REPORTS", CSTAR officers are using. Since this is still a transition stage the CSTAR Office was not aware of the extent this would affect property crime offenses or other reports created in the Automated Reporting System. During the Tiburon transition the CSTAR Office should meet with the Computer Services Unit to determine a standardized work around process that can be developed to ensure the offense reports in Tiburon are captured.

The department is facing some daunting challenges ahead in order to comply with some of the recommendations proposed in the Berkshire Report for CSTAR alone. These challenges are not insurmountable but will take a great deal of effort and commitment particularly if the department expects to build on the progress of the CSTAR process and strengthen accountability throughout the department, by implementing the four (4) additional steps proposed in the Berkshire Report.

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## FINDINGS

This audit of CSTAR has revealed the following;

- The CSTAR statistical data collection process is not standardized.
- The CSTAR process lacks operational or business plans that link the processes and activities to the accomplishment of expected outcomes/goals.
- The community is not engaged in partnerships to problem solve in efforts to reduce crime.
- There are no standardized parameters for the Division CSTAR Areas selection process.
- There are no regularly scheduled meetings i.e., monthly, bi-monthly quarterly etc., established for the CSTAR Office and all division CSTAR coordinators.
- Traditional law enforcement methods continue to be used to address problems.

- The CSTAR manual entitled, "GUIDE to COMPLETING The DIVISION CSTAR REPORT", is not an official document that has been approved by the Chief and Executive Committee.
- Although the CSTAR manual is currently being updated by the CSTAR Office there are no directives or department policies requiring the CSTAR Office to be accountable for the manual, or making the manual the authoritative CSTAR guide.

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## RECOMMENDATIONS

Centralizing and automating while reducing the number of manual data collection processes will improve the efficiency and should reduce the amount of discrepancies currently associated with the CSTAR statistical data reporting process. In order to minimize conflicting statistical data a standardized data collection process format should be adopted and placed in the CSTAR manual for use by the CSTAR Office and all CSTAR Officers.

- Standardize the CSTAR data collection process by using either the "REPORTS" or the \CRNb transaction and compile use of force numbers at the division stations instead of obtaining numbers from the Internal Affairs Unit.
- Explore creating operational or business plans that will link the processes and activities to the accomplishment of expected outcomes/goals.
- Develop partnerships with the community in order to involve them in the CSTAR process to assist in problem solving. Getting the citizens involved in the selection process for the CSTAR areas.
- Develop standardized parameters for the patrol divisions to use when selecting CSTAR areas.
- Establish regularly scheduled meetings i.e., monthly, bi-monthly quarterly etc., for the CSTAR Office and all division CSTAR coordinators to promote information sharing.
- Engage in crime reduction activities that extend beyond the traditional law enforcement methods utilizing C.O.P. and/or P.O.P.

- Adopt the CSTAR manual as the official source document for the CSTAR process by incorporating into a written directive and designating the CSTAR Office as element responsible for maintaining the CSTAR manual. The manual should be updated regularly with any new changes and distributed to the appropriate elements.
- Update directives or department policies requiring the CSTAR Office to be accountable for the manual.

If approved it is recommended this report be forwarded to the CSTAR Task Force for inclusion in their review process.

  
Officer Phillip Johnson  
Internal Audit Unit

## **EXHIBIT 2**

CSTAR Task Force Blueprint Recommendations

# Performance Goals & Priorities/CSTAR Task Force Blueprint Recommendation

BUREAU CO'S MTG

# BUREAU CO'S MTG

## Performance Goals & Priorities/CSTAR Task Force

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A printout of a 2009 CSTAR meeting schedule using an optional pre-determined format. Two possible schedules are offered: one listing the suggested twelve Divisions and another reflecting the inclusion of all Divisions.	
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A summary, complete with pictures, of the various types of charts, GIS maps, Crystal Reports files, and other tools recommended for CSTAR purposes at all levels.	

## **BLUEPRINT RECOMMENDATION**

I. **Blueprint Task Force / Task ID Number:** E-1: Tasks 23 - 29

II. **Blueprint Recommendation (as written in the Berkshire Report):**

23. Modify CSTAR items tracked for patrol based on performance goals established for individual bureaus, divisions, and units.
24. Identify CSTAR items to track for non-patrol units based on performance goals for each unit.
25. Revise forms for reporting CSTAR performance for patrol divisions.
26. Develop forms for reporting CSTAR performance for non-patrol units.
27. Develop processes for gathering CSTAR information.
28. Develop a schedule of CSTAR meetings.
29. Hold CSTAR meetings for all bureaus, divisions, and units.

III. **Goal / Outcome:**

The overarching goal of accomplishing the tasks listed above is to reengineer the CSTAR process through simple, yet effective measures to optimize performance of the CSTAR process. There are four components of this goal:

- Expand the CSTAR process Department-wide
- Heighten the weekly CSTAR meetings' focus on crime, including results of problem-solving efforts
- Increase accountability
- Provide CSTAR training for all commanders and Patrol Division CSTAR Coordinators

The expected outcome of achieving this goal is a rejuvenated CSTAR process able to continually reduce crime; enhance employee morale and effectiveness; and improve citizen satisfaction through an effective policing service.

IV. **Recommendation(s):**

A summary of how the Blueprint Tasks impact the goal of reengineering the CSTAR process, including the Task Force's general recommendations, follows below. Please refer to the attached document entitled *Blueprint Recommendations: E-1 Tasks #23 - #29* and its appendices for the unabridged content for each recommendation.

### ***Expand the CSTAR Process Department-wide – Tasks #23 through #29***

The Task Force recommends a concise, effective plan to expand the CSTAR process to all Department elements (Divisions, Sections, and/or Units if so desired) by the following means:

- Empowering non-patrol elements to identify data necessary for CSTAR and deliver that data to the CSTAR Unit for completion of the new CSTAR PowerPoints (**Tasks #23 and 24**)
- Begin using revised/newly-created CSTAR PowerPoints for patrol and non-patrol elements during CSTAR meetings (**Tasks #25 and #26**)
- Allowing both patrol and non-patrol elements to continually develop and evolve processes for gathering CSTAR data (**Task #27**)
- Adopting the suggested schedule for CSTAR meetings (**Task #28**):
  - Begin the weekly CSTAR meeting at **0900** hours.
    - This allows more time for inclusion of the second Division that will present at weekly CSTAR meetings
  - The following twelve Divisions will present at weekly CSTAR meetings:
    - One of the six Patrol Divisions
    - Special Operations Division
    - Violent Crimes Division
    - Narcotics & Vice Division
    - Regional Criminalistics Division
    - Professional Standards Division
    - Investigations Support Division
  - The remaining seven Divisions will internally conduct CSTAR specific for their needs, forwarding one-page synopses up the chain of command to the Chief's Office for review:
    - Planning & Research Division
    - Fiscal Division

- Facilities Management Division
- Operations Support Division
- Training Division
- Information Services Division
- Human Resources Division
- Enacting the recommendations above will automatically cascade CSTAR Department-wide (**Task #29**)
  - **January 7, 2009** has been chosen as the date to begin weekly CSTAR meetings as outlined above.

Escalating the CSTAR process in such a manner ensures all Department elements have a familiar accountability system in place while further engraining such practices into our organizational culture.

***Heighten the Weekly CSTAR Meetings' Focus on Crime, Including Results of Problem-solving Efforts – Tasks #25 and #28***

Tangible benefits have been attained through the current CSTAR framework over the past three-and-a-half years. However, the time has come to evaluate its methodology in order to determine where the Department can optimize performance and better succeed in fulfilling its pledge to protect life and property while reducing fear and disorder.

Shifting the existing nature of the weekly CSTAR meeting, namely mere data *reporting*, to one with a principal locus of crime and open discussion about distinctive, intelligible problem-solving efforts will better equip the CSTAR process to effectively resolve acute concerns, particularly those of the Patrol Divisions and other elements proposed to perform at CSTAR meetings.

With that very objective in mind the Task Force recommends adopting the revised Patrol Division PowerPoints (**Task #25**) and adhering to the schedule for weekly CSTAR meetings as described above (**Task #28**). The revised Patrol Powerpoints offer more insight into crime problems in a Division while simultaneously providing the means to better explain results of problem-solving strategies, particularly in regard to CSTAR Projects. Adhering to the suggested CSTAR meeting schedule ensures elements most directly involved in fighting crime perform regularly at weekly CSTAR meetings.

Despite the fundamental emphasis on crime and affiliated problem-solving efforts, it is worth mentioning data extraneous to crime (e.g. administrative data such as overtime consumption or sick time balances) is still included in the proposed changes to the CSTAR process. However, the Task Force recommends addressing such data during weekly CSTAR meetings only if urgent circumstances require further review and/or assessment.

***Increase Accountability – Tasks #23 through #28***

One of the linchpins necessary to ensure sustained growth of the CSTAR process is to increase accountability. In brief, the Task Force proposes the following devices be used to achieve such a goal:

- **Performance measurement principles** – In accordance with the Division Operational Plan, performance measurement guidelines will be utilized in selection and evaluation of Department elements' goals, providing a universally understood and unambiguous tool to ascertain success (**Tasks #23, #24, and #27**). The combination of the Operational Plan with revised/newly-created CSTAR PowerPoints (**Tasks #25 and #26**) ensures all Department elements are on an equal position in regard to accountability.
- **Thorough follow-up and assessment** – As it stands now, follow-up and assessment are rare practices in the CSTAR process. A range of practices set forth in this Blueprint recommendation will ensure problem-solving strategies are properly evaluated and discussed. In particular, the suggested CSTAR schedule (**Task #28**) includes tools to provide proper follow-up and assessment such as follow-up questions at the beginning of each CSTAR meeting and the S.A.R.A. Problem-solving Template. The Task Force would like to emphasize thorough follow-up and assessment as described here does not imply the overly-aggressive and oftentimes cutthroat practices frequently associated with NYPD's CompStat program. Rather, the Task Force envisions CSTAR meetings as a means to facilitate open, thorough dialogue about crime and problem-solving efforts, including honest review of results and a team-based approach to solving problems.
- **Adoption of a semi-random schedule for Patrol Divisions** – The very nature of police work is a dynamic process; in turn, the Department's efforts, both in the field as well as with accountability practices such as CSTAR, should mirror that dynamism. Accountability of Patrol Division commanders can be increased by combining accurate and timely information with a semi-random schedule, ultimately addressing trends through CSTAR meetings as they occur (**Task #28**). Another important point the Task Force wishes to make is the semi-random schedule is **not** intended to catch a commander "off guard." Instead, one should consider crime problems do not follow a rigid seven-week schedule; nor should our efforts to evaluate problem-solving strategies.

## **Provide CSTAR Training for All Commanders and Patrol Division CSTAR Coordinators – Task #29**

Pending approval of this Blueprint submission the CSTAR Unit will provide succinct training for all commanders and CSTAR Coordinators regarding the evolution of the CSTAR process. It is crucial to conduct such training in order to most effectively launch CSTAR Department-wide by the proposed date of **January 7, 2009 (Task #29)**.

Among other objectives, such training would include the general philosophy behind CSTAR as well as specific practices to ensure success during CSTAR meetings. Most important of all, commanders would be educated about how to apply CSTAR to the Department's mission statement regardless of assignment.

Following the tenets outlined above provides the means for the Department to take CSTAR's existing solid foundation, improve upon it, and ultimately deliver a better policing service to the citizens of Kansas City, Missouri.

**V. Performance Measurement:** Conduct the scheduled tasks/dates as set forward by the listed proposal.

**VI. Submitted by:** P.O. Jonas Baughman, on behalf of the Performance Goals & Priorities/CSTAR Task Force.

**VII. Assistant Project Manager Recommendation:**

Major Higgins,

The TF has produced a very involved CSTAR presentation for all Divisions within the Department. The templates have changed to be more crime related with less administrative information. However, it should be noted that the CSTAR Unit has made the templates very adaptable so that information that is felt to be necessary by the Division Commander/Manager can be added with little difficulty.

The Task Force has developed 3 presentation schedules. 1) Random Selection, 2) A Two (2) Division presentation schedule, and 3) A three (3) Division presentation schedule with one week out of the seven week rotation having a 4 Division presentation day.

I disagree with the random selection portion of the scheduling process seen on page 8. I recommend if a problem/issue occurs with a non-presenting Division while another Division is presenting, the Bureau Commanders/Chief may request information from the non-presenting Division Commander(s) as an issue occurs.

I disagree with the two (2) Division presentation schedule and the one page synopsis up the chain of command as outlined on page 1 of the Task Force Recommendation. This schedule and procedure does not lend itself to the accountability demanded by the Department through the CSTAR process.

I recommend the three (3) Division presentation schedule indicating the 19 Division rotation be implemented. Utilizing the 3 Division presentation schedule as indicated in Annex F will serve as a reliable source of information for all attending members. Every seventh week, there will be a 4 Division presentation. This schedule can be viewed in Annex F. There are currently 4 supplemental Divisions that present at the currently arranged CSTAR meetings. This number should be reduced to 3 supplemental Divisions that are identified as the **Special Operations Division, Violent Crimes Division, and the Narcotics and Vice Division**. These three Divisions are heavily involved with the Patrol Bureau and will be necessary to supplement the CSTAR process. Each of the three indicated supplemental Divisions will be the primary presenter at some point in time according to the indicated schedule in Annex F.

Further, I recommend all 19 Division Commanders/Managers or their designee attend the weekly CSTAR meeting. This meeting is a great source of Departmental information.

It should be noted if the new CSTAR program is approved, training will need to be scheduled for all Division Commanders/Managers on the revised system. That training will be scheduled by the CSTAR Unit. At that time interaction between the CSTAR staff and the Commanders/Managers can be accomplished and lead to the customized product which will present pertinent information to the Bureau Commanders and the Chief during the Division CSTAR presentation

I recommend these recommendations be forwarded to the Bureau Commanders for their review and subsequent implementation. Further, if approved, I recommend this new schedule and templates be implemented starting 01-07-09.

