Los Angeles Police Department
Law Enforcement Performance Audits
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Discussion

Background on LAPD Law Enforcement Performance Audits

Literature on Law Enforcement Performance Measures

Performance Audits as Performance Measures

Performance Management
LAPD Consent Decree

• US DOJ vs. City of Los Angeles Police Department

• US DOJ establishes a ‘practice or pattern’ of civil rights violations

• Little to no measurement of compliance with:
  • law or departmental policies and procedures,
  • specifically pertaining to operations
## Law Enforcement Performance Measures

<table>
<thead>
<tr>
<th>Performance Dimensions</th>
<th>Statistical Indicators</th>
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<tbody>
<tr>
<td>Reduce criminal victimization</td>
<td>Reported crime rates&lt;br&gt;Victimization rates</td>
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<tr>
<td>Call offenders to account</td>
<td>Clearance rates&lt;br&gt;Conviction rates</td>
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<tr>
<td>Reduce fear and enhance personal security</td>
<td>Reported changes in level of fear&lt;br&gt;Reported changes in self-defense measures</td>
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<tr>
<td>Guarantee safety in public spaces</td>
<td>Traffic fatalities, injuries, and damage&lt;br&gt;Increased utilization of parks and public spaces&lt;br&gt;Increased property values</td>
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<tr>
<td>Use financial resources fairly, efficiently, and effectively</td>
<td>Cost per citizen&lt;br&gt;Deployment efficiency/fairness&lt;br&gt;Scheduling efficiency&lt;br&gt;Budget compliance&lt;br&gt;Overtime expenditures&lt;br&gt;Civilianization</td>
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<tr>
<td>Use force and authority fairly, efficiently, and effectively</td>
<td>Citizen complaints&lt;br&gt;Settlements in liability issues&lt;br&gt;Police shootings</td>
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<td>Satisfy customer demands/achieve legitimacy with those policed</td>
<td>Satisfaction with police services&lt;br&gt;Response times&lt;br&gt;Citizen perceptions of fairness</td>
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Adopted from Cordner & Scarborough, 2010
Performance Audits as Performance Measures

- Arrest Booking and Charge
- Complaint Investigations
- Use of Force Investigations
- Confidential Informants
- Search Warrants
- Gang Enforcement Operations
Performance Audits as Performance Measures (cont.)

- Arrest Booking & Charging

- Proper documentation of:
  - Reasonable Suspicion
  - Probable Cause
  - Miranda
  - Searches and Seizure
  - Supervisory Oversight
Performance Audits as Performance Measures (cont.)

• Complaint investigations

• Proper documentation of:
  • Witnesses
  • Tape Recorded Statements
  • Consistency in Statements
  • Canvassing the Area for Witnesses
  • Additional Misconduct
Performance Management

- Accountability – Department Command Staff
- Transparency – Board of Police Commissioners
- Recommendations – Department and Board of Police Commissioners