

AUDITS AND INSPECTIONS FOR LAW ENFORCEMENT

Law Enforcement Auditing

- ◆ Introductions

- ◆ Name
- ◆ Rank
- ◆ Agency and number of sworn
- ◆ What audits and inspections do you do now?
- ◆ Why are you here?

Law Enforcement Auditing

◆ Why Audit?

Law Enforcement Auditing

◆ Recent Headlines

- ◆ • Audit finds HPD poses 'substantial risk' to the city it serves.
- ◆ • BPD failed to monitor excessive overtime or institute promised reforms, state auditor finds.
- ◆ • Internal Audit at FPD Reveals Outside Work Violations.
- ◆ • Internal Audit Uncovers Misconduct in BPD.
- ◆ • Audit finds SPD has a backlog of untested rape kits.
- ◆ • Audit Identifies 'Major Gaps' In MPD Data Collection.
- ◆ • Audit of HPD Narcotics found 404 errors in more than 200 cases involving two officers.
- ◆ • OPD under-reported uses of force, especially on people of color, audit finds.
- ◆ • FPD Audit Faults Response Times, 911 Issues.

Law Enforcement Auditing

- ◆ Why do we need to do Audits?
 - ◆ Effectiveness and Efficiency
 - ◆ Crime Control Strategies
 - ◆ Accountability
 - ◆ Policy and Procedure Compliance
 - ◆ Transparency and Public Trust
 - ◆ Training and Development
 - ◆ Citizen Satisfaction

Law Enforcement Auditing

- ◆ Why do we need to do Audits?
 - ◆ What are some recent failures in Law Enforcement?
 - ◆ Memphis Police Scorpion Unit
 - ◆ Louisville Police – Breona Taylor
 - ◆ Uvalde, Texas
 - ◆ DOJ Investigations/Lawsuits/Consent Decrees
 - ◆ Houston PD Lack of Investigations

Law Enforcement Auditing

- ◆ Why do we need to do Audits?
 - ◆ Improve safety procedures
 - ◆ Identify equipment malfunctions
 - ◆ Correct process failures (example: warrant affidavits, warrant executions, use of force, arrests)
 - ◆ Improve Case Management
- ◆ Auditing lets people know you are watching!
- ◆ Auditing lets people know you care!

Law Enforcement Auditing

FORT WORTH JUNE 7, 2016 10:16 PM

Fort Worth police task force to review all of detective's child cases

HIGHLIGHTS

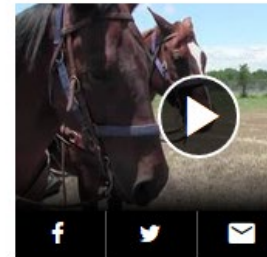
Initial review found two cases never filed with DA's office

Arrests warrants obtained in at least three other cases

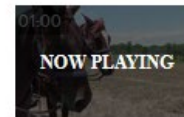
Task force to review all of detective's cases



VIDEOS



Horse'n around with the FWPD patrol



Horse'n with the mounte



Fort Wo Above - drone for the city Worth

00:31

#TBT: M

Law Enforcement Auditing



FILE - Houston Police Chief Troy Finner speaks on Feb. 18, 2024, in Houston. Finner on Tuesday, April 2, declined to say whether recent revelations that more than 264,000 cases filed with Houston police in the past eight years were dropped due to a lack of personnel speaks to broader problems within his agency that need to be fixed. (AP Photo/David J. Phillip, File)

Houston police chief won't say if thousands of dropped cases reveals bigger problems within agency



BY ASSOCIATED PRESS | HOUSTON
PUBLISHED 7:43 PM ET APR. 02, 2024

Law Enforcement Auditing

- ◆ Why do we do Audits?
 - ◆ The most famous Maxim in the auditing field is "**Don't Expect what you Don't Inspect.**"
 - ◆ Because of the basic human desire to simplify tasks, everyone is tempted to develop shortcuts and eliminate steps they see as unnecessary. This becomes quite dangerous when critical legal or safety steps are skipped or not completed.
 - ◆ Officers are subject to "Noble Cause" corruption because of their desire to perform well.

Law Enforcement Auditing

- ◆ Why do we do Audits?
 - ◆ Supervisors regularly monitor and examine individual officer performance. This is the supervision of personnel.
 - ◆ Auditing is the supervision of department processes, operations and results.
 - ◆ We can be very efficient, but not very effective...
 - ◆ Do citizens want us to be effective?
 - ◆ Does the media expect us to be effective?