Captain James Connelly

**VIII. Project Manager Recommendation:**

Deputy Chief Forte,

I concur with Capt. Connelly and recommend Option 3 presentation schedule.

Major Patty Higgins

**IX. Executive Officer Recommendation:**

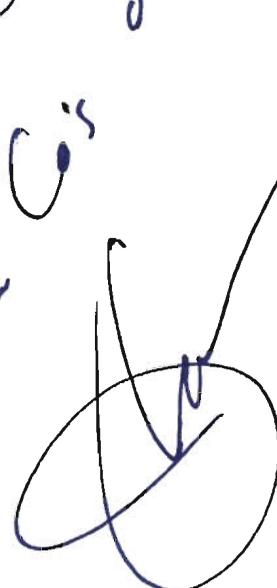
Chief Corwin,  
Recommend scheduling for Bureau Co's meeting.

see 8/7 de.  
10-9-08

**X. Chief of Police Recommendation:**

Approved  
for scheduling  
Bureau Co's mtg.  
10-11-08

Approved as discussed  
@ Bureau Co's on 1-30-09

  
1-30-09

## ***Blueprint Recommendations: E-1 Tasks #23 - #29***

### ***Task #23: Modify CSTAR items tracked for patrol based on performance goals established for individual Bureaus, Divisions, and Units.***

- 1) Performance measurement indicators matching those of elements' Operational Plans will be added to each slide of the CSTAR PowerPoint dealing with crime, Quality of Life issues, and Enforcement Activity.
  - a. Please refer to **Appendix A**, a copy of the revised patrol CSTAR PowerPoint for further illustration.
- 2) Expand all necessary crime classifications on all pertinent slides.
  - a. For example, expand "Burglary" to "Burglary (RES)" and "Burglary (NON)"
- 3) Remove the following items from Performance Indicator Reports (PIR) and thus the CSTAR project slides in the CSTAR PowerPoint; this is recommended due to the items being vague and not commonly used:
  - a. Neighborhood Meeting
  - b. Gathering Information
  - c. Area Canvas
  - d. Observation/surveillance
  - e. Conferral/mediation
  - f. Mentoring
  - g. Codes
  - h. Liquor Control
  - i. DFS
  - j. COMBAT
  - k. Health/environmental
  - l. Environmental Disorder
- 4) Such categories listed above in "3." can be included on an as-needed basis for specific CSTAR projects but should not be included as options for every single CSTAR project.
  - a. For example, a CSTAR project addressing a series of Burglaries is not concerned with Liquor Control or DFS contacts.
- 5) Upon removing the items listed above in "3." add Part I and II crime information for all CSTAR project slides.
  - a. All CSTAR projects to date have been implemented based on crime-related issues but specific crime activity has **never** been tracked specifically for CSTAR projects.
  - b. Quality of Life issues could be included as well if desired.
- 6) Combine the two UTT categories ("Hazardous Moving" and "Other Traffic") as found on the Enforcement Activity and CSTAR project slides into one category for all UTT's (e.g., "UTT's").
  - a. If required for a specific CSTAR project the UTT categories can be separated as needed
- 7) Regarding specific "performance goals established for individual Bureaus, Divisions, and Units" the individual Bureaus, Divisions, and Units should be held responsible for identifying said performance goals. Once the performance goals have been identified the CSTAR Unit can assist with incorporating the performance goals and their measurements into any CSTAR-related documents.
  - a. As mentioned above in "4.", any extra categories necessary for a particular performance goal can be created ad hoc.
    - i. For example, if a CPD CSTAR project addresses liquor license violations in the Power & Light District creating a custom slide for the CSTAR project will not pose any difficulties.

### ***Task #24: Identify CSTAR items to track for non-patrol Units based on performance goals established for each Unit.***

- 1) The CSTAR Task Force will assist non-patrol Divisions with the process of collecting CSTAR items, but each Division should be responsible for identifying their own CSTAR items.
  - a. The CSTAR Task Force should act solely as a means of support.
  - b. After all, the CSTAR Task Force knows little about what other Divisions would consider crucial to tracking and monitoring their performance.
    - i. Even if the CSTAR Task Force were to begin dialogue among other Divisions to determine such CSTAR items the responsibility of creating the lists of data would ultimately rest on other Divisions as opposed to the CSTAR Task Force's assumptions.
  - c. Once the other Divisions have identified their CSTAR items the CSTAR Unit can help complete the Divisions' CSTAR PowerPoint files.
    - i. It is recommended all Divisions be prepared to conduct CSTAR meetings by **January 7, 2009**.

- 2) Please refer to **Appendices B and C**, CSTAR Power Points created for the Property Crimes Division and the Internal Audit Unit, respectively.
  - a. These templates were created with the Property Crimes Division's and Internal Audit Unit's specific goals and performance measurements in mind.
  - b. **These templates can be easily modified for further use for any non-patrol division.**

***Task #25: Revise forms for reporting CSTAR performance for patrol divisions.***

- 1) Please refer to **Appendix A**, a copy of the revised Patrol CSTAR PowerPoint.
  - a. Among other changes the new Patrol CSTAR PowerPoint files have performance measurement sections aligned with Divisions' Operational Plans.
- 2) In addition, please refer to **Appendix D**, a copy of the revised Chief's Briefing document
  - a. Among other changes, a 10-23 compliance report was added to the revised Chief's Briefing.
- 3) Although most of the content of the PowerPoint slides should be left "as-is" for uniformity's sake, some content (namely charts and other graphs) can be fully customized.

***Task #26: Develop forms for reporting CSTAR performance for non-patrol Divisions.***

- 1) Two types of non-patrol Divisions were identified:
  - a. Investigative
  - b. Administrative
- 2) Functional templates were created for both types of Divisions
  - a. Please refer to **Appendices B and C**, copies of newly-created CSTAR PowerPoint presentations for the Property Crimes Division and Internal Audit Unit, respectively.
- 3) All remaining Divisions can easily adapt such templates based on their goals and performance measurements.
  - a. Among other changes, specific portions of the new Patrol CSTAR PowerPoint have performance measurement indicators included among the data.
- 4) Although most of the content of the PowerPoint slides should be left "as-is" for uniformity's sake, some content (namely charts and other graphs) can be fully customized.

***Task #27: Develop processes for gathering CSTAR information.***

- 1) The CSTAR Task Force interprets this objective in two ways:
  - a. For information currently gathered (i.e., for Patrol Divisions) these processes will always evolve as time passes and technology improves.
    - i. Bearing that in mind, this objective should be viewed as more of an ongoing endeavor as opposed to a single task to complete.
  - b. For information yet to be gathered (i.e., for non-patrol Divisions) the entities involved are best suited to determine the processes to gather their CSTAR items (as explained above in Task #24).
    - i. Again, the CSTAR Unit is readily available for any kind of support but the responsibility should rest with the Divisions themselves.
      1. Any processes developed by a given Division should be approved through that Division's Bureau Commander.
      2. Once the processes are decided upon the CSTAR Unit will be informed of the methodology used so as to allow for accountability should the need arise to confirm performance.

***Task #28: Develop schedule for CSTAR meetings.***

**General recommendations of the CSTAR Task Force regarding Task #28:**

Begin the CSTAR meeting at 0900 hours.

- a. This allows for more time to devote to CSTAR meetings.

- 2) The CSTAR Task Force also recommends shifting the focus of weekly CSTAR meetings to solely that of crime and crime-related problem-solving.
  - a. Other urgent issues not directly related to crime (e.g., excessive overtime use) can certainly be discussed on an as-needed basis during CSTAR meetings should the need arise to do so.
- 3) Adhering to "2)" above, the following recommendations are provided to accommodate as many crime-related elements as possible in CSTAR meetings:
  - a. The six Patrol Divisions should will continue to be included in the rotation of weekly CSTAR meetings:
 

i. Center Patrol Division	iv. North Patrol Division
ii. Metro Patrol Division	v. South Patrol Division
iii. East Patrol Division	vi. Shoal Creek Patrol Division
  - b. The following non-Patrol Divisions should also be included as supplemental presentations following weekly Patrol Division CSTAR meetings (one from this list will present each week after a Patrol Division):
 

i. Special Operations Division	iv. Regional Criminalistics Division
ii. Violent Crimes Division	v. Professional Standards Division
iii. Narcotics & Vice Division	vi. Investigations Support Division
  - c. It is recommended Division commanders for those listed in Section "b." present for their Division as a whole, including all Units/Sections contained therein.
    - i. For example, the Special Operations Division Major will present for SOD in its entirety, including the Traffic Enforcement Unit, the Traffic Investigation Unit, and the Patrol Support Unit.
      1. Furthermore, this will be a single presentation as opposed to three separate presentations conducted once each week for the three elements within SOD.
  - d. In addition to their separate scheduled presentations, each of the Divisions listed in Section "b." above should also be expected to offer information **each week** as to how their efforts supported the Patrol Division's crime-fighting strategies.
    - i. For example, if Center Patrol Division is presenting the Violent Crimes Division, Narcotics & Vice Division, and the other Division Commanders referenced in Section "b." would all present on their elements' support for CPD.
      1. This is similar to how Major Laughlin, of the former Property Crimes Division, supplemented a Patrol Division's CSTAR meeting with her own report from PCD.
      2. Such an approach helps break down barriers of communication regarding crime problems faced by all Units, thus leading to a higher team-based approach to problem-solving.
      3. If any specific questions arise during the CSTAR meeting the Chief of Police or Deputy Chiefs may call upon anyone to offer insight or additional information.
  - e. Having the Divisions listed above in Section "b." perform at weekly CSTAR meetings allows for the continued use of the seven-week cycle for CSTAR meetings, including keeping the bye-week.
  - f. It is important to note the separate presentations for Divisions found in "b." above will reflect *those Divisions' overall performance, not issues related to the Patrol Division presenting that day.*
    - i. For example, although the Violent Crimes Division may perform after Metro Patrol Division, the separate Violent Crimes Division's presentation will be specific to the Violent Crimes Division, not the Violent Crimes Division's activity in Metro Patrol Division.
  - g. Although mandatory participation at weekly CSTAR meetings is not recommended for the remaining Divisions, the CSTAR Task Force suggests requiring them to implement CSTAR (including, by default, subordinate Sections and Units) specific for their needs:
 

i. Planning & Research Division	v. Operations Support Division
ii. Fiscal Division	vi. Human Resources Division
iii. Facilities Management Division	vii. Training Division
iv. Information Services Division	
  - h. However, it is recommended the commanders of the Divisions listed in Section "g." above should attend weekly CSTAR meetings in order to respond to specific questions/concerns that arise during a meeting.
  - i. It is also recommended to allow command staff of each element listed in Section "g." above to devise their own CSTAR meeting plan.

- i. As mentioned above in Tasks #24 and #27 each Department element will identify the data necessary to track performance and allow for heightened accountability.
- ii. Different Department elements may be able to meet at different intervals based on the elements' respective needs and duties.
  - 1. For example, an investigative element may need to meet weekly or twice a month whereas quarterly meetings may be sufficient for an administrative element.
- iii. Prior to conducting its first CSTAR meeting each Department element will forward a copy of their CSTAR documents through their chain of command to the CSTAR Unit for informational purposes.
  - 1. Each element will be responsible for archiving their CSTAR documents, including the CSTAR PowerPoint.
- iv. Each Division listed in Section "g." above will forward a one-page synopsis capturing basic CSTAR performance to the Chief's Office after each Division's CSTAR meeting.
  - 1. Any alarming issues can be addressed by the Chief as he sees fit.

4) The CSTAR Task Force recommends two options for developing a schedule for CSTAR meetings:

- a. A semi-random schedule
- b. A pre-determined schedule

5) **The Semi-random Schedule**

- a. Patrol Divisions will be chosen to perform at weekly CSTAR meetings based on significant emerging trends in crime and/or Quality of Life issues.
- b. Just as crime follows no pre-determined schedule, nor should our efforts to meet and discuss crime and problem-solving strategies.
  - i. The Task Force recommends a more fluid use of CSTAR meetings in order to more effectively address crime in Patrol Divisions while simultaneously increasing accountability.
  - ii. The Task Force also wishes to stress the recommendation of a semi-random schedule **is not to catch a Patrol Division commander "off guard"**.
    - 1. Rather, the objective is to increase accountability and effective problem-solving by addressing emerging problems as they occur.
    - 2. The KCPD currently has technology in place to allow Patrol Division commanders to stay informed of emerging crime/Quality of Life issues on a daily basis, thus allowing them to communicate with their staff to continually create and adapt problem-solving strategies.
- c. The Patrol Division chosen to perform will be notified the Friday prior to a scheduled CSTAR meeting by the Chief's Office by 1000 hours.
  - i. This will give the CSTAR Unit and the chosen Patrol Division three working days (Friday, Monday, and Tuesday) to prepare the required documents and GIS maps necessary for the CSTAR meeting.
    - 1. The Task Force wishes to emphasize that although it appears on the surface three working days is not a lot of time to prepare for a CSTAR meeting, two factors should be considered:
      - a. The technology currently available allows for rapid creation of any reports, charts/graphs, and GIS maps necessary for a CSTAR meeting.
      - b. Problem-solving strategies should not reflect a seven-week schedule in reference to the current CSTAR methodology; instead, problem-solving strategies should be able to be reported upon and described on an as-needed basis.
- d. The non-Patrol Divisions' schedule will remain constant as described below in **The Pre-determined Schedule**.
  - i. Command staff of non-Patrol Divisions will be notified immediately once a Patrol Division is chosen to perform at a weekly CSTAR meeting.
  - ii. This ensures such command staff will have time to finalize their own contributions for the CSTAR meeting.
- e. Please refer to **Appendix E**, a copy of a 2009 schedule reflecting semi-random selection of Patrol Divisions.

6) **The Pre-determined Schedule**

- a. The Divisions listed above in Sections "3) a." and "3) b." will be included in the rotation for weekly CSTAR meetings.
  - i. For example, Center Patrol Division will present during the first portion of a CSTAR meeting, followed by Violent Crimes Division.

- b. Please refer to **Appendix F**, a copy of a pre-determined schedule for 2009 CSTAR meetings.

