



Auditing the Police...in their Element

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Audit Division

Police Culture - History



- Political Era
- Reform Era
- Professional Era
- Community Policing Era
- Counter-Terrorism Era
- Accountability Era?



HISTORY OF LAW ENFORCEMENT AUDITING

- Financial audits
- Efficiency and Effectiveness
- May have to rely on external auditors from city or county auditor's office

Conventional Law Enforcement Performance Measures

Performance Dimensions	Statistical Indicators
Reduce criminal victimization	Reported crime rates Victimization rates
Call offenders to account	Clearance rates Conviction rates
Reduce fear and enhance personal security	Reported changes in level of fear Reported changes in self-defense measures
Guarantee safety in public spaces	Traffic fatalities, injuries, and damage Increased utilization of parks and public spaces Increased property values
Use financial resources fairly, efficiently, and effectively	Cost per citizen Deployment efficiency/fairness Scheduling efficiency Budget compliance Overtime expenditures Civilianization
Use force and authority fairly, efficiently, and effectively	Citizen complaints Settlements in liability issues Police shootings

How Do We Measure How We Operate?

Focus of Consent Decrees

- US DOJ vs. City of.....Los Angeles, Seattle, New Orleans, Pittsburgh, District of Columbia, Detroit, Miami, etc....
- US DOJ establishes a 'practice or pattern' of civil rights violation (42 USC Section 14141).
- Little to no measurement of compliance with:
 - law or departmental policies and procedures
 - specifically pertaining to operations



MISNOMER OF AUDITS

- Academia
 - Law Enforcement
 - Civilian Oversight of Law Enforcement
 - US DOJ Civil Rights Division
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- Rodney King Incident 1991
- Rampart Scandal 1999
- Federal Lawsuit against LAPD 2001
- Consent Decree implemented June 2001
 - Federal Monitor
 - 187 Paragraphs of reform



LAPD Audit Division



- Consent Decree Driven
 - Mandated by the US Department of Justice to:
 - initiate an internal audit unit
 - conduct mandated audits
- Audit Division established in 2001
 - Sworn officers initially assigned to do audits
 - Auditors later hired on to the division
 - Audit standards adopted



Types of Audits Mandated in CD

- Search Warrants
- Gang Enforcement Details
- Confidential Informants
- Use of Force Investigations
- Complaint Investigations
- Arrest Booking and Charging



Department Risk Assessment = Annual Audit Plan



- Risk Survey with Command Staff and Audit Staff
- Interviews with Internal Affairs
- Interviews with Risk Management Division
- Interviews with Legal Affairs Division
- Analysis of Previous Audits
- Review of New/Change of Policies and Procedures
- Hot Topics/Recent Incidents
- Mandated Audits

Current Audits





Auditing in the Context of Law Enforcement

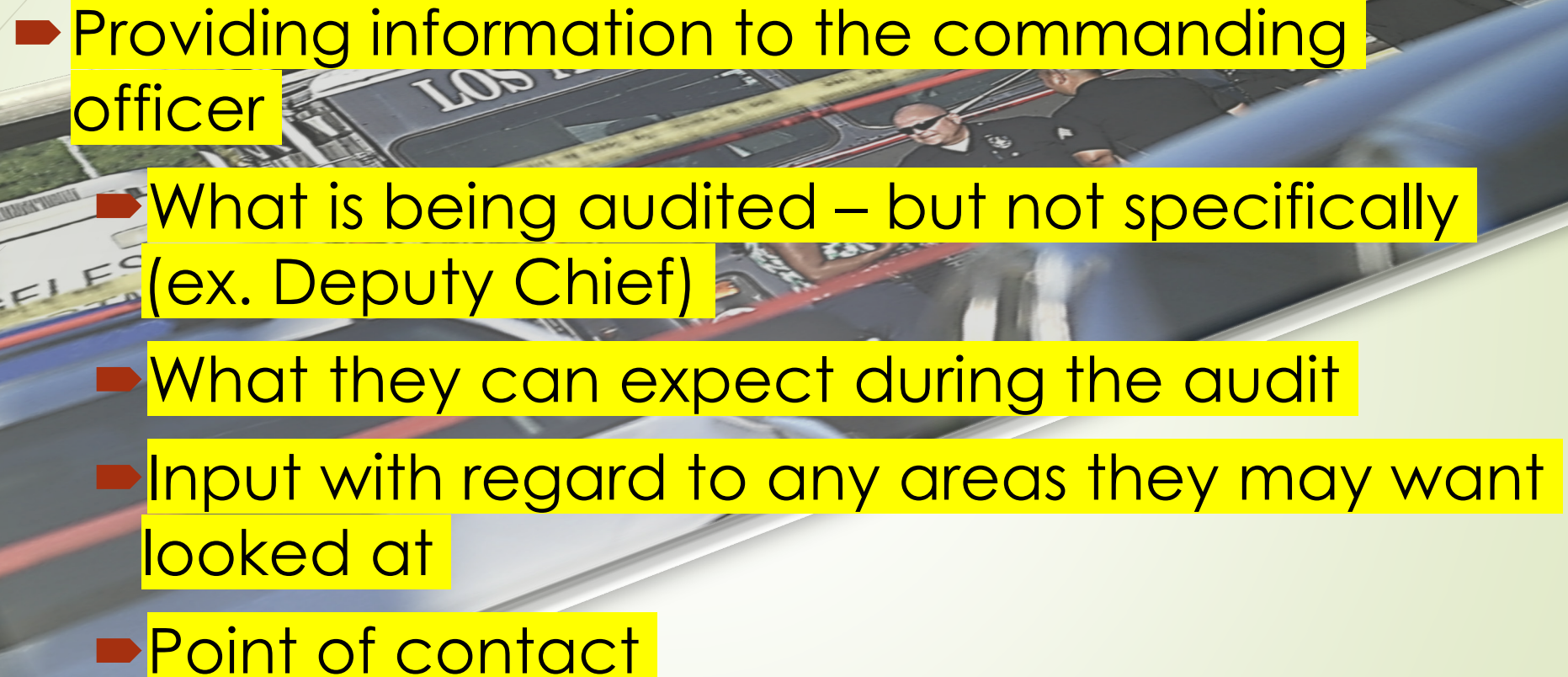
- ▶ What is different about auditing in a law enforcement context?
 - ▶ May depend on the organization's situation
 - ▶ Under a consent decree with independent monitor
 - ▶ Strict timelines
 - ▶ Culture of the Department
 - ▶ Political climate within
 - ▶ Department
 - ▶ City