Law Enforcement Auditing

- ◆ Why do we do Audits?
- ◆ They let people know you are watching... that what you are auditing is important and will be checked...
- ◆ Discourages unauthorized modification...

Law Enforcement Auditing

- ◆ Challenges in Smaller Agencies
 - ◆ Availability of accurate or quality data
 - ◆ Lack of Training
 - ◆ Limited Resources
 - ◆ Fear of Consequences

Law Enforcement Auditing

- ◆ What is Auditing

Law Enforcement Auditing

- ◆ In simple terms, an audit is a thorough check or examination of an operation to ensure it is accurate, honest and follows the appropriate rules or procedures.
- ◆ It is a detailed review of information or data collected over time to assure department leadership that everything works as it should.
- ◆ Auditing provides confidence to our leaders and our communities that we are operating appropriately.

Law Enforcement Auditing

- ◆ So...
 - ◆ Examining department operations in detail.
 - ◆ Comparing what is really happening to what should be happening.
 - ◆ Identifying Best Practices
 - ◆ Identifying weaknesses and correcting them.
 - ◆ Based on the evidence – not opinion, belief, or conjecture.
- ◆ Auditing is SUPERVISION!

Law Enforcement Auditing

◆ Audit or Inspection?

- ◆ Audits are typically periodic, structured in-depth looks at an operation. They are used to determine if all of the details of an operation are being performed properly. They usually look at things over time.
- ◆ Inspections are usually more routine, informal, and a single looks at an operation to ensure things are still working properly. They are usually more regular and superficial. Are things working right now...
- ◆ Both are needed!

Law Enforcement Auditing

- ◆ Types of Audits
 - ◆ Administrative
 - ◆ Operational
 - ◆ Performance
 - ◆ Accountability
- ◆ Audits frequently are combinations of the above types.

Law Enforcement Auditing

- ◆ Types of Audits

- ◆ Administrative: Examining the internal operations of the department with employees and operations that affect the entire department.
 - ◆ Financial audits
 - ◆ Information Technology (TLETS, Passwords, etc.)
 - ◆ Training and Development
 - ◆ Staffing levels
 - ◆ Crime Control Effectiveness

Law Enforcement Auditing

CRIME & COURTS

Vacations, credit card debt: Wichita police accountant was stealing money

BY MICHAEL STAVOLA

UPDATED JUNE 15, 2024 5:48 PM



... The Wichita Eagle

Law Enforcement Auditing

- ◆ Types of Audits

- ◆ Operational: Examining departmental law enforcement operations as they are exercised in our community.
 - ◆ Use of force
 - ◆ Vehicle and Foot Pursuits
 - ◆ DWI Enforcement
 - ◆ Field Supervision
 - ◆ Traffic Stops

Law Enforcement Auditing

- ◆ Types of Audits
 - ◆ Performance: Are our operations achieving the objectives? (Outcomes)
 - ◆ Crime Reduction
 - Effectiveness of Patrol Hot Spot Activity
 - ◆ Accident Reduction
 - ◆ Response Time
 - ◆ Detective clearance rates
 - ◆ Effectiveness of Misdemeanor Drug Arrests

Law Enforcement Auditing

◆ Types of Audits

- ◆ Accountability: The review of activities and internal controls to ensure they provide integrity, fairness, and the prevention of bias in policing.
 - ◆ Racial Profiling
 - ◆ Arrests by Type and Race
 - ◆ Supervisor Body Camera reviews
 - ◆ Required reviews of COC arrests (LAPD)
 - ◆ Ethics and Integrity Audits
 - ◆ Warrant or Arrest Accuracy Audits



Minneapolis State Patrol officers on May 29, 2020. Image: [Flickr](#) / [Tony Webster](#)

LAW, RACE

How Police Abuse the Charge of Resisting Arrest

We must reject the current legal regime under which resisting arrest is so widely accepted as a justification for police brutality and officer shootings.

[Lisa Cacho](#), [Jodi Melamed](#)

2020 Uprisings, Law and Justice, Power over Policing, Race



June 29, 2020

Police officers often use the charge of “resisting arrest” to criminalize black people who try to defend themselves from brutal, punitive, and often illegal police actions. They also do so to justify the violence it takes to compel compliance—even if that violence results in taking a life. The Minneapolis officers who killed George Floyd, for example, claimed that



Law Enforcement Auditing

- ◆ Essential Features of Audits
 - ◆ They are pre-planned and methodical in nature rather than haphazard.
 - ◆ They should be free from bias or prejudice.
 - ◆ They encompass some form of inquiry and critical consideration of the resulting findings.
 - ◆ They should ensure that activities are carried out in an effective and consistent manner in accordance with policy of department.
 - ◆ They provide proof of finding with actual data.