**Task #28.a: Determine what level of managers should be included in CSTAR meetings for each Division and Unit.**

- 1) The presiding Major/Manager of the following elements should be present at the regular weekly CSTAR meetings:
  - a. The six Patrol Divisions (including Property Crimes supervisory staff)
  - b. Special Operations Division
  - c. Violent Crimes Division
  - d. Narcotics and Vice Division
  - e. Regional Criminalistics Division
  - f. Investigations Support Division
  - g. Professional Standards Division
  - h. Planning & Research Division
  - i. Fiscal Division
  - j. Facilities Management Division
  - k. Information Services Division
  - l. Operations Support Division
  - m. Human Resources Division
  - n. Training Division
- 2) Training opportunities will be provided by the CSTAR Unit to educate command staff regarding the following:
  - a. How to use the CSTAR Unit as a resource to design their CSTAR documents
  - b. How to best present those documents during CSTAR meetings
  - c. The availability of various resources to aid in CSTAR reporting and problem-solving:
    - i. Crystal Reports software
    - ii. *Problem-Oriented Guides* found on the *public* server
    - iii. Bulletins and other informative documents hosted on the revised CSTAR intranet page
- 3) The audience of the weekly CSTAR meetings should also frequently include members of outside organizations such as the City's Development Services (formerly the Department of Codes Administration), Public Works, County Prosecutors, or the Kansas City School District's Truancy & Dropout Department.
- 4) Any other Department members who wish to attend a CSTAR meeting may do so if approved by their chain of command.
- 5) For those Divisions **excluded** from the rotation of weekly CSTAR meetings the highest-ranking commander/manager of those Divisions will be responsible for conducting separate CSTAR meetings as well as forwarding the CSTAR synopsis to the Chief's Office.
  - a. The highest-ranking commander/manager of each Division can then decide the manner in which to conduct their own CSTAR meetings, including the meeting format as well as the number and rank of personnel required.

**Task #28.b: Establish schedule for CSTAR meetings.**

- 1) Drafts for two schedules have been created, complete with the additional elements as explained above in Task #28.a:
  - a. The semi-random meeting schedule – **Appendix E**
  - b. The pre-determined schedule – **Appendix F**
- 2) Task #28.b was also interpreted to reconfigure the weekly CSTAR meeting agenda.
  - a. Please refer to **Appendix G** for the complete list of recommendations.
  - b. As mentioned previously in Tasks #24, #27, and #28 additional elements should be held responsible to determine the best means to conduct their own CSTAR meetings.

**Task #29: Hold CSTAR meetings for all Bureaus, Divisions, and Units**

- 1) Upon successful approval and implementation of Tasks #23 - #28 as described above Task #29 will automatically go into effect.

*Principles of Crime Reduction*

- *Accurate & Timely Intelligence*
- *Rapid Deployment of Resources*
- *Effective Tactics & Strategies*
- *Relentless Follow-up & Assessment*

# Police

## KC/MO



**James D. Corwin**  
Chief of Police

**North Patrol Division CSTAR Report for January 27, 2008 – March 15, 2008**

***KCPD CSTAR Unit***

Statistics are Preliminary and for CSTAR

Purposes Only

Law Enforcement Sensitive

The mission of the Kansas City, Missouri Police Department, in partnership with the community, is to protect life and property while reducing fear and disorder.

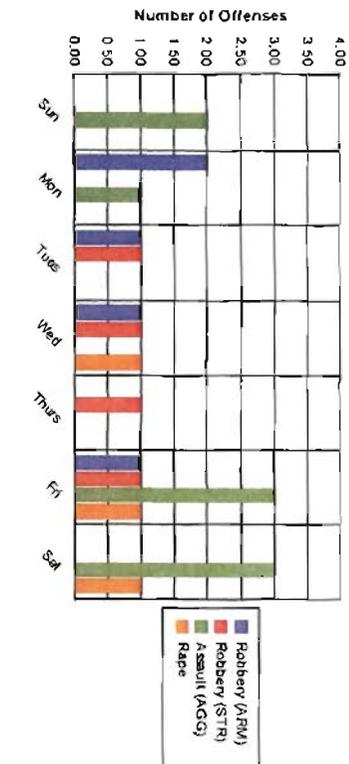
# Reported Part I Violent Crime

Division Goal: To reduce crime and to protect life and property.

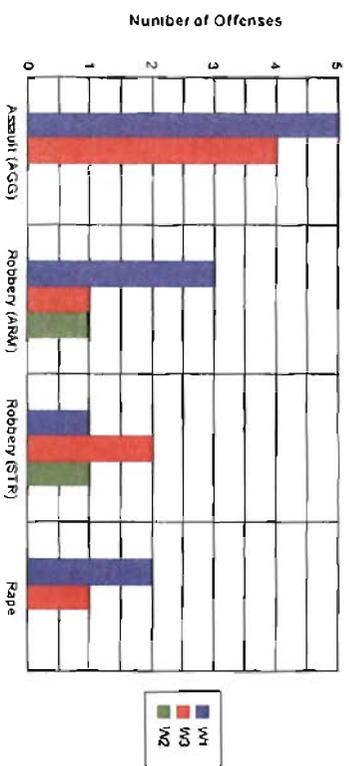
Objective: Reduce Aggravated Assaults by 10% by June 30, 2008

	W-1	W-2	W-3	W-4	W-5	W-6	W-7	7 Week Total	Prior 7 Weeks	DIFF	% Change	YTD 2008	YTD 2007	2008/2007 % Change	YTD 2006	2008/2006 % Change
Homicide	0	0	0	0	0	1	0	1	1	0	0.0%	2	3	-33.3%	1	100.0%
Rape	1	0	1	0	1	0	0	3	3	0	0.0%	4	3	33.3%	2	100.0%
Robbery (ARM)	1	1	0	4	0	1	2	9	10	-1	-10.0%	16	11	45.5%	4	300.0%
Robbery (STR)	1	0	0	2	0	1	0	4	6	-2	-33.3%	14	13	7.7%	11	27.3%
Assault (AGG)	0	2	2	0	2	5	0	11	11	0	0.0%	22	8	175.0%	12	83.3%
D.V. Assault (AGG)	0	2	2	0	2	5	0	11	11	0	0.0%	22	8	175.0%	12	83.3%
<b>TOTAL</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>13</b>	<b>2</b>	<b>39</b>	<b>42</b>	<b>0</b>	<b>-7.1%</b>	<b>80</b>	<b>46</b>	<b>73.9%</b>	<b>42</b>	<b>90.5%</b>

Part I Violent Crime by Day of Week



Part I Violent Crime by Watch



An assortment of charts/graphs can be inserted here to facilitate discussion about crime and problem-solving strategies. Those shown here are for illustrative purposes.

Please refer to Appendix H for examples.

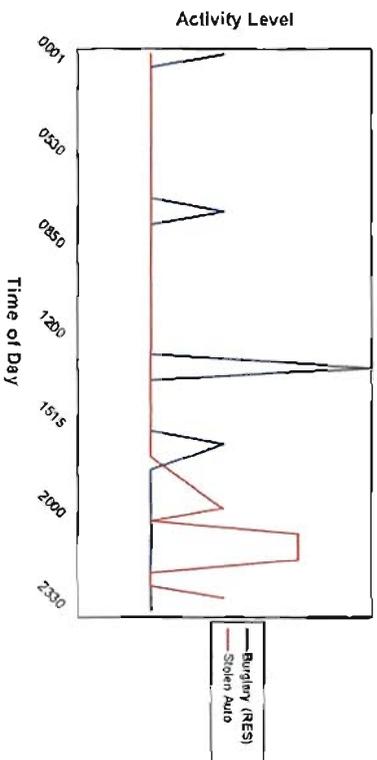
# Reported Part I Property Crime

Division Goal: To reduce crime and to protect life and property.

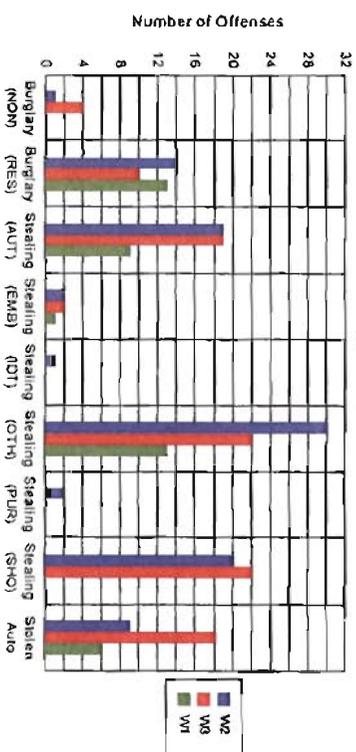
Objective: Reduce Residential Burglaries by 10% by June 30, 2008

	W-1	W-2	W-3	W-4	W-5	W-6	W-7	7 Week Total	Prior 7 Weeks	DIFF	% Change	YTD 2008	YTD 2007	2008/2007 % Change	YTD 2006	2008/2006 % Change
Burglary (NON)	2	5	9	2	4	10	6	38	33	+5	15.2%	51	38	34.2%	40	27.5%
Burglary (RES)	6	15	12	6	12	9	8	68	77	-9	-11.7%	225	210	7.1%	242	-7.0%
Stealing (AUT)*	21	10	16	11	15	12	17	102	95	+7	7.4%	112	135	-17.0%	132	-15.2%
Stealing (EMB)	0	0	1	0	0	0	0	1	2	-1	-50.0%	1	2	-50.0%	1	0.0%
Stealing (IDT)	0	0	0	1	1	0	0	2	1	+1	100.0%	3	2	50.0%	2	50.0%
Stealing (OTH)	3	1	2	1	1	4	1	13	10	+3	30.0%	11	17	-35.3%	10	10.0%
Stealing (SHO)	6	2	4	2	4	2	5	25	13	+12	92.3%	31	30	3.3%	20	55.0%
Stolen Auto	7	4	8	2	5	2	4	32	30	+2	6.7%	53	36	47.2%	41	29.3%
Arson	0	0	1	0	0	0	0	1	2	-1	-50.0%	3	5	-40.0%	4	-25.0%
<b>TOTAL</b>	<b>45</b>	<b>37</b>	<b>53</b>	<b>25</b>	<b>42</b>	<b>39</b>	<b>41</b>	<b>282</b>	<b>263</b>	<b>+19</b>	<b>7.2%</b>	<b>490</b>	<b>475</b>	<b>3.2%</b>	<b>492</b>	<b>-0.4%</b>

Select Part I Property Crimes by Time of Day



Part I Property Crime by Watch



An assortment of charts/graphs can be inserted here to facilitate discussion about crime and problem-solving strategies. Those shown here are for illustrative purposes.

Please refer to Appendix H for examples.

\*Stealing (AUT) includes (ACC), (AUT), and (TFA)

# Reported Part II Crime

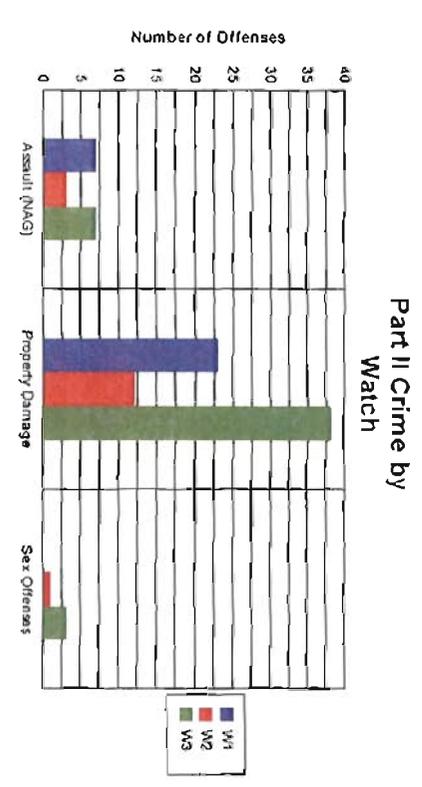
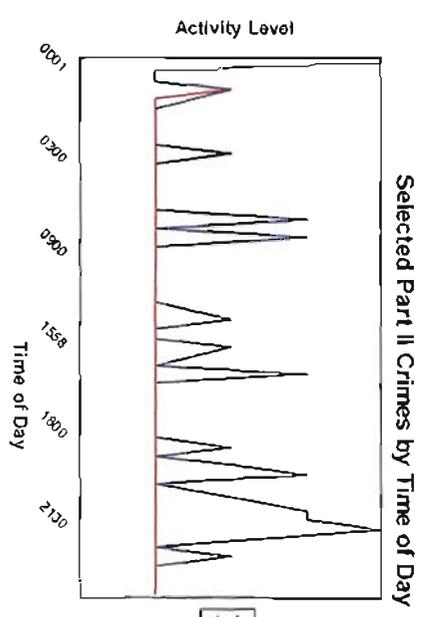
Division Goal: To reduce crime and to protect life and property.

Objective: Reduce Property Damages by 10% by June 30, 2008

	W-1	W-2	W-3	W-4	W-5	W-6	W-7	7 Week Total	Prior 7 Weeks	DIFF	% Change	YTD 2008	YTD 2007	2008/2007 % Change	YTD 2006	2008/2006 % Change
Assault (NAG)	13	8	7	8	6	12	2	56	53	3	5.7%	80	80	0.0%	54	48.1%
D.V. Assault (NAG)	5	3	4	4	3	6	2	56	60	3	-6.7%	157	172	-8.7%	139	12.9%
Property Damage	10	8	9	9	13	9	13	71	55	16	29.1%	106	83	27.7%	73	45.2%
Sex Offenses	1	0	0	0	0	0	0	1	2	-1	-50.0%	3	3	0.0%	4	-25.0%
<b>TOTAL</b>	<b>24</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>19</b>	<b>21</b>	<b>15</b>	<b>128</b>	<b>110</b>	<b>18</b>	<b>16.4%</b>	<b>189</b>	<b>166</b>	<b>13.9%</b>	<b>131</b>	<b>44.3%</b>

An assortment of charts/graphs can be inserted here to facilitate discussion about crime and problem-solving strategies. Those shown here are for illustrative purposes.