Auditing in the Context of Law Enforcement

- ▶ Tone at the top – William Bratton
 - ▶ Tone infused throughout the organization
 - ▶ Varying tones – dependent upon commanding officers (ex. Narcotics Division)
- ▶ Audit Charter
 - ▶ Audit authority (ex. detectives with search warrants)
- ▶ Board of Police Commissioners
 - ▶ Accountability – report backs, status on recommendations

Entrance Meetings

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- Providing information to the commanding officer
 - What is being audited – but not specifically (ex. Deputy Chief)
 - What they can expect during the audit
 - Input with regard to any areas they may want looked at
 - Point of contact

Reporting Results

- Validate findings (Informal Process)
 - Provide initial findings to auditees
 - May be cumbersome ... but worth it
 - Allows insight on complete information
 - Allows for auditee to see the findings before the report goes out
 - Allows auditee to dispute or agree to the findings (ex. with response letter)

Reporting Results

- Exit Meetings
 - Focus on positive findings first
 - Couch audits objectives and findings in terms of measuring performance
 - Be aware of putting things into context
 - Be honest on potential risks
 - Be open to their input

Reporting Results

- Reception from commands/auditees
 - We tend to report results on the organization
 - Who is the organization?
 - Why do auditees feel so...offended?... hurt? ...angry? (Ex. Watch Commanders)
 - Push Back on results
 - Need to get to the bottom of it; think superordinate goal
 - Consider another way to frame the findings, if possible