Law Enforcement Auditing

- ◆ What is Data?
- ◆ Data is whatever you are looking at to answer your questions.
 - ◆ Computer lists of stuff
 - ◆ Copies of all use of force reports for two years
 - ◆ The investigative notes module of the case management system
 - ◆ All arrest reports with injured prisoners

Law Enforcement Auditing

- ◆ Where do you get Data?
- ◆ Specific to your department... not all departments use same systems...
- ◆ CAD Dept. Video CID Files
- ◆ RMS Payroll Records Training Records
- ◆ JMS IAD Records Spec. Unit Files
- ◆ Admin Files State Website Court Websites

Law Enforcement Auditing

- ◆ How often do you Audit?
 - ◆ Depends on Risk and Control Systems in place.
 - ◆ High Risk Issue - First time – Full Audit
 - ◆ Identifies weaknesses, corrects policy or operation.
 - ◆ Develops continuous control mechanisms and monitoring systems.
 - ◆ Future audits just tests control and monitoring systems.

Law Enforcement Auditing

- ◆ Potential Disadvantages of Audits...
 - ◆ Audits are costly in the time required.
 - ◆ In smaller departments they usually require a paid staff member to do something that is not their primary job, a job that directly benefits the citizens.
 - ◆ However, in the long run, the citizens usually benefit by insuring that operations are being conducted properly.

Law Enforcement Auditing

- ◆ Potential Disadvantages of Audits...
 - ◆ Audits may cause disharmony in the agency
 - ◆ Can be mitigated by clear explanations of purpose
 - ◆ Restrict results to improvements rather than discipline (unless criminal).
 - ◆ Multiple omissions or continued failure may need to result in corrective action.

Law Enforcement Auditing

- ◆ How to Prevent Disharmony due to Audits
- ◆ Chief should clearly explain purpose of audit is not to find fault but to improve operations.
- ◆ No disciplinary action will be taken (unless criminal).
- ◆ Unit Supervisor/Commander will have first review and comment of audit report.

Law Enforcement Auditing

- ◆ What to Audit

Law Enforcement Auditing

- ◆ What do we need to Audit?
 - ◆ Obviously, the things in your department that place officers and citizens at risk of injury or death,
 - ◆ Things that are required of the department to properly manage, such as cash accounts and information security, and equipment,
 - ◆ Other items identified in a Risk Assessment.

Law Enforcement Auditing

- ◆ What is a Risk Assessment?
- ◆ Detailed analysis of department operations that will identify significant or major risks...
 - ◆ The two primary questions to consider when evaluating the risk are:
 - ◆ What is the probability that things can go wrong? (the **likelihood** of any one event)
 - ◆ What is the cost if what can go wrong does go wrong? (the **exposure** of one event)

Law Enforcement Auditing

- ◆ Steps in Risk Assessment
 - ◆ Step 1: Identify critical assets, operations, and stakeholders.
 - ◆ Step 2: Brainstorm potential threats to these assets, operations, or people.
 - ◆ Step 3: Determine “Likelihood” of threat. (1-5)
 - ◆ Step 4: Determine potential consequences if that were to happen. (1-5)

Law Enforcement Auditing

- ◆ Steps in Risk Assessment
- ◆ Step 5: Compute Relative Risk (Step 3 multiplied by step 4)
- ◆ Step 6: Determine if audit needed or conduct Threat Mitigation activities.