Please refer to Appendix H for more examples.



# Quality of Life Issues

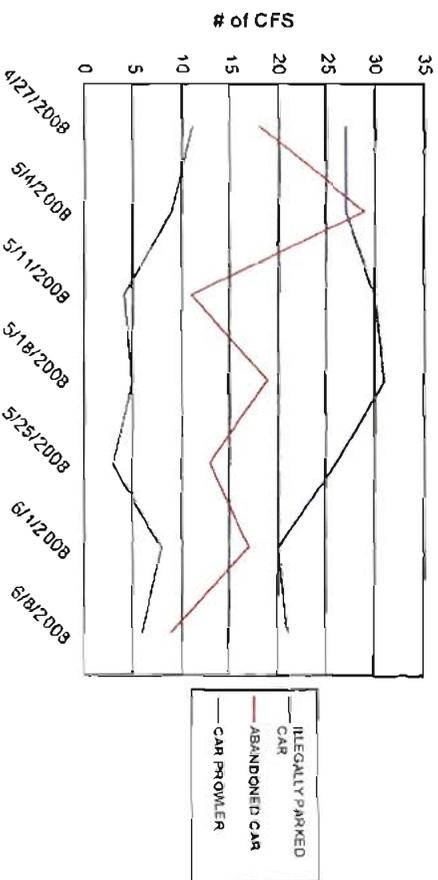
**Division Goal:** To reduce crime and to protect life and property.

**Objective:** Reduce Outside Disturbances by 10% by June 30, 2008

	W-1	W-2	W-3	W-4	W-5	W-6	W-7	7 Week Total	Prior 7 Weeks	DIFF	% Change	YTD 2008	YTD 2007	2008/2007 % Change	YTD 2006	2008/2006 % Change
Noise Disturbance	3	6	9	7	10	4	11	50	46	4	8.7%	78	71	9.9%	33	136.4%
Outside Disturbance	12	10	20	14	19	11	16	102	133	-31	-23.3%	180	197	-8.6%	99	81.8%
Disperse Group - Juveniles	1	0	0	1	3	1	5	11	2	9	450.0%	15	46	-67.4%	16	-6.3%
Illegally Parked Car	12	14	5	5	13	6	2	57	39	18	46.2%	84	74	13.5%	45	86.7%
Abandoned Car	2	3	5	4	8	6	5	33	49	-16	-32.7%	61	58	5.2%	43	41.9%
Car Prowler	0	1	3	1	1	6	2	14	15	-1	-6.7%	25	21	19.0%	16	56.3%
Suspicious Party - Drugs	0	0	1	0	2	1	4	8	15	-7	-46.7%	17	19	-10.5%	12	41.7%
Alarm Calls	51	36	57	47	44	34	30	299	359	-60	-16.7%	508	378	34.4%	470	8.1%

An assortment of charts/graphs can be inserted here to facilitate discussion about QOL and problem-solving strategies. The chart shown here is for illustrative purposes. Please refer to Appendix H for more examples.

**Weekly Progression of Quality of Life Issues**



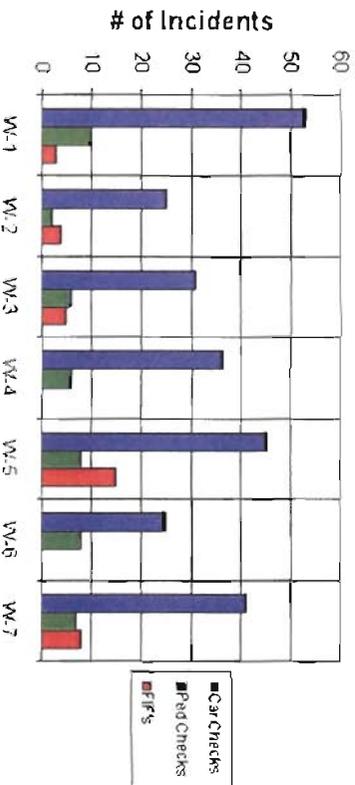
# Enforcement Activity

Division Goal: To reduce crime and to protect life and property.

Objective: Increase Number of Firearms Arrests by 10% by June 30, 2008

	W-1	W-2	W-3	W-4	W-5	W-6	W-7	7 Week Total	Prior 7 Weeks	DIFF	% Change	YTD 2008	YTD 2007	2008/2007 % Change	YTD 2006	2008/2006 % Change
Calls for Service	448	415	385	412	415	410	366	2851	3035	-184	-6.1%	2808	2758	1.8%	2426	15.7%
Avg. Resp. Time Priority 10	11.2	10.5	11.2	12.3	8.9	11.4	9.9	10.8	11.0	-0.3	-2.5%	11.5	11.5	-0.3%	11.7	-1.8%
Avg. Resp. Time Priority 20	13.4	12.5	15.2	13.3	11.2	14.7	12.2	13.2	15.7	-2.5	-15.8%	14.9	17.2	-13.4%	18.6	-19.9%
# Outstanding ARS Reports	10	13	9	18	11	7	16	84	95	-11	-11.6%	460				
% 10-23 Compliance	62.0%	73.0%	68.0%	77.0%	71.0%	64.0%	72.0%	69.6%	74.0%	-4.4%	-6.0%	75.0%				
Narcotics Arrests	4	7	4	4	1	10	3	33	26	7	26.9%	42	18	133.3%		
Firearms Arrests	0	0	0	0	0	1	0	1	2	-1	-50.0%	5	4	25.0%		
Firearms Recovered	0	1	0	0	0	0	0	1	3	-2	-66.7%	2	3	-33.3%		
Car Checks	53	25	31	36	45	25	41	256	239	17	7.1%	410	246	66.7%		
Pedestrian Checks	10	2	6	6	8	8	7	47	60	-13	-21.7%	77	46	67.4%		
FIFs	3	4	5	0	15	0	8	35	57	-22	-38.6%	78	37	110.8%		
% of FIFs to Self-initiated	4.8%	14.8%	13.5%	0.0%	28.3%	0.0%	16.7%	11.6%	19.1%	-7.5%	-39.4%	16.0%	12.7%	26.4%		
UTTs	65	67	95	65	89	71	81	533	477	67	11.7%	831	754	10.2%		
DUI	4	1	3	4	2	5	1	20	16	4	25.0%	29	34	-14.7%		
State Arrests	8	11	9	14	13	10	17	82	80	2	2.5%	128	124	3.2%		
City Arrests	67	39	58	63	76	57	38	398	499	-101	-20.2%	688	620	11.0%		
<b>TOTAL ARRESTS</b>	<b>75</b>	<b>50</b>	<b>67</b>	<b>77</b>	<b>89</b>	<b>67</b>	<b>55</b>	<b>480</b>	<b>561</b>	<b>-81</b>	<b>-14.4%</b>	<b>816</b>	<b>744</b>	<b>9.7%</b>		

Select Enforcement Activity by Week



An assortment of charts/graphs can be inserted here to facilitate discussion about QOL and problem-solving strategies. The chart shown here is for illustrative purposes.

Please refer to Appendix H for more examples.

## Top 5 Accident Locations

Current Locations	Current Seven Week Total	Previous Seven Week Total	YTD Number of Appearances in Top 5
NW Barry Rd. & I 29 HWY	8	9	10
NW 68th St. & US 169 HWY	7	5	7
US 169 HWY & I 29	6	4	8
MO 152 HWY & N Oak Trfy.	4	6	12
MO 152 HWY & N Ambassador Dr.	4	2	3

## Top 5 Calls for Service Locations

Current Locations	Current Seven Week Total	Previous Seven Week Total	YTD Number of Appearances in Top 5
8551 N. Boardwalk (Wal-Mart)	22	25	13
115 NW. Harlem (Holiday Apartments)	21	22	10
NW Englewood Rd. & US 169 HWY	19	16	14
400 NW Barry Rd. (Metro North Mall)	18	15	12
NW Englewood Rd. & NW Waukomis Dr.	5	4	8

# CSTAR Project – Englewood Apartment Complex

**Division Goal:** To reduce crime and to protect life and property.

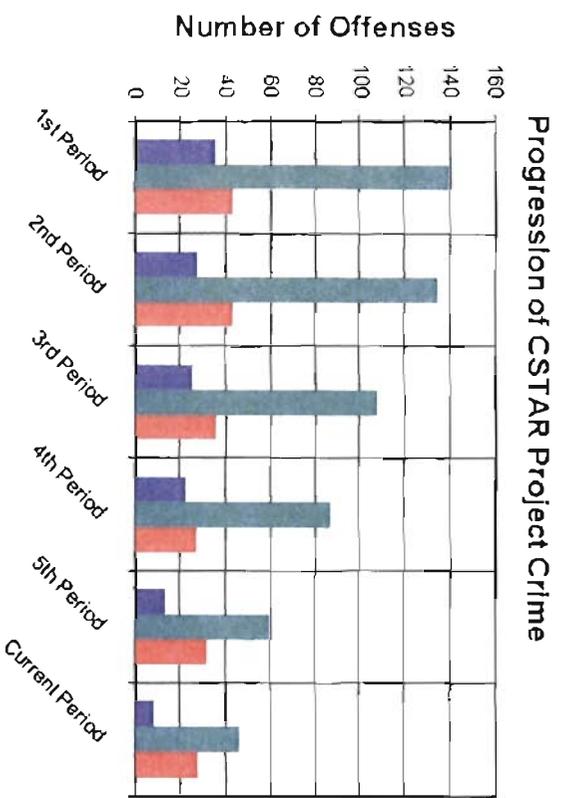
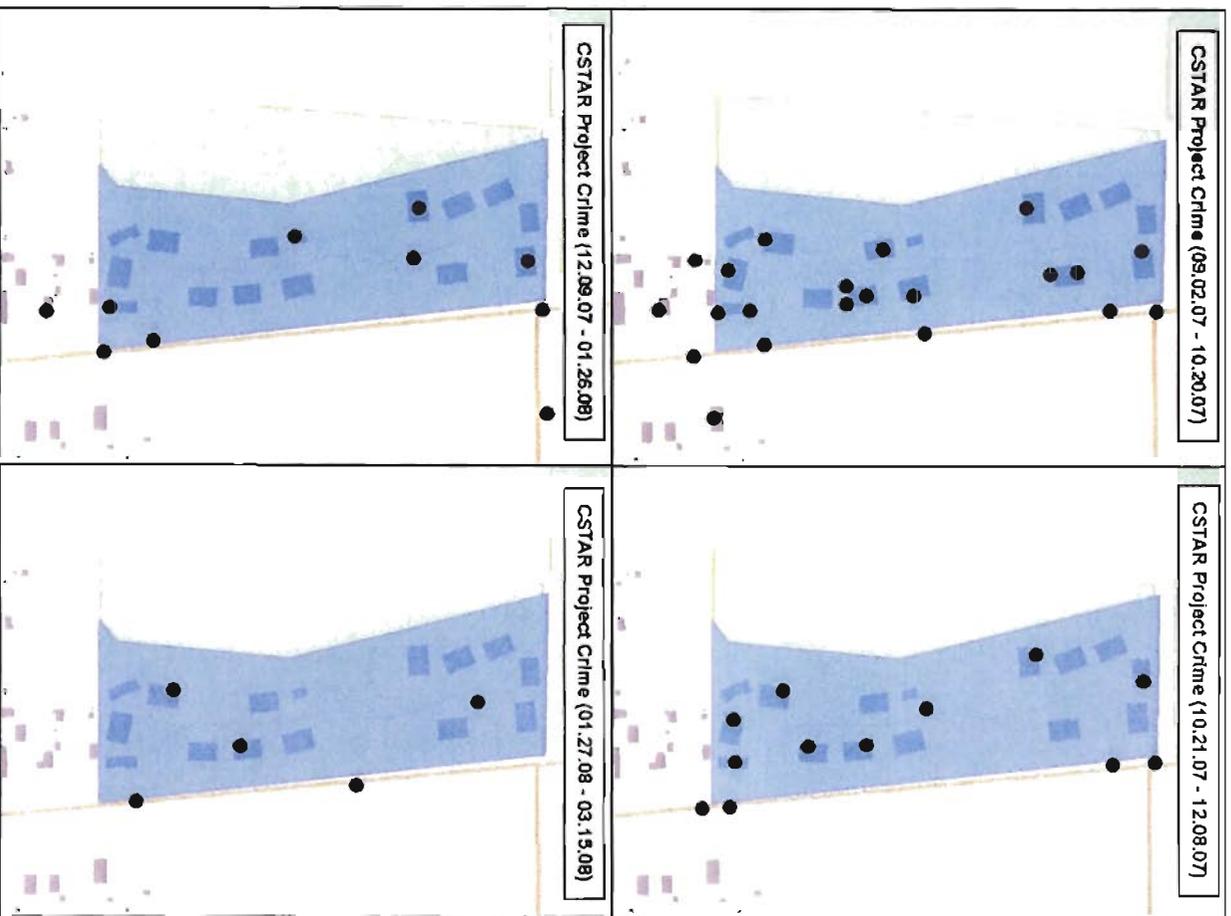
**Objective:** Reduce Burglary and Stolen Auto by a minimum of 15% by June 30, 2008

	05.27.07 - 07.14.07 Total	07.15.07 - 09.01.07 Total	09.02.07 - 10.20.07 Total	10.21.07 - 12.08.07 Total	12.09.07 - 01.26.08 Total	Current Total	% Difference - Project Start to Current Time	Total for Project
<b>Crime</b>								
Homicide	3	0	2	1	0	0	-100.0%	6
Rape	3	0	0	0	1	1	-67.0%	5
Robbery	17	15	13	10	6	4	-76.0%	65
Assault (AGG)	12	12	10	11	6	3	-75.0%	54
Burglary	62	66	52	47	35	23	-63.0%	285
Stealing - TOTAL	42	38	31	23	13	15	-64.0%	162
Stealing (AUT)	26	22	16	18	9	10	-61.5%	101
Stolen Auto	33	30	24	15	11	8	-76.0%	121
Arson	2	0	0	1	0	0	-100.0%	3
Assault (NAG)	18	18	15	8	10	12	-33.0%	81
Property Damage	23	25	20	18	22	16	-30.0%	124
Sex Offenses	2	0	1	1	0	0	-100.0%	4
<b>Enforcement Activity</b>								
Calls for Service	176	175	86	47	103	100	-4.3%	687
Car Checks	9	16	23	30	24	21	133%	123
Pedestrian Checks	6	13	20	27	21	18	200%	105
UTTs	8	15	22	29	23	32	300%	129
DUI	1	0	0	0	0	1	0%	2
FIP's	1	9	15	22	16	11	1000%	74

Customized charts can be inserted here to facilitate discussion about  
 CSTAR Project problem-solving strategies.