➤ Engaged

➤ Special Requests for Audits by command staff

➤ Strong response to audit findings with plans of action

➤ Implementation of recommendations



LOS ANGELES BOARD OF POLICE COMMISSIONERS



BOARD OF POLICE COMMISSIONERS



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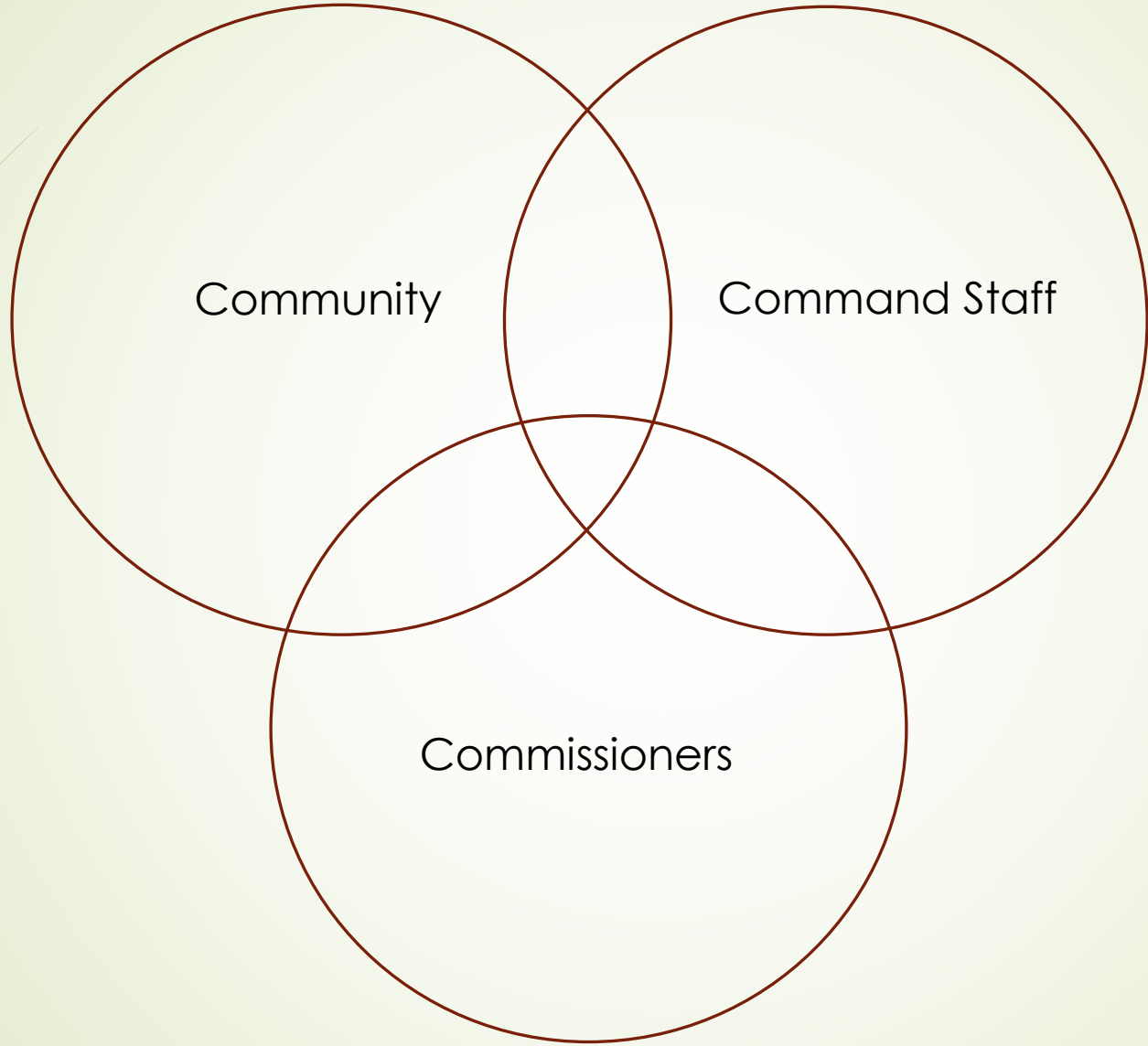
Shane Murphy
Goldsmith
Commissioner



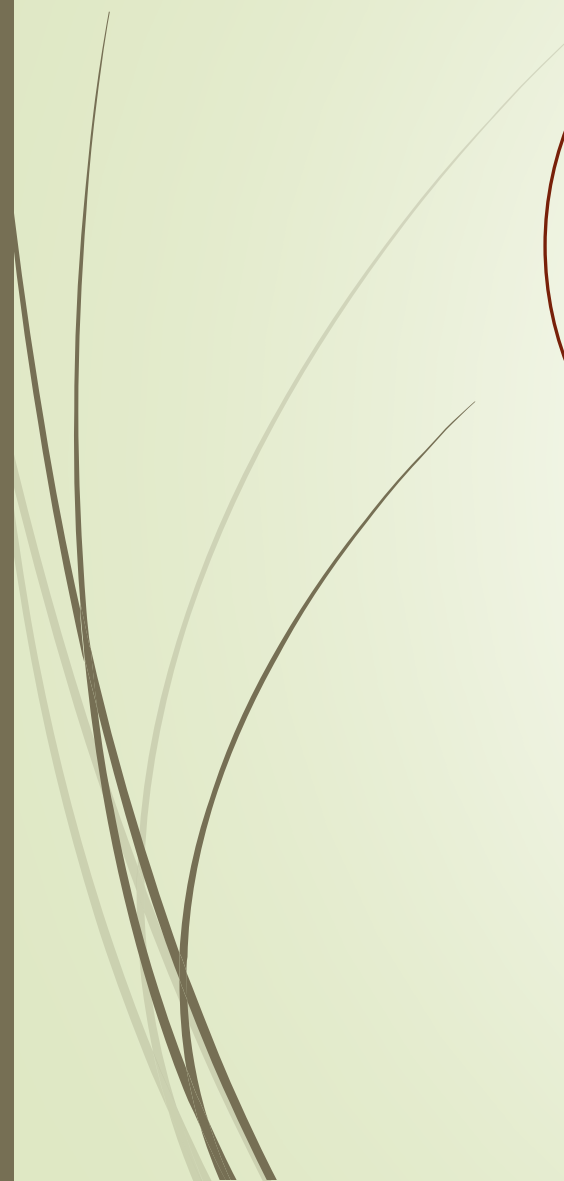
Los Angeles Board of Police Commissioners (BOPC)

The Function and Role of the Board of Police Commissioners

The Board of Police Commissioners serves as the head of the Los Angeles Police Department, functioning like a corporate board of directors, setting policies for the department and overseeing its operations. The Board works in conjunction with the Chief of Police who acts as a chief executive officer and reports to the Board.



LAPD Governance





BOPC Hot Topic Issues

Cadet Program

Unmanned Aerial System (Drones)

Use of Force (Officer Involved Shootings)

Tactical Deployment

De-Escalation of Force

Biased Policing Complaints

Body Worn Video



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