Risk Analysis Matrix

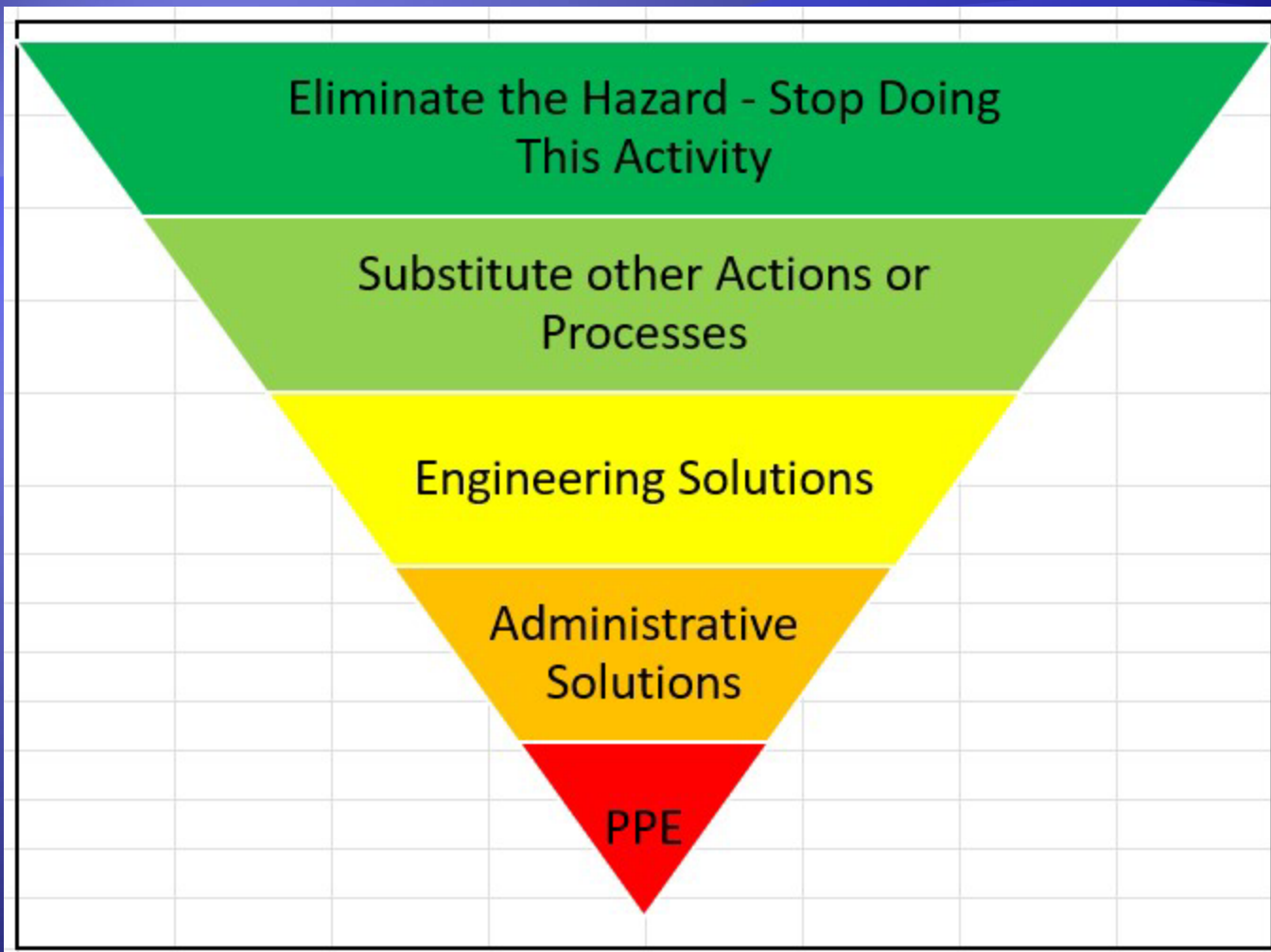
Extremely Likely (1 chance in 100 or possibly once a month or less)	5	5	10	15	20	25
Likely (1 chance in 1000 or possibly 1-2 times a year)	4	4	8	12	16	20
Fairly Likely (1 chance in 10,000 or once in 1-2 years)	3	3	6	9	12	15
Unlikely (1 chance in 100,000 or once in 5-10 years)	2	2	4	6	8	10
Very Unlikely (1 chance in a million or almost never)	1	1	2	3	4	5
Likelihood		1	2	3	4	5
Consequence		Insignificant - no significant injury or no damage to physical items or reputation.	Minor - minor injuries - first aid, or minor damage to physical items or reputation.	Moderate - injuries (hospital up to 3 days), moderate damage to items or reputation.	Major - severe injuries, severe damage to items or reputation.	Catastrophic - Fatal injuries, extreme damage to items or reputation.

Risk Analysis Values

1-2	No Action Needed
3-6	No Immediate Action Monitor for Changes
7-12	Plan and Take Action as time allows
12-18	Urgent Action Needed ASAP
19-25	Immediate Action required to reduce threat.

Law Enforcement Auditing

- ◆ Threat Mitigation Steps:
 - ◆ 1. Eliminate the Operation.
 - ◆ 2. Substitute a less dangerous activity/operation.
 - ◆ 3. Apply engineering solution.
 - ◆ 4. Apply and Administrative Solution
 - ◆ 5. Provide personnel with PPE, training, or equipment.