Please refer to Appendix H for examples.

# CSTAR Project – Englewood Apartment Complex Crime Maps & Charts



An assortment of charts/graphs can be inserted here to facilitate discussion about crime and problem-solving strategies. The chart and map shown here are for illustrative purposes.

Please refer to Appendix H for more examples.

### *Principles of Crime Reduction*

- *Accurate & Timely Intelligence*
- *Rapid Deployment of Resources*
- *Effective Tactics & Strategies*
- *Relentless Follow-up & Assessment*

# Police

## KC/MO



**James D. Corwin**  
Chief of Police

**Property Crimes Division CSTAR Report for January 27, 2008 – March 15, 2008**

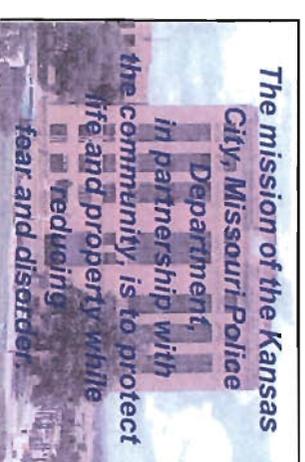
Despite being created for the former Property Crimes Division this PowerPoint file serves as a functional template for any Investigative element.

Statistics are Preliminary and for CSTAR

Purposes Only

Law Enforcement Sensitive

**KCPD CSTAR Unit**



# Division Goal #1 – Objective #1

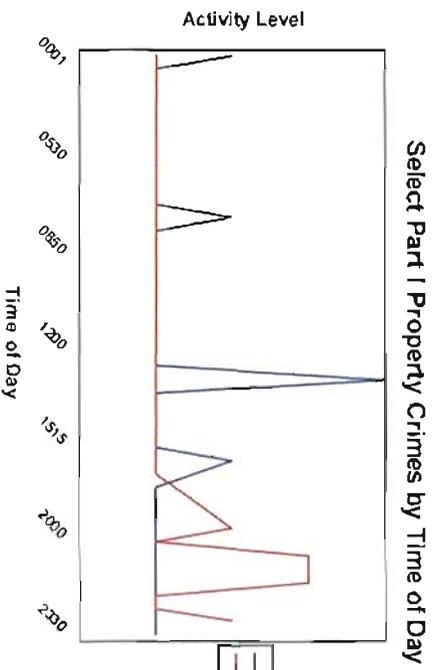
Division Goal: To reduce crime and to protect life and property.

Objective: Reduce Property Crime by 3% by June 30, 2008

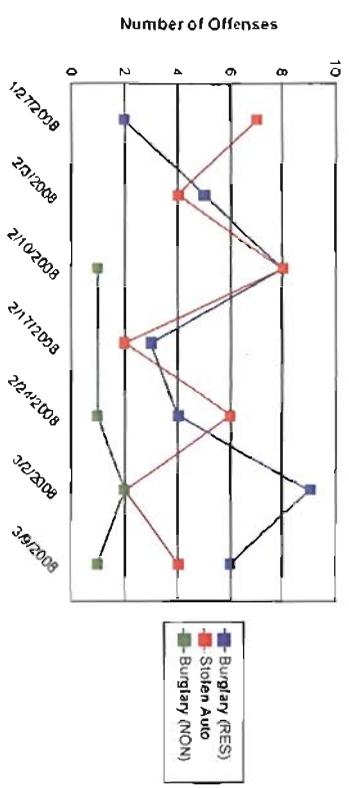
	W-1	W-2	W-3	W-4	W-5	W-6	W-7	7 Week Total	Prior 7 Weeks	DIFF	% Change	YTD 2008	YTD 2007	2008/2007 % Change	YTD 2006	2008/2006 % Change
Burglary (NON)	2	5	9	2	4	10	6	38	33	+5	15.2%	71	50	42.0%	40	77.5%
Burglary (RES)	9	8	6	8	10	14	12	67	82	-15	-18.3%	225	279	-19.4%	301	-25.2%
Stealing	30	13	20	15	21	18	23	140	121	+19	15.7%	315	348	-9.5%	367	-14.2%
Stealing (AUT)	20	8	12	10	14	12	16	92	98	-6	-6.1%	223	260	-14.2%	301	-25.9%
Stolen Auto	7	4	8	2	3	2	4	30	30	0	0.0%	53	36	47.2%	41	29.3%
Arson	0	1	0	0	0	0	0	4	5	-1	-20.0%	11	13	-15.4%	9	22.2%
Property Damage	10	8	9	9	13	9	13	71	55	+16	29.1%	106	83	27.7%	73	45.2%
<b>TOTAL</b>	<b>39</b>	<b>23</b>	<b>37</b>	<b>22</b>	<b>28</b>	<b>30</b>	<b>33</b>	<b>212</b>	<b>189</b>	<b>+23</b>	<b>12.2%</b>	<b>450</b>	<b>447</b>	<b>0.7%</b>	<b>457</b>	<b>-1.5%</b>

An assortment of charts/graphs can be inserted here to facilitate discussion about crime and problem-solving strategies. Those shown here are for illustrative purposes.

Please refer to Appendix H for more examples.



Weekly Progression of Part I Property Crime (Excluding Stealings)



## Division Goal #1 – Objective #2

Goal: To reduce crime and to protect life and property.

Objective: Provide at minimum two crime prevention seminars to citizens each month.

Performance Measure: Compare expected total of YTD 2008 crime prevention seminars offered to actual YTD 2008 seminars offered.

Measurement	Expected Total YTD # of Crime Prevention Seminars	YTD # of Crime Prevention Seminars Provided	% Progress	Objective Status	On Schedule?
	24	5	20.8%	NOT MET	NO

## Division Goal #1 – Objective #3

Goal: To reduce crime and to protect life and property.

Objective: Apprise Patrol Division Commanders of identified crime patterns and suspects each week; develop a coordinated response to crime.

Performance Measure: Maintain actively log of meetings hosted/attended; compare changes in crime rate.

Measurement	Expected YTD # of Briefings/Meetings with Commanders	YTD # of Briefings/Meetings Affected	% Progress	Objective Status	On Schedule?
	288	75	26.0%	NOT MET	NO

## Division Goal #2 – Objective #1

<b>Goal:</b> To improve citizen satisfaction.					
<b>Objective:</b> Each PCD Section will attend roll calls for each Watch of all Divisions each month.					
<b>Performance Measure:</b> Compare expected total of YTD 2008 roll calls attended to actual YTD 2008 roll calls attended.					
<b>Measurement</b>	<b>Expected Total YTD # of Roll Calls Attended</b>	<b>YTD # of Roll Calls Attended</b>	<b>% Progress</b>	<b>Objective Status</b>	<b>On Schedule?</b>
	150	45	30.0%	NOT MET	NO

## Division Goal #2 – Objective #2

<b>Goal:</b> To improve citizen satisfaction.					
<b>Objective:</b> Each PCD Section will attend one community meeting each month.					
<b>Performance Measure:</b> Compare expected total of YTD 2008 community meetings attended to actual YTD 2008 community meetings attended.					
<b>Measurement</b>	<b>Expected Total YTD # of Meetings Attended</b>	<b>YTD # of Meetings Attended</b>	<b>% Progress</b>	<b>Objective Status</b>	<b>On Schedule?</b>
	24	10	41.7%	NOT MET	NO

## Division Goal #2 – Objective #3

<b>Goal:</b> To improve citizen satisfaction.					
<b>Objective:</b> Notify both Officers and Victims regarding the disposition of all assigned cases.					
<b>Performance Measure:</b> Compare number of YTD 2008 cases assigned to number of notifications affected.					
<b>Measurement</b>	<b>YTD # of Assigned Cases</b>	<b>YTD # of Notifications Affected</b>	<b>% Progress</b>	<b>Objective Status</b>	<b>On Schedule?</b>
	150	125	83.3%	NOT MET	NO

## Division Goal #3 – Objective #1

<b>Goal:</b> To optimize organizational performance.						
<b>Objective:</b> Each PCD Detective will attend training to develop job-specific skill sets.						
<b>Performance Measure:</b> Compile YTD roster of all Detectives assigned to PCD; compare expected total of YTD training sessions attended to Detectives assigned to PCD.						
	Current YTD # of Detectives Assigned to PCD	Expected Total YTD # of Training Sessions Attended	YTD # of Training Sessions Attended	% Progress	Objective Status	On Schedule?
	50	50	17	34.0%	NOT MET	NO

## Division Goal #3 – Objective #2

<b>Goal:</b> To optimize organizational performance.						
<b>Objective:</b> Improve computer-related knowledge of PCD personnel by having all PCD staff attend a minimum of one training session per year.						
<b>Performance Measure:</b> Compile YTD roster of all staff assigned to PCD; compare number of staff to expected total of YTD computer training sessions attended.						
	Current # of Staff Assigned to PCD	# of Training Sessions Attended by Current Staff	% Progress	Objective Status	On Schedule?	
	36	15	41.7%	NOT MET	NO	

## **EXHIBIT 3**

CSTAR Post Audit Questionnaire

## CSTAR POST AUDIT QUESTIONNAIRE

1. What are you using for the CSTAR data collection process either the "REPORTS" or the \CRNb transaction or a combination of both?
2. How do you select CSTAR areas?
3. Do you currently or have had in the past year meetings i.e., monthly, bi-monthly quarterly etc., for the CSTAR Office and all division CSTAR coordinators to promote information sharing? This does not include weekly CSTAR meetings by department elements.
4. Has any one developed and/or adopted a CSTAR manual, as the official source document for the CSTAR process?
5. Have you developed partnerships with the community in order to involve them in the CSTAR process to assist in problem solving?
6. Are the citizens involved, or do they provide input in the selection process for the CSTAR areas?

Thank you, for your assistance.

If you have any questions or comments please contact Officer Phil Johnson  
Internal Audit Unit, 889-1462, email: [phil.johnson@kcpd.org](mailto:phil.johnson@kcpd.org)

## **EXHIBIT 4**

CSTAR Reports (March 13, 2011 – April 30, 2011)



# Police

KC/MO



**James D. Corwin**  
Chief of Police

## • SCPD CSTAR Report

March 13, 2011 – April 30, 2011

**Statistics are Preliminary and for CSTAR Purposes Only**  
**Law Enforcement Sensitive**



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# SHOAL CREEK PATROL DIVISION GOALS

- No increase in reported crime within the 640 sector
  - 166 crimes reported this CSTAR period
  - Up 23% from the previous CSTAR period
  - Down 12.76% year-to-date
- Reduce reported crime in 630 Sector by 10%
  - 265 reported crimes this CSTAR period
  - Up 23.3% from the previous CSTAR period
  - Down 9.73% year-to-date



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# SHOAL CREEK PATROL DIVISION GOALS

- Increase State Arrests Division Wide by 10%
  - Up 91.3% from the previous CSTAR period
  - Down 14.8% year-to-date
- Increase traffic enforcement within neighborhoods by 10%
  - Up 7% compared to the previous CSTAR period (45 compared to 42 last period)



---

# SHOAL CREEK PATROL DIVISION GOALS

- Maintain citizen surveys and citizen contacts
  - **20** citizen surveys returned for last period.
  - 247 follow ups have been conducted by Patrol Sergeants for this period. (533 YTD)



# ADDITIONAL NOTES

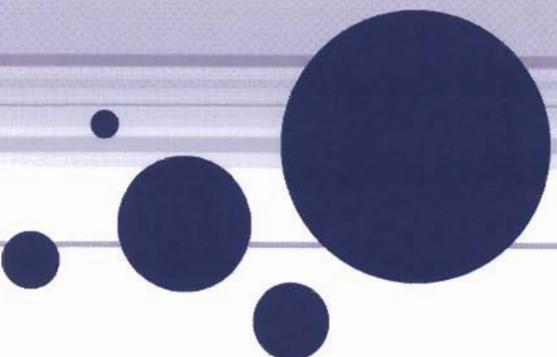
## 10-41 Times:

12 minutes 32 seconds for period

(14 min. 18 sec. prev. period)

## Lethality Surveys:

89.3% (25 of 28) completion rate for period  
(96.2% previous period)



## Reported Crimes Against Persons

**Goal:** Reduce reported crime in 630 sector by 10%. No increased crime in 640 sector.

**Objective:** Increase enforcement in the high crime locations. Increase Police visibility.

	W-1	W-2	W-3	W-4	W-5	W-6	W-7	Total	Previous Total	% Change	YTD 2011	YTD 2010	2011/2010 % Change
Homicide	0	0	0	0	0	0	1	1	1	100.0%	3	0	100.0%
Aggravated Assault	3	2	1	2	1	2	2	13	9	44.4%	27	31	-12.9%
Simple Assault	13	18	9	7	8	11	8	74	55	34.5%	159	150	6.0%
Intimidation	3	2	0	1	1	1	0	8	11	-27.3%	25	34	-26.5%
Sex Offenses - Forcible	0	0	0	1	0	0	0	1	3	-66.7%	9	25	-64.0%
Sex Offenses - Nonforcible	0	0	0	0	0	0	0	0	0	0.0%	0	0	0.0%
<b>TOTAL</b>	<b>19</b>	<b>22</b>	<b>10</b>	<b>11</b>	<b>10</b>	<b>14</b>	<b>11</b>	<b>97</b>	<b>79</b>	<b>22.8%</b>	<b>223</b>	<b>240</b>	<b>-7.1%</b>

