

**Post-Audit Review 16-05:  
Police Firearm Training**

**July 2017**

**City Auditor**

Stan Sewell, CPA, CGFM, CFE

**Senior Auditor**

Lisa Culver, CFE





# OFFICE OF INTERNAL AUDIT

## Stan Sewell, City Auditor

July 28, 2017

To: Mayor Andy Berke  
City Council Members

Subject: Post-Audit Review of Police Firearm Training (Report #16-05)

Dear Mayor Berke and City Council Members:

Attached is a summary report on the status of audit recommendations in our 2016 Police Firearm Training report. The purpose of this report is to confirm whether, and to what degree, management has implemented the recommendations made in the original audit.

The original audit concluded:

1. Not all CPD Officers have passed their firearms training and qualifications requirements for 2015; and,
2. Some CPD policies need updating to clarify weapons requirements and ensure compliance.

The audit had two recommendations to address deficiencies in the firearms training process as well as needed improvements in department policy. At the time of this Post-Audit Review, both recommendations were partially implemented. Recommendations partially implemented are herein reported to the Audit Committee for follow-up, as appropriate.

This Post-Audit Review consisted principally of inquiries of City personnel and examinations of various supporting documentation. It was substantially less in scope than an audit in accordance with generally accepted government auditing standards. The evidence obtained provided a reasonable basis for our conclusions; however, had an audit been performed, other matters might have come to our attention that would have been reported to you and our conclusions may have been modified.

Sincerely,

Stan Sewell, CPA, CGFM, CFE  
City Auditor

Attachment

cc:     Audit Committee Members  
          Stacy Richardson, Chief of Staff  
          Maura Sullivan, Chief Operating Officer  
          David Roddy, Police Chief  
          Jim Arnette, TN Local Government Audit

---

## RECOMMENDATIONS PARTIALLY IMPLEMENTED (2)

### Recommendation

1 We recommended CPD design and implement a process to ensure officers are completing their weapons qualifications and training. A well-designed process will include inventory tracking, reporting, and management oversight. The process could be implemented with a basic spreadsheet or database software. Possibly, the current PowerDMS system may have the functionality to support a quality review process. However, the best solution may involve purchasing a new weapon qualifications tracking software.

### Actions Taken

CPD has chosen not to purchase tracking software. They are continuing to use Excel to track weapons inventory and qualifications. They also use an older software system which houses qualification data. This software has limited capabilities for sorting, searching and manipulating the data.

During the audit, we found more officers failed to complete the fall weapons qualifications than during In-Service. To address this issue, the Range Master has added a verification process for the fall weapons qualifications. By adding this step, he identified numerous officers who weren't in compliance.

To easily provide status of the weapons qualifications, the Range Master uploads the officer's weapons qualifications to Google Drive and Long Arm for the officers' supervisor to review.

The department has not addressed the following deficiencies in its verification process:

- All active officers may not be identified; and,
- Each officer may not be qualifying with all their assigned weapons.

---

**Recommendation**

- 2 We recommended CPD review and update their policies regarding weapons qualifications, testing, and tracking. The new policies should include language addressing officers who fail to comply with the yearly qualification requirements.

**Actions Taken**

CPD updated a policy to reflect its current practice of qualifying twice a year with duty weapons and once a year with all other weapons. However, the policy regarding a Tactical qualification course remains inconsistent with their actual practices.

The Range Master has the responsibility of maintaining an accurate weapons inventory and ensuring each officer qualifies with his assigned weapons. He has developed a process to track each officer's qualification on their assigned weapons. However, the process has not been formalized into written procedures. Because a backup for the Range Master has not been trained or assigned, written procedures are of particular importance.

The CPD Policy Review Committee feels the language in CPD TNG-5 "Advanced, Civilian and Remedial Training" is adequate to address firearms qualifications. This policy addresses an officers' inability to pass weapons qualifications standards. The policy requires remedial training for those failing to meet the standards which correlates to the lack of proficiency. The context of our recommendation was related to mandating corrective/disciplinary action when an officer **never attends** required training/qualifications.

---

### **City of Chattanooga Fraud, Waste, and Abuse Hotline**

Internal Audit's Fraud, Waste, and Abuse Hotline gives employees and citizens an avenue to report misconduct, waste or misuse of resources in any City facility or department.

Internal Audit contracts with a hotline vendor, The Network, to provide and maintain the reporting system. The third party system allows for anonymous reports. All reports are taken seriously and responded to in a timely manner. Reports to the hotline serve the public interest and assist the Office of Internal Audit in meeting high standards of public accountability.

To make a report, call 1-877-338-4452 or visit our website:

[www.chattanooga.gov/internal-audit](http://www.chattanooga.gov/internal-audit)