Law Enforcement Auditing

◆ How to Audit

Format of Audit

- ◆ Purpose:
- ◆ Background:
- ◆ Methodology:
- ◆ Findings:
- ◆ Recommendations:
- ◆ Actions Taken:

- ◆ **Purpose:**

- ◆ States the reason you are conducting an audit, who ordered it, and what you are attempting to determine.

- ◆ **Background:**

- ◆ Refers to any prior audits and if there were any significant findings in prior audits, or if there is any important historical, political, societal, or departmental context for conducting the audit.

- ◆ **Methodology:**

- ◆ Explains *how* you conducted your audit:

- ◆ Sample size, sample population, and how sample was selected
- ◆ Provides date range
- ◆ Provides resources/data sources that were drawn from
- ◆ Explains what you may have chosen to exclude

◆ Findings:

- ◆ Summary of Findings: describes most important issues of non-compliance in broad terms. (*20 percent of arrest reports were not signed by a supervisor.*)
- ◆ Detailed Findings: lists the specific reports, incidents, or documents not in compliance.

- ◆ **Recommendations:**

- ◆ Must be a result of specific findings from this audit, driven by deficiencies or best practices identified in the audit.

- ◆ **Actions Taken:**

- ◆ When you can fix things identified in the audit that will remedy deficiencies or highlight successes, do so!

Law Enforcement Auditing

◆ Who should do the Audits in your Agency?

- ◆ Because individuals seldom find fault with themselves or the operations which they designed, operations should never be audited by the person doing that job.
- ◆ While supervisors of operations might be able to conduct an independent audit, the fact that they are personally responsible for seeing that employees under their command comply with the policy could result in not identifying or reporting instances of failure.

Law Enforcement Auditing

- ◆ Who should do the Audits in your Agency?
 - ◆ Some suggestions on who might conduct the audits within your agency:
 - ◆ The Chief of Police
 - ◆ Command or Supervisor from another operational area
 - ◆ Any supervisor
 - ◆ A Reserve officer
 - ◆ Manager or supervisor from another City Department
 - ◆ Citizen's Academy volunteer

Law Enforcement Auditing

- ◆ Who should do the Audits in your Agency?
 - ◆ Code of Ethics for Internal Auditors in Government
 - ◆ Integrity,
 - ◆ Objectivity,
 - ◆ Competency,
 - ◆ Confidentiality,
 - ◆ Independence.

Law Enforcement Auditing

- ◆ The Audit Process
 - ◆ The entire audit process can be described as
 - ◆ Planning,
 - ◆ Executing (Fieldwork), and
 - ◆ Reporting.

Law Enforcement Auditing

- ◆ Steps in the Audit Process
 - ◆ Determining Questions to be Answered
 - ◆ The Assignment of the Audit
 - ◆ Development and approval of an Audit Plan
 - ◆ Entrance Conference
 - ◆ Fieldwork
 - ◆ Draft Report
 - ◆ Exit Conference
 - ◆ Final Audit Report

Law Enforcement Auditing

- ◆ Determining the Questions to be Answered
- ◆ Usually done by the person assigning the audit.
- ◆ This determines what data will need to be reviewed.
- ◆ Possible Audit questions in Reference materials.

Law Enforcement Auditing

- ◆ The Audit Process

- ◆ Assignment of the Audit

- ◆ Select the person(s) to conduct the Audit
- ◆ Notify the person(s), give time frame
- ◆ Require review of training materials and Audit Manual
- ◆ Notify unit supervisor of unit being Audited

Law Enforcement Auditing

- ◆ The Audit Process
- ◆ Assignment of the Audit

Memorandum

To: Sergeant Bob Handy, Patrol
CC: Lieutenant David Samuels, Support Services
From: Chief Franklin
Date: 12/17/2016
Re: Department Audit of Bond Acceptance Procedures

Upon receipt of this Memorandum, you are assigned to conduct a Department Audit of the Bond Receipt, Cash Handling, Reporting, and all required Follow-up activities required in the Bond process. The objective of this Audit is to determine if the proper procedures are in place and are being followed. This Audit will be in addition to your current duties as Patrol Sergeant and will be completed as time permits.

If you have not performed an Internal Audit before, please review both the Audit Manual and the Auditor Training Power Point on the F Drive.