## Reported Crimes Against Property

Robbery	0	0	2	0	0	1	0	3	4	-25.0%	10	12	-16.7%
Arson	0	0	0	2	0	0	0	2	0	200.0%	2	0	200.0%
Burglary	8	9	9	11	11	6	5	59	44	34.1%	131	122	7.4%
Stealing	22	34	32	26	27	20	30	191	148	29.1%	437	454	-3.7%
Stolen Auto	1	1	5	4	5	4	2	22	22	0.0%	53	112	-52.7%
Property Damage	17	9	8	4	7	9	8	62	48	29.2%	128	160	-20.0%
<b>TOTAL</b>	<b>48</b>	<b>53</b>	<b>56</b>	<b>47</b>	<b>60</b>	<b>40</b>	<b>45</b>	<b>339</b>	<b>266</b>	<b>27.4%</b>	<b>761</b>	<b>860</b>	<b>-11.5%</b>

## Reported Crimes Against Society

**Goal:** Reduce reported crime in 630 sector by 10%. No increased crime in 640 sector.

**Objective:** Increase enforcement in the high crime locations. Increase Police visibility.

	W-1	W-2	W-3	W-4	W-5	W-6	W-7	Total	Previous Total	% Change	YTD 2011	YTD 2010	2011/2010 % Change
Narcotics	1	2	5	1	2	4	4	19	27	-29.6%	62	120	-48.3%
Prostitution	0	0	0	0	0	0	0	0	0	0.0%	9	4	125.0%
Weapon Law Violations	0	0	0	0	0	1	0	1	1	0.0%	2	2	0.0%
<b>TOTAL</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>20</b>	<b>28</b>	<b>-28.6%</b>	<b>73</b>	<b>126</b>	<b>-42.1%</b>

## Enforcement Activity

911 Calls for Service	371	398	360	427	413	393	393	2755	2600	6.0%	6540	6518	0.3%
Admin. Calls for Service	133	148	142	135	116	116	112	902	971	-7.1%	2263	2262	0.0%
<b>Total Calls for Service</b>	<b>504</b>	<b>546</b>	<b>502</b>	<b>562</b>	<b>529</b>	<b>509</b>	<b>505</b>	<b>3657</b>	<b>3571</b>	<b>2.4%</b>	<b>8803</b>	<b>8780</b>	<b>0.3%</b>
Median Resp. Time P10	7.68	7.72	8.52	9.00	9.48	7.71	10.70	8.68	8.33	4.2%	8.7	7.7	13.0%
Median Resp. Time P20	9.51	10.88	9.50	8.24	9.42	9.75	9.94	9.6	10.40	-7.6%	10.2	9.3	9.7%
% 10-23 Compliance	97.8%	98.5%	95.6%	97.8%	97.9%	98.1%	98.3%	97.7%	96.7%	1.0%	97.0%	97.9%	-0.9%
Car Checks	42	50	59	46	35	57	35	324	252	28.6%	686	825	-16.8%
Pedestrian Checks	5	4	3	4	1	9	3	29	23	26.1%	64	112	-42.9%
Residence Checks	15	29	18	36	21	70	14	203	141	44.0%	412	383	7.6%
Traffic Violations	135	107	118	142	149	152	128	931	781	19.2%	1995	2444	-18.4%
FIF's	8	5	8	14	6	7	10	58	43	34.9%	119	156	-23.7%
% of FIF's to Self-Initiated	16.4%	9.3%	12.9%	28.0%	16.7%	10.6%	26.3%	16.4%	15.6%	5.3%	15.9%	16.6%	-4.7%
State Arrests	24	13	33	15	45	29	38	197	103	91.3%	369	433	-14.8%
City Arrests	73	71	86	59	77	75	62	503	463	8.6%	1134	1268	-10.6%
<b>TOTAL ARRESTS</b>	<b>97</b>	<b>84</b>	<b>119</b>	<b>74</b>	<b>122</b>	<b>104</b>	<b>100</b>	<b>700</b>	<b>566</b>	<b>23.7%</b>	<b>1503</b>	<b>1701</b>	<b>-11.6%</b>

## Quality of Life Issues

**Goal:** Through Prevention and Suppression of Crime, make Kansas City a safe place to live, work and play.

**Objective:** Improve quality of life issues by the reduction of crime and increased traffic enforcement in neighborhoods.

	W-1	W-2	W-3	W-4	W-5	W-6	W-7	Total	Previous Total	% Change	YTD 2011	YTD 2010	2011/2010 % Change
Noise Disturbance	7	9	10	4	8	8	13	59	32	84.4%	104	113	-8.0%
Outside Disturbance	16	20	25	29	26	37	21	174	109	59.6%	333	313	6.4%
Illegally Parked Car	5	9	4	7	3	10	3	41	68	-39.7%	145	109	33.0%
Abandoned Car	1	3	5	4	4	3	3	23	37	-37.8%	78	96	-18.8%
Car Prowler	2	5	1	3	3	0	2	16	15	6.7%	35	20	75.0%
Suspicious Party - Drugs	4	3	0	2	4	4	5	22	13	69.2%	36	28	28.6%
Alarms	30	21	24	37	18	17	29	176	142	23.9%	388	367	5.7%

## Top 5 Calls for Service Locations

Current Locations	Current Seven Week Total	Previous Total	YTD Appearances in Top 5
152 Hwy & N. Church	21	21	3
152 Hwy & N. Flintlock	19	21	3
152 Hwy & N. Indiana	14	25	3
Penguin Park	13	N/A	1
152 & N. Brighton	12	N/A	1



# Police

KC/MO



**James D. Corwin**  
Chief of Police



Logistical Support Division CSTAR Report  
March 13, 2011 to April 30, 2011

*Officer Safety . . . Customer Service*



**Statistics are Preliminary and  
for CSTAR Purposes Only**  
**Law Enforcement Sensitive**

*Officer Safety . . . Customer Service*



*Officer Safety . . . Customer Service*



## **Introduction**

**Division Operational Plan Updates**

**Unit Projects & Initiatives Updates**



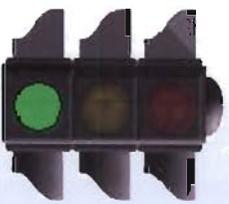
*Officer Safety . . . Customer Service*

**Division operational plan update  
for Communications Support**

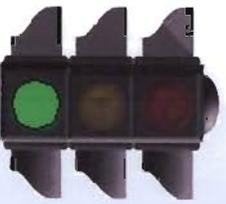
## *Communications Support Unit*

*Officer Safety . . . Customer Service*

## **Op Plan Update**



**Reduce the time it takes to complete the equipment installation in a marked patrol unit 5%**



**Achieve a 95% customer satisfaction rate**



**Provide training sessions twice a month for all employees with a 90% attendance**

## Unit projects/initiatives updates

- Radio System

*Communications  
Support Unit*

*Officer Safety . . . Customer Service*

**Updates**

*Q & A . . .*



*Officer Safety . . . Customer Service*

**Division operational plan update  
for Communications Unit**

*Officer Safety . . . Customer Service*

## ***Communications Unit***

**Op Plan Update**



**Conduct Quality Assurance Reviews**



**Reduce Unscheduled Absences**

*Officer Safety . . . Customer Service*

***Communications Unit***

***Q & A . . .***

*Officer Safety . . . Customer Service*



**Division operational plan update**

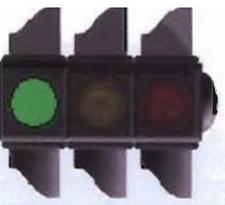
**for Detention Unit**

*Officer Safety . . . Customer Service*

## Op Plan Update



Reduce by 10% the amount of time an arrest waits in the lobby during 2011



Ensure Supervisors meet three times a year with personnel to discuss current performance or any other issues

*Officer Safety . . . Customer Service*



## Unit projects/initiatives updates

- Mug Shots

*Officer Safety . . . Customer Service*

**D**

*Attention  
Unit*

**Q**

**& A**

. . . . .



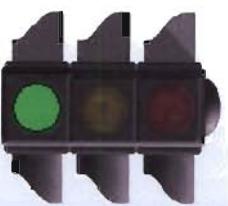
*Officer Safety . . . Customer Service*

**Division operational plan update  
for Fleet Operations Unit**

# *Fleet Operations Unit*

*Officer Safety . . . Customer Service*

## Op Plan Update



95% Satisfaction of Customers/Members based on Satisfaction Survey.



Keep the number of fleet vehicles available for service at or above 95% at all times



Provide feedback mechanism for all unit personnel



*Officer Safety . . . Customer Service*

## Unit projects/initiatives updates

- New Vehicles Update

*Fleet  
Operations  
Unit*

*Officer Safety . . . Customer Service*

*Q & A . . .*



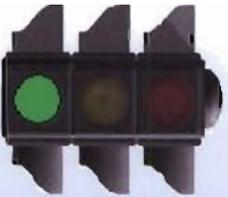
*Officer Safety . . . Customer Service*

**Division operational plan update  
for Property & Evidence Unit**

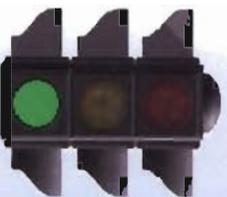
*Officer Safety . . . Customer Service*

***Property & Evidence Unit***

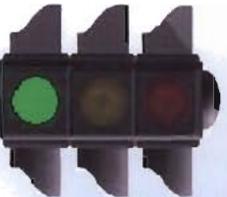
**Op Plan Update**



Reduce Gunroom Inventory by 5%



Maintain 100% Accountability of all Property in Inventory



Allow Non-Sworn Members to Utilize Training Opportunities

*Officer Safety . . . Customer Service*

*Property & Evidence Unit*

Unit projects/initiatives updates

- Reviewing the Audit



*Officer Safety . . . Customer Service*

# *Final Q & A . . .*

## **EXHIBIT 5**

Procedural Instruction 09-13 Entitled, Operational Plans-Performance  
Measurement System

	KANSAS CITY, MO. POLICE DEPARTMENT	DATE OF ISSUE	EFFECTIVE DATE	NO.
	PROCEDURAL INSTRUCTION	01-06-10	01-05-10	09-13
SUBJECT			AMENDS	
Operational Plans-Performance Measurement System				
REFERENCE		RESCINOS		

## I. INTRODUCTION

To establish guidelines and procedures for the completion of Operational Plans based upon the defined Expected Outcomes. The goal of this process is to utilize the Operational Plans as an evaluation tool for all levels within the Department.

## II. PROCEDURES

- A. The Expected Outcomes have been defined by the Board of Police Commissioners, the Chief, and the Bureau Commanders. The Strategic Plan and other reports, studies, and documents, such as the Performance Audit and the Citizen's Survey completed by the University of Missouri-Kansas City, have been used in the process of defining the Expected Outcomes.
- B. The Expected Outcomes are as follows:
  1. Improve overall quality of police services.
  2. Increase visibility.
  3. Employ a dedicated, engaged work force.
  4. Maintain mutually effective and respectful relationships.
  5. Through prevention and suppression of crime, make Kansas City a safe place to live, work, and play.
- C. When establishing Goals, Objectives, Tasks, and Activities, they should not be the same as the current activities and daily duties, but should be above and beyond the day to day operations.
- D. Division commanders will develop Goals from which they will create an Operational Plan. Each Goal should be tied to one or more of the Expected Outcomes. Division commanders must be cognizant of the budget impact of their Goals and recognize the fiscal year deadlines. They will ensure the Goals are communicated to all members in their division.

- E. Watch Commanders or equivalent ranks in non-patrol divisions will then establish measurable Objectives that are relevant to the Expected Outcomes as outlined in the operational training. The Objectives will be communicated to the Sector Sergeants or supervisors and all members within the division.
- F. Sergeants and supervisors will gather project and activity plans and ideas from their individual subordinates to establish Tasks to meet the Objectives.

### **III. EVALUATION**

- A. Operational Plans will be evaluated for continuous results during CSTAR meetings and during member mid/yearly evaluations.
- B. Divisions that do not report on a regular basis during CSTAR will complete and submit through their chain of command to the Chief of Police annual reports or reports as requested by the Chief of Police. Those Divisions are as follows:
  - 1. Research and Development Division
  - 2. Fiscal Division
  - 3. Facilities Management and Construction Division
  - 4. Training Division
  - 5. Information Services Division
  - 6. Human Resources Division

### **IV. TIMELINE**

The Division Operational Plan Application will be utilized in the completion of this process.

- A. The Chief of Police and the Bureau Commanders shall review the Expected Outcomes, make any changes, and communicate them to the members within their command by August 1st.
- B. September 1st - Division Commanders will establish and communicate Goals for the next Operational Plan calendar year to subordinates.

- C. October 1st - Objectives, Tasks, and Activities or project plans will be established by the Watch Commanders or non-sworn equivalent and Sector Sergeant or Supervisors.
- D. October 15th - Objectives, Tasks, and Activities or project plans will be communicated to the Division Commander.
- E. November 1st - Division Commanders will communicate the Operational Plan to the Bureau Commander for review and approval. Bureau Commanders have access to the individual division plans through the Operational Plan Application.
- F. From November through January 1st, the Bureau Commanders and Division Commanders will review and approve or change the Operational Plans.
- G. January 1st - the final version of the Operational Plans will be approved by the Bureau Commander and implemented by Division Commanders.

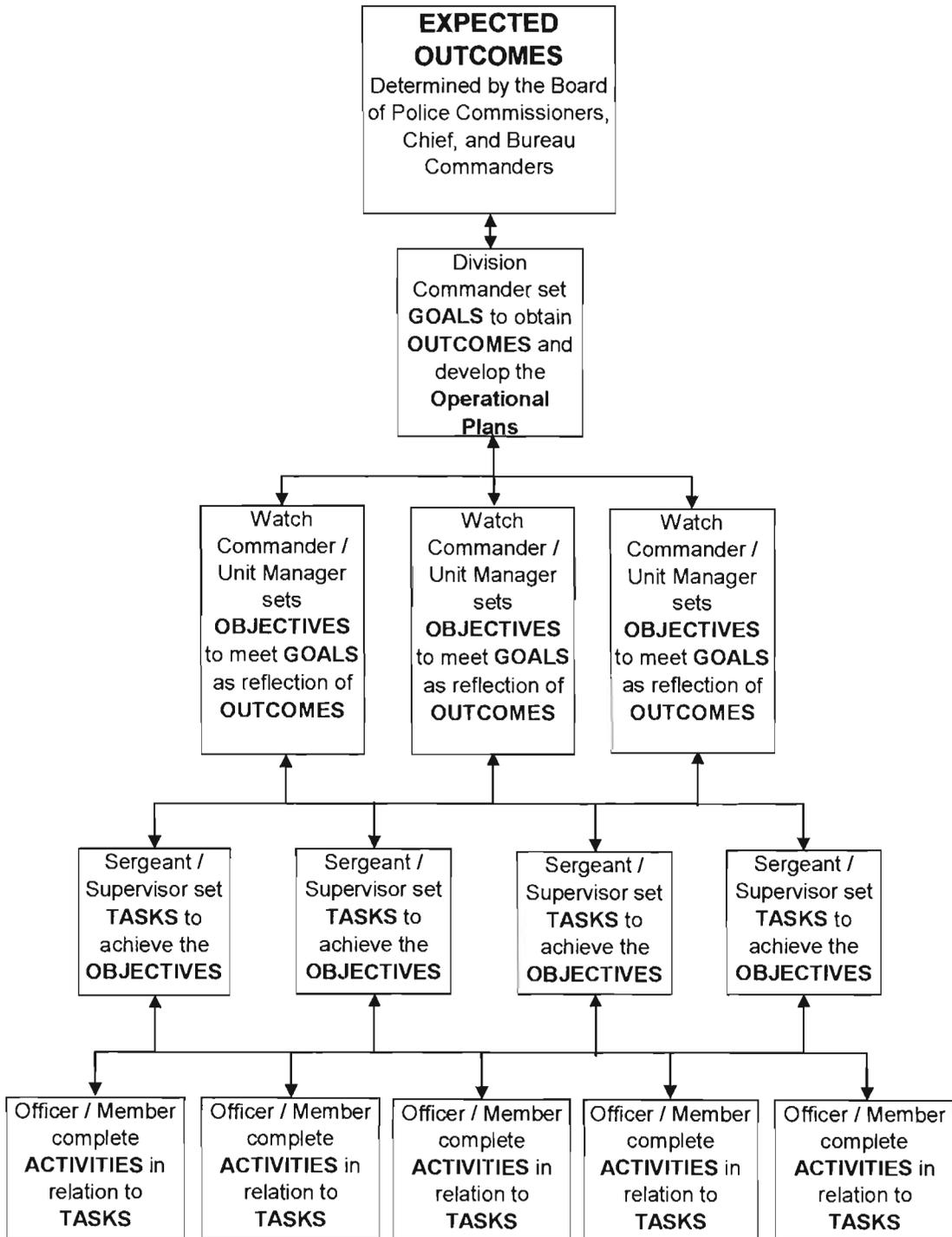
James D. Corwin  
Chief of Police

Adopted by the Board of Police Commissioners this \_\_\_\_\_ day of \_\_\_\_\_ 2009.

Mark C. Thompson  
President

**DISTRIBUTION:** All Department Personnel  
Post on all bulletin boards for two weeks  
Public View Master Index – Internet  
Department Master Index – Intranet

# OPERATIONAL PLANS



## **EXHIBIT 6**

Chief's Memorandum No. 08-2, entitled, Community Involvement  
Task Force

August 29, 2008

**CHIEF'S MEMORANDUM NO. 08-2**

**SUBJECT:** Community Involvement Task Force

**RESCINDS:** Chief's Memo 05-1, entitled, "Community Policy Advisory Committee"

I. PURPOSE

To establish the Community Involvement Task Force (CITF) including the parameters for membership, the composition of the CITF, procedural matters and functions.

II. POLICY

The Community Involvement Task Force (CITF) is established to enhance and strengthen community partnerships with the KCPD utilizing a combined leadership approach. The CITF involves the community in the innovation and development of department policies and procedures, projects and programs; and establishes a joint effort in developing community input and feedback to provide effective police services to the citizens of Kansas City, Missouri in a transparent manner.

III. PROCEDURE

A. Composition of the CITF

1. The overall CITF will be co-chaired by a law enforcement and community member. The CITF law enforcement chair will be the Executive Officer – Chief's Office. The community member chair will be appointed by the Chief of Police.
2. Community representatives appointed by the Chief of Police will make up each division sub-task force.
3. Kansas City, Missouri Police Department members.
4. By virtue of their position on a division sub-task force, all division sub-task force members comprise the overall CITF.

B. Each patrol division will have a CITF sub-task force to represent and implement specific tasks desired for the geographical boundaries of that division.

1. Each CITF sub-task force will elect one law enforcement and one community member to act as co-chairs.

2. Each CITF sub-task force will have equal representation of up to six (6) community and six (6) department members and be responsible for implementing projects and programs in their respective division.
3. One (1) of the six (6) department representatives for each division sub-task force will be an assistant division commander who will be appointed by the respective division commander.
4. One (1) of the six (6) department representatives for each division sub-task force will be that division's community interaction officer.
5. The remaining department representatives for each division sub-task force will be selected by the CITF co-chairs for that division sub-task force and approved by Chief of Police.

C. Community Membership Requirements

1. Each community member must complete the KCPD Community Involvement Task Force Volunteer Application, Form 306 PD.
2. The applicants must be willing to complete the Citizen's Police Academy (CPA) or abbreviated version within one year of appointment. All future applicants will be selected from graduates of the CPA.
3. The applicant must complete all requirements as outlined on the Volunteer Application.
4. Prior law enforcement members may be exempt from the CPA's requirement.
5. Appointees to this task force will serve a minimum of two years or until replaced by the Chief of Police. All members while serving on the sub-task force shall maintain their established membership criteria.
6. All community members must live and/or work in the sub-task force area of assignment.
7. No appointed community member will receive compensation from the Board of Police Commissioners for their service on the CITF.
8. Community members will receive an appointment letter signed by the Chief of Police which will include their date of appointment.

9. The Chief of Police may waive requirements.

D. Community Application Process

1. Community member applications will be received by the Executive Officer in the Chief's Office. Completed applications and citizen membership files will be kept on file by the Chief's Office.

2. When an opening exists on a CITF division sub-task force, members of each CITF division sub-task force will review the completed applications and make a recommendation to fill the position. The Chief of Police and/or his designee will make the final decision on appointment to the CITF division sub-task force. (i.e., appoint or decline at that time).

3. All applicants will be notified in writing of the final decisions.

4. All originally appointed members of the CITF will be grandfathered from future requirements.

E. Resignation or Removal of a Community Member/Department Member

1. A community member may resign from the CITF by sending a letter or email of resignation to the Chief of Police.

2. A department member may resign from the CITF by forwarding a memorandum requesting replacement through the chain of command to the Chief of Police.

3. A community/department member may be removed from the CITF by the Chief of Police.

4. Upon transfer from the division wherein a department member is serving on a CITF division sub-task force, the department member may be replaced.

5. A community/department member vacancy will be filled by a qualified person selected by the Chief of Police.

F. Activity of the CITF

1. At the discretion of the Chief of Police, the CITF may be directed to review specific department policy and procedural matters.

2. In January of each year, the Planning and Research Unit will submit a list of procedural instructions to be reviewed that year with a recommendation for CITF input. The Chief of Police may determine assignments for review.
3. When the CITF is convened, a member from the Planning and Research Unit will be assigned to assist as a subject matter expert and provide administrative assistance.
4. All CITF meetings will be open to the public and will allow some time for comments from non-task force members.
5. CITF co-chairs will insure that a final report with recommendations is submitted to the Chief of Police by the CITF on all assigned tasks.
6. The CITF task force will meet as determined by the CITF co-chairs. During assigned projects, some or all of the CITF members may be convened as deemed necessary by the CITF co-chairs to address a specific assignment.
7. The Chief of Police will request additional work, accept, modify or reject each recommendation made by the CITF.
8. CITF division sub-task forces will initiate, implement, track, and evaluate programs and activities specific to the patrol division in which they represent.
9. CITF division sub-task force co-chairs will insure that recommendations, status reports and after action reports specific to their division are submitted to the Patrol Bureau Commander and the CITF co-chairs by the 5<sup>th</sup> of each month.
10. The CITF division sub-task forces will meet as determined by co-chairs with a minimum requirement of bi-monthly.
11. Members of the CITF will be considered as ambassadors for the Kansas City, Missouri Police Department and the community.

G. Approval of Projects

1. All projects and programs implemented within a specific patrol division require approval by the division commander.
2. All projects and programs implemented Patrol Bureau wide require approval by the Patrol Bureau Commander.

3. All projects and programs affecting multiple bureaus will be forwarded for review and approval by the Executive Committee.

H. Outside Staff Support for the CITF

1. At the discretion of the CITF, other department members or community members may be requested to attend meetings to provide subject matter expert information due to their special knowledge or background.
2. Staff support members and external persons will be in a non-voting status.

James D. Corwin  
Chief of Police

DISTRIBUTION: Law Enforcement Personnel  
Civilian Supervisory Positions  
Department Element Manuals  
Post on bulletin boards for two weeks.

## **EXHIBIT 7**

Department Memorandum 05-28, entitled, "CSTAR (Comprehensive Strategic Team  
Accountability Review)"

December 1, 2005

**DEPARTMENT MEMORANDUM NO. 05-28**

**SUBJECT:** CSTAR (Comprehensive Strategic Team Accountability Review)

I. INTRODUCTION

On March 30, 2005, the CSTAR program began operation. CSTAR (Comprehensive Strategic Team Accountability Review) is a crime reduction program designed to reduce crime and provide increased accountability and effectiveness for the community, as well as department members.

CSTAR will be an information exchange regarding three major elements in the Department's patrol divisions: crime, risk management, and personnel issues. CSTAR will consist of timely and accurate information, effective analysis, rapid response, and constant follow-up.

CSTAR will be used in conjunction with the Computer Aided Dispatch/Record Management System (CAD/RMS) and will use G.I.S. (Geographic, Information, System) computer mapping, along with statistics, to analyze how each element is performing in the delivery of service.

The CSTAR program encompasses the four goals of the Department's Strategic Plan and has the following anticipated outcomes:

- Reduce/stabilize the incidence of crime and the fear of crime
- Improve/maintain the quality of life in Kansas City, Missouri
- Reduce/stabilize the cost and risks of police operations
- Increase internal job satisfaction and effectiveness of department members

Weekly CSTAR meetings, which will highlight a specific patrol division each week, will be held every Wednesday, from 1000-1200 hours, at the CSTAR Office (1101 Locust). The Patrol Division Commander will be responsible for presenting their division's information; however the meeting will be attended by all division commanders assigned to the Patrol Bureau and Investigations Bureau. Additionally, support staff and other invited persons may attend. Only three person(s) will ask questions regarding the information: Chief of Police, Patrol Bureau Commander, and Investigation's Bureau Commander.

## II. PROCEDURES

This directive has been arranged in annexes to provide easy reference.

Annex A- CSTAR Meeting

Annex B- CSTAR Report

Annex C- CSTAR Information Collection

Annex D- GIS Mapping

Annex E- CSTAR Office

James D. Corwin  
Chief of Police

DISTRIBUTION: All Department Members  
Post on bulletin boards for two weeks

## **EXHIBIT 8**

Patrol Bureau Response to CSTAR Post Audit

RECEIVED

JUL 07 2011  
MAY 31 #4  
CHIEFS OFFICE

Deputy Chief Nichols,

Attached are the comments from all seven Patrol Divisions. I left all comments for review by Internal Audit.

My only comment is I believe Violent Crimes should have more of a role weekly. Homicides and aggravated assaults seem to be the most pressing issue with the community. More information and interaction between Patrol and Investigations regarding these crimes, during our weekly meetings, would seem to make sense. Recent shootings and homicides could be discussed more in-depth than what they are now, and Patrol could possibly provide more information/assistance in the information sharing and possible suspect identification.



Mgr Gee:

For your information and inclusion  
in the Audit Summary.

cc [Signature] 7/7-11

## CSTAR POST AUDIT RESPONSES

### CENTRAL PATROL DIVISION

RECEIVED  
As of July 7, 2011  
JUL 07 2011  
MAY 31 #4  
CHIEFS OFFICE

RECEIVED 1  
053111  
JUL 06 2011  
#16  
PATROL BUREAU OFFICE

After looking over the information, I see that the divisions have the same inconsistent data problems that we see on the PIR data collection sheets. There still needs to be a consistent way to collect the data and link performance goals to accomplishments of expected outcomes and goals. Metro was able to show their activity in relation to objectives but none of the other divisions did; but I am not sure why they are the only ones. Reading their "activities" they are the same things we do to complete our objectives.

I still don't like how FIF reports are recorded (time and location); with that we are still getting cheated out on FIFs if we write them too early in the shift or we end up stopping them in another zone. Why can't C-Star count them the way we look them up, by assignment (EX: 21105 our timekeeping code).

The Neighborhood Walks are said to be in "high disorder area" but I don't think that is what is really happening all the time.

The paragraph that talks about neighborhood walks at the bottom states that there "appears to be no visible correlation between the stated goal and the stated statistical information".

I think the fact that WI neighborhood walks are showing to have no affect on crime is because they go largely unnoticed by the community due to the hours they are being conducted - not because the walks are unaffactive.

I agreed with thier conclusion that the divisions need to be more accountable with their results. For instance, stating that your goal is "X" and then saying that the goal was met without saying what you did to meet those goals does not make a whole lot of sense. The ways you achieved those results should be stated or else it could be assumed you got the results by blind luck. But I think that observation is relayed several times in the report.

1. Expand performance measurement by linking operational plan to activities that correlate to the goals.

In regard to reducing crimes against persons/property these are easily measurable. However, as I'm sure it has already been addressed, there will come a time when crime can no longer be reduced thereby making this goal impossible to achieve. The increased police presence can be measured by tracking the time officers are on the neighborhood walks and citizen contacts. The time spent can be compared against the increase/decrease of the statistical categories by which it is judged. I would recommend grouping the categories by beat, thus making data analysis consistent across Watches and Divisions. I don't think the partnerships with the community can be measured, but they could be highlighted, for example the Westside CAN Center and the relationship the Deb and I have established with Terry Houghton. Response times should be measured against similar seasons, not just the last CSTAR period, in order to remove and weather influences.

The 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> points on page 9 and 10 of the audit says CPD's goals are not correlated to the CSTAR goals but I thought we did have numerous quantifiable goals listed. That is why we keep stats. If we don't have them specifically spelled out, then we need to just need to update the goals.

## 2. Get community involved in CSTAR.

I believe that to accomplish this goal it will take a large educational program to inform the community about the CSTAR program and Department policies and goals. Any parties interested in becoming involved with CSTAR should have taken the educational program in order effectively help with the planning and decision making. However, placing qualifiers on becoming involved will greatly reduce the number of those interested in becoming involved.

I believe the increased involvement with the community with the CSTAR process and the selection of the CSTAR areas will benefit both police and give the citizens a feeling that they also have a say in the problems of their patrol divisions. The community groups would be to attend regular CSTAR meetings and provide crucial information regarding the specific problems within the patrol division.

## 3. Develop follow up/assessment tools.

No comments

## 4. Revise CSTAR Department Memorandum.

No comments

Page 5. CPD ties all 5 bullet points into our Division/Unit Operational Plans. We just need to attach how we will monitor outcomes in some cases.

Page 9. I compared CPD page 9 to MPD page 11. Once again we just need to attach how we will get to expected outcomes. We do this in bullet 1, however, we do not do it in bullet 2 and 4. We need to add our community component and 5 sector to "Develop an Effective Partnership with the Community in Jointly Combating Crime Patterns."

Page 18. Question 4. I have never heard of this manual.

## **METRO PATROL DIVISION**

No additional comments.

## **EAST PATROL DIVISION**

### Capt. Zimmerman:

There is a perceived need to have more input on Goals and Objectives and tasks at the CStar meeting. I feel that this would take too long for all the captains to go through all their information.

Any immediate projects that the individual watches are works on would be hurried and not given the proper time to explain and cover at the meeting. Also with the new changes, graphs instead of charts, the process is going to take longer. As it stands now, during the meetings, it sometimes feels rushed as the Chief and the Deputy Chiefs will even say that they have other meetings to attend.

Also the auditor suggests that CPD track their goals and EPD does not. This is not necessarily true – our data is tracked through statistics. My opinion is that there is nothing broken with the current CSTAR setup, so why try to fix it.

P O. David Dykhouse:

Upon reviewing the Request for Response to the CSTAR Post Audit, I have the following comments.(see Internal Audit Overview, page 2)

## Risk/Management Factors/Findings

#2 – Upon reviewing our 2011 Operational Plan, each of the Watches do not have “Tasks” assigned to each goal and objective.

#3 - I think he is referring to having the Community Involvement Task Force (Blue Print) to have input.

#4 – I think we cover the strategies deployed when each Captain gives an update on their watch, at each CSTAR meeting. We would be there all day if each captain discussed what their watch did to address each one of our goals.

#5 – I think this is an issue for Planning and Research and the CSTAR Office to address.

My comments on the recommendations listed in the audit.

#1 -We discuss each of our performance goals and objectives at the beginning of each CSTAR presentation. What we don't do is link our data to a specific “Task” in the Operational Plan.

#2 - This recommendation suggests we get more input from the CITF, but CSTAR has gotten away from having CSTAR areas defined by a specific geographical area. This allowed divisions to address a specific problem, such as MPD's burglary project.

#3 – I assume the Audit Committee would like CSTAR to have assessments of the “Tasks” listed in the Operational Plan covered during each presentation.

#4 – Again I think this is an issue for Planning and Research and the CSTAR Office to address.

Captain Seever:

I disagree that our division goals cannot be managed or properly measured as implied by the audit.

The Auditor seems to suggest that we lack the follow up tools to successfully track our goals and objectives. As you know we use to show more “stats” on the PowerPoint and now the CSTAR Office is changing the format to a more visual oriented presentation, i.e. graphs instead of charts containing stats.

**NORTH PATROL DIVISION**

See Attached Memo.

**SOUTH PATROL DIVISION**

I believe the CSTAR process has benefited our department. It has improved information sharing and has required commanders to be aware and accountable for the crime and events within their division.

I think that the CSTAR process would be better if it would evolve into more of a roundtable type meeting to further improve information sharing. Communication within our department is always a major issue.

When I reviewed the portion on “Measuring Outcomes or Performance Goals,” the analysis of SPD (Page 14) states that some division goals are not linked to outcomes or activities and it lists the goal of “Decrease OCC Complaints by 5%”. Even though this goal is not captured in the statistical information provided in the CSTAR report, it is captured in the Chief's Briefing. I guess I am just confused with this.

These are all the comments that I have.

Thanks, Robin Houston

## **SHOAL CREEK PATROL DIVISION**

I agree with the recommendations in the audit.

We have involved the community in some of our efforts here, the 152 and Flintlock accident problem, with some success. I think it is something we can use and expand but it may not be the best approach in all situations. For example, involving the public in selecting CSTAR areas could create a problem with sharing intelligence information with the public. Additionally, we may have to deal with the issue of strong personalities trying to drive the process to an area that may not need our attention.

The other issue deals with the meetings. We are meeting here every two weeks to evaluate our CSTAR areas. I was under the impression most divisions were doing this but that may not be the case. This is something that works for us and is a very good way to share information and evaluate our efforts.

Thanks,  
Rich

## **SPECIAL OPERATIONS DIVISION**

Captain Randall Jacobs – Patrol Support Unit

On the # 2 recommendation it states “Increase partnerships with the community in order to involve them in the CSTAR process to assist in problem solving. Getting the citizens involved in the selection process for the CSTAR areas.” I believe increasing the partnerships with the community is excellent and working with that community in regards to their specific problems would be excellent, however we should be careful with their involvement in selecting CSTAR areas because not everyone will agree that another communities problem is worse than their problem and that will make that particular community group mad and then we have lost everything positive we gained in that community. I believe once a CSTAR area is chosen then approach that community in getting ideas to work on the problem and work together with them.

On the # 3 recommendation it states “Develop follow up/assessment tools that provide a proper evaluation of the strategies deployed as a result of the division operational plans.” On some strategies you may be able to ascertain ways to follow up to measure your success however that may not be why you were successful with that strategy. For instance decrease property crimes by a certain %, you work in the CSTAR area and the property crimes go down. Your measurement was increasing the police hours patrolling in this area, however the suspect may have been caught and you didn’t know that or sent to jail for some different charge that is unrelated. I believe that sometimes you just can’t develop the proper assessment tool because there are too many variables on the problem.

After reviewing the audit I observed that an issue was made with not having an Activity listed on the Division Goals. I believe goals that can be measured in numbers don't need an activity listed. My example would be EPD's maintain 10-23 compliance at 90% or better – the status shows current compliance at 90.4% to me that means they are doing the correct things to meet that goal. I think you

can go overboard on listing activities to reach goals and some activities may be more beneficial than others.

SOD Office – Major Rosilyn Allen-

I concur with the recommendation to (1) "Expand the performance measurement side of the CSTAR process by linking operational or business plan activities that correlate to the accomplishment of expected outcomes/goals", however I believe this can better be achieved by the development of one (1) division plan that contains the components of both the business and operational plans. The development of two separate plans, at two separate times, has proven to be confusing and at times created unnecessarily redundant work. With the development of the one plan, pertinent activities relative to the outcomes/goals may be easier to identify and demonstrate the applicable correlations.

I also concur with the need for the development of follow-up/assessment tools that provide a proper evaluation of the strategies utilized as a result of a division's business/operational plan. The task of developing such a tool should not however be arbitrarily one given to division personnel who may lack the knowledge to be successful in that endeavor. Since the audit unit staff apparently have the skills to identify the absence of such a necessary mechanism, it may be advisable to allow that element to receive copies of the division plans and develop a proper evaluation instrument to be used for periodic use by division staff to see if they are on the right course.

I disagree with the need to increase community partnerships. I am unsure how our personnel can stretch out any further to "Increase partnerships with the community in order to involve them in the process to assist in problem-solving." I believe if the audit is going to advise the need of such an effort it would be advisable to provide suggestions on how this task may be accomplished to provide clarification on a problem in which we believed a great deal of progress and/success had been made.

MEMORANDUM

June 24, 2011



**TO:** Sgt. Brad Stott, CAPS Office Sergeant, NPD  
**FROM:** P.O. Daniel Watts, CIO, NPD  
**SUBJECT:** Requested Response from NPD on CSTAR Post Audit, 10-01

As per the "Request for Response to the CSTAR Post Audit, 10-01 Memorandum" NPD has reviewed the audit and is submitting a response. Some of the audit findings do not address NPD directly so we will only respond to those items that fall within the scope of our control.

Relating to the attached audit objectives, last fall NPD began a significant review and rework of our operational plans and objectives. This rework culminated in a fully renewed business plan for 2011 that directly addresses/links the listed issues of CSTAR goals not being measurable and strategies not aligning with objectives. This recent effort was benefited by a few recent changes within KCPD. The development of accounting assets and data mining techniques have aided in moving NPD closer towards the initial CSTAR/Berkshire Report goals of timely accurate information and facilitated slightly more holistic measures of performance. In late 2010 the division was also given more leeway in the development and ownership of the CSTAR process compared to the initial implied mandate of set formulas with even assigned wording. If the planned 2012 review of the measured outcomes of the new business plan does in fact result in moving the division towards greater efficiency, with no unintended consequences, then these measures will be again us in 2010.

There was a remark involving the number of strategies submitted were too numerous to effectively filter down to the field officers. This is a valid point and NPD will work to incorporate this in 2012's plans with the understanding that the complexity of operations and the huge variety of responsibilities to the community are difficult to address properly with a narrow list of strategies. As stated and demonstrated in the audit itself this issue is rooted in the evolution of the process and the mixing of CSTAR, Berkshire, Mission Statements, Vision Statements and antiquated directives still in circulation.

The report did touch on the extreme diversity of each patrol division and the absolute need for the community to be involved with the division's operations. The measure of how NPD involves the community was in our opinion under reported in our initial response and thus reflected in the submitted audit. Without a doubt all decisions made at NPD Division level, which are not mandated by manpower, or our primary responsibility of calls for service, involve input from the community. Effort and resources such as regular surveys, daily communication, formal feedback and reviews of public opinion are mixed together to provide the command staff a mixed palette of public opinion. This gives a realistic expectation and demand of how the NPD's community

wants to be policed. NPD commanders strive to implement decisions based on their resources, experience, best practice, newly researched methods and use these decisions to gain community trust and partnerships. To build on this a majority of our results are fed back to the community in a transparent honest way. We continually review both internally and with our community partners our methods of policing to weed out programs that are done with little or no return. Just because a program succeeds in other divisions it doesn't mean it will succeed within NPD. NPD prides itself by addressing issues in innovative ways and by creating solutions that the community can be involved with.

There is some difficulty in developing unbiased performance measures when evaluating police work. Holding employees accountable to an arbitrary standard based on limited dimension would be counterproductive to the human assets and risks creating a police department that works on paper, but tragically not in the community. The gradual implementation of CSTAR has resulted in improvements to NPD operations and the building of trust with both internal and external assets. The current evolution from a mandated inflexible formula driven process to a "quality of results" oriented review is more likely to fit the department's diversity. The expansion of involvement with the communities' wishes and needs has and is paramount to NPD's Division operational goals and objectives. The process of describing, clearly defining and reviewing them is still a newer concept that will continue to need evolution. We will continue to search out ways to improve and this review is an additional step in that direction.



P.O. Dan Watts

NPD CIO

Major,

NPD has always been an innovative patrol division that reduces crime with fewer resources than any other division. The CSTAR process has changed significantly within the last year and has become a less rigid report that has allowed us to show how different we are from the inner city patrol divisions. Back in November 2010 you took the lead on matching the operational/business plan with CSTAR goals/objectives so there would be a measurable outcome for 2011. It is my belief that the CSTAR process cannot fall into a "cookie cutter" shape for all divisions and that the program needs

further assessment/accountability measures added to ensure that the program is taken seriously from the top down.

 #4009  
e/29/11  
Sgt. Brad Stott  
NPD CAPS Supervisor

D.C. Ritter  
Submitted for your information and  
forwarding to the Audit Unit.



MEMORANDUM

May 31, 2011

RECEIVED

MAY 31 2011

CHIEFS OFFICE  
RECEIVED

MAY 31 2011

PATROL BUREAU OFFICE

TO: Deputy Chief Nick Nichols, Executive Officer, Chief's Office  
FROM: Thomas Gee, Manager, Internal Audit Unit  
SUBJECT: Request for Response to the CSTAR Post Audit, 10-01

Sir,

Attached please find the CSTAR Post Audit, 10-01. I am now requesting it be forwarded in the following manner for written response if any:

1. To the Patrol Bureau for distribution as determined by the Bureau Commander.
2. The appropriate personnel should craft their written response and return the audit through their chain of command back to you in the Chief's Office.
3. I then request you send it back to me so we may prepare the audit for submission to the Chief.

By written policy the auditee has 30 working days to submit a written response. In this case their response would be due in the Internal Audit Unit on or before **Wednesday, July 13, 2011.**

Respectfully submitted,

*Thomas Gee*  
Thomas Gee

*DC R. Hr,*

*For your review & response please.  
Thank you.*

*DC R. Hr  
5-31-2011*

*Forward to Patrol Division for information, review & comments.  
Ms. Roger A. Grew 6-1-11*