An Audit Plan should be prepared and reviewed with me prior to beginning the Audit. I anticipate reviewing the Audit Plan no later than Wednesday, January 7, 2017, and having a completed Audit Report no later than February 7, 2017. Any delays should be approved by me.

Lieutenant Samuels will provide access to all personnel, files, and documents required for the Audit.

Please report to me any difficulties in completing the Audit.

Attached is a list of the specific questions and issues that need to be addressed during the audit.

Law Enforcement Auditing

- ◆ The Audit Process
 - ◆ Planning the Audit
 - ◆ Objective of audit
 - ◆ Scope (What do you want the audit to cover)
 - ◆ Timing of Audit
 - ◆ Comparison departments and Best Practices to be reviewed
 - ◆ Chief review to ensure all issues covered before audit

Law Enforcement Auditing

- ◆ The Audit Process

- ◆ Planning the Audit

- ◆ Set up Entrance Conference and Initial Walkthrough with Unit Supervisor
- ◆ Data to be reviewed including minimum number of internal documents
- ◆ Review any prior audits of same function
- ◆ Interviews to be conducted
- ◆ Are Double checks of Data required

Law Enforcement Auditing

◆ The Audit Process

◆ Entrance Conference

- ◆ Ensure clear understanding of purpose and scope
- ◆ Ensure supervisor aware of review before submission
- ◆ Request assistance in access
- ◆ Ask if unit supervisor wants anything else reviewed
- ◆ Determine least disruptive times to audit

Law Enforcement Auditing

◆ The Audit Process

◆ Fieldwork

- ◆ Consider using flowcharts – chart what policy says to do, then chart what is actually done, compare the two.
- ◆ Make copies of logs and documents that may be discussed in the audit report
- ◆ Use sampling process for sampling of large number of documents
 - ◆ Ensure all shifts/personnel covered in audit
- ◆ Ensure all audit questions are covered

Law Enforcement Auditing

- ◆ The Audit Process
- ◆ Two Types of Sampling
 - ◆ Statistical
 - ◆ Non-Statistical

Law Enforcement Auditing

◆ The Audit Process

◆ Statistical sampling

- ◆ Gives mathematical credibility to audit.
- ◆ For sampling to be valid, all statistical samples must be random.
- ◆ Any random process will work.
- ◆ Random Sampling Processes in Reference Materials.
- ◆ Must stick with plan to be credible.

Law Enforcement Auditing

- ◆ The Audit Process
- ◆ Random Sampling
 - ◆ Call IT
 - ◆ Systematic Sampling (every Nth item)
 - ◆ Stratified Sampling (proportional to presence in data)
 - ◆ Cluster Sampling (random cluster, all sampled)
 - ◆ Online Tools

Law Enforcement Auditing

◆ The Audit Process

Calculator.net FINANCIAL FITNESS & HEALTH

[home](#) / [math](#) / [random number generator](#)

Random Number Generator

This version of the generator creates a random integer. It can deal with very large integers up to a few thousand digits.

Lower Limit

Upper Limit

Comprehensive Version

This version of the generator can create one or many random integers or decimals. It can deal with very large numbers with up to 999 digits of precision.

Lower Limit

Upper Limit

Generate numbers

Allow duplication in results?
 Yes No

Sort the results?
 Ascend Descend No

Type of result to generate?
 Integer Decimal

Law Enforcement Auditing

- ◆ The Audit Process
- ◆ Statistical sampling
 - ◆ How many is enough?
 - ◆ Statistical Sampling to get 95% Confidence level
 - ◆ Formula to determine sample size is:

$$n_0 = \frac{Z^2 pq}{e^2}$$

Law Enforcement Auditing

◆ The Audit Process

Required Sample Size for 95% Confidence Level

(with Margin of Error of 5%)

Population Size	Sample Size	Population Size	Sample Size
10	10	1200	291
20	19	1500	306
30	28	2000	322
50	44	2500	333
75	63	3500	346
100	80	5000	357
150	108	7500	365
200	132	10000	370
250	152	25000	378
300	169	50000	381
400	196	75000	382
500	217	100000	383
600	234	250000	384
700	248	500000	384
800	260	1000000	384
1000	278		

Law Enforcement Auditing

- ◆ The Audit Process
- ◆ Non-Statistical sampling
 - ◆ Random Sampling
 - ◆ Fixed Interval
 - ◆ Value-Weighted
 - ◆ Block Selection
 - ◆ Stratified Sampling

Law Enforcement Auditing

◆ The Audit Process

◆ Documentation:

- ◆ Keep log of all items reviewed, actions taken, interviews conducted and results.
- ◆ Copies of all exceptions (to be included in final report).
- ◆ Don't skimp in data collection; may keep from having to review data again.

Law Enforcement Auditing

- ◆ The Audit Process

- ◆ Analysis of Results
- ◆ State facts and not opinions
- ◆ Be careful of confusing Correlation and Causation...

Law Enforcement Auditing

- ◆ The Audit Process
- ◆ Draft Report (Not all Audits require formal reports)
 - ◆ Use pre-formatted Report or your own design
 - ◆ Describe the function process in detail
 - ◆ Summarize findings
 - ◆ Comparison to other cities and best practices
 - ◆ Finding of internal review
 - ◆ Detail of any failures in procedure or operations
 - ◆ Detail of any management oversight failures
 - ◆ Recommendations and future control methods

Law Enforcement Auditing

- ◆ The Audit Process
- ◆ Exit Conference
 - ◆ Provide draft report to Unit Supervisor
 - ◆ Clear review and response period
 - ◆ Responses obtained / issues clarified

Law Enforcement Auditing

- ◆ The Audit Process

- ◆ Final Report

- ◆ Management Responses added after each detailed issue
- ◆ Formatted as needed / spell checked
- ◆ Copies of attachments added
- ◆ Report and work papers submitted.

Law Enforcement Auditing

- ◆ The Audit Process
- ◆ Follow-up
 - ◆ Chief of Police is responsible for assigning or conducting follow-up activities.
 - ◆ Should schedule follow-up inspection to ensure completions and compliance.
 - ◆ Not all findings must be addressed.

Law Enforcement Auditing

- ◆ The Audit Process
 - ◆ What gets inspected, gets Done!
 - ◆ Don't Expect what you don't Inspect!

Law Enforcement Auditing

- ◆ **Setting Up and Audit Schedule**
 - ◆ Depends on Size of Department
 - ◆ Depends on resources
 - ◆ Depends on Risk

- ◆ You determine your Audit Schedule

Law Enforcement Auditing

- ◆ **Your Departmental Audit Plan... (overall plan)**
 - ◆ Risk Assessment and Department problems first
 - ◆ Determine how you can audit (Special audit, monthly report, after action, checklists???)
 - ◆ Resource Availability (who can do audits)
 - ◆ Identify Audits to be conducted
 - ◆ Determine frequency
 - ◆ Schedule throughout year
 - ◆ Find and assign personnel to conduct

Law Enforcement Auditing

- ◆ Setting Up and Audit Schedule
- ◆ Group Discussion – What are our highest risks?
 - ◆ Admin Support
 - ◆ Operations Cash Handling
 - ◆ Patrol Property
 - ◆ Investigations Equipment
 - ◆ Special Ops
 - ◆ What got Officers/Citizens Hurt or damaged Dept???
 - ◆ What got Chiefs Fired???

Law Enforcement Auditing

◆ Examples

Law Enforcement Auditing

- ◆ Examples of Administrative Audits
 - ◆ Overtime Use / Time Reporting
 - ◆ Special Weapons and Equipment
 - ◆ All department weapons
 - ◆ Petty Cash Funds / Confidential Fund
 - ◆ Required Training / Qualifications
 - ◆ Off-Duty Jobs
 - ◆ Seized Assets
 - ◆ Citizen/Employee Complaint process

Law Enforcement Auditing

- ◆ Examples of Operational Audits
 - ◆ Body Cam Reviews
 - ◆ Required reviews of all arrests for COC arrests?
 - ◆ Arrest Reports / Body Cam Reviews
 - ◆ Use of Force / Body Cam and Car cam review
 - ◆ Special Detail Compliance (Hot Spot)
 - ◆ Traffic Enforcement Activity
 - ◆ Scheduling Efficiency
 - ◆ Case Management / Case Clearances
 - ◆ Warrant Affidavit Veracity / Warrant Execution Process
 - ◆ Special Unit Operations and Effectiveness

DC Police improperly staffing patrol officers on the street audit finds

—
MPD says findings are "at odds with reality and does not align with the feedback from residents and businesses throughout the city."



COMMAND/HQ

Houston Police Chief Retires Suddenly amid Suspended Cases Probe

Houston's mayor announced the retirement of Police Chief Troy Finner, effective immediately, and Houston Police Executive Assistant Chief Larry Satterwhite will take over as acting chief.

By Dan Carson
Source Houston Chronicle

May 8, 2024



Houston Police Chief Troy Finner.



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NEWS

Columbus officer fired after 'excessive' sex acts on duty at Kroger, chief says

by: [Mark Feuerborn](#)

Posted: Jun 15, 2024 / 03:02 PM EDT

Updated: Jun 15, 2024 / 03:03 PM EDT

SHARE



COLUMBUS, Ohio (WCMH) — A [Columbus police](#) officer has lost his job after engaging in sexual acts multiple times while on duty at a local grocery store, according to the division's chief.

Columbus Police Chief Elaine Bryant spoke with NBC4 on Friday, where she disclosed she terminated Officer Robert Spann for actions while on special duty at an unspecified Kroger in the area. A document dated for Tuesday detailed Bryant made the decision to fire him for violating the division's rules of conduct with "consensual sexual activity with a store employee."



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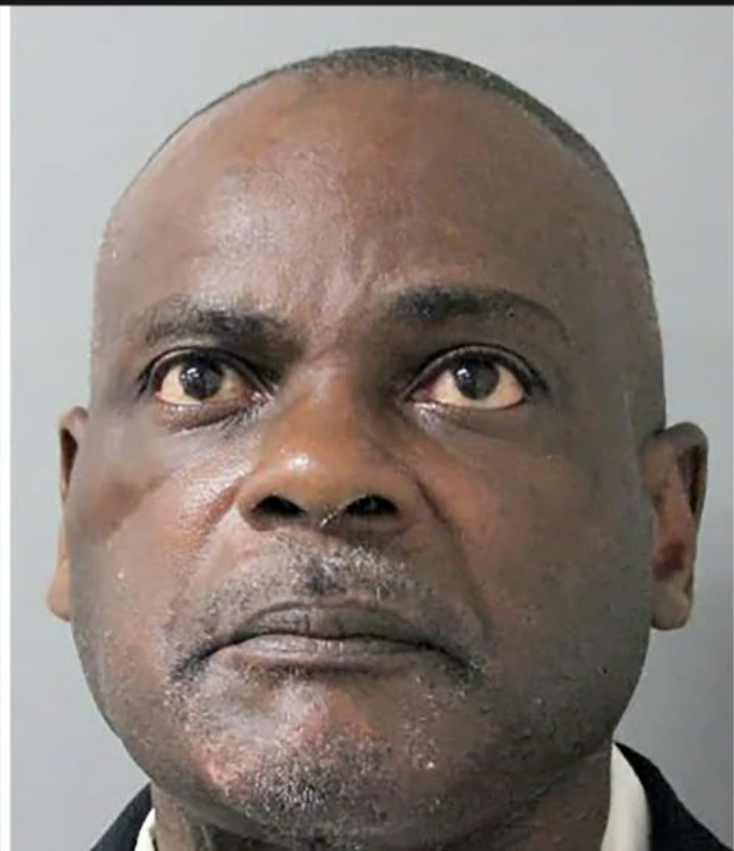
'An operation completely out of control': Damning HPD narcotics audit reveals hundreds of errors

By **St. John Barned-Smith**, Staff writer

Updated July 2, 2020 8:43 a.m.



Audit criticizes Houston police unit tied to fatal drug raid





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Dickinson police audit reveals 17 years of untested rape kits

By B. SCOTT McLENDON The Daily News 7 hrs ago 0

Stolen guns and missing drugs: I-Team finds thousands of potential thefts inside one police department

CBS NEWS
TEXAS

By Andrea Lucia, Kelsy Mittauer, Katie Standing
June 25, 2024 / 10:20 PM CDT / CBS Texas



DeSoto Police Department

Excellence. One Contact At A Time

(469) 688-3000 | 714 E. Beltline Rd DeSoto, TX 75115 | desototexas.gov



Front Mugshot - EDMISON, CARL THOMAS -
#DEIN2404000325

Printed on April 19, 2024



Law Enforcement Auditing

◆ Examples of Performance Audits

- ◆ Crime Rate now and over time
- ◆ Response Time to Priority One Calls
- ◆ Department Clearance rate comparison to other similar cities and state average
- ◆ Accident rate over Time
- ◆ Citizen Satisfaction
- ◆ Increased Park and Public Space usage
- ◆ Increased attendance at Public Events

Law Enforcement Auditing

◆ Examples of Performance Audits

KEY PERFORMANCE METRICS

	2022	2023
Plano Crime Rate	20.29 (5900)	18.11 (5290) ▼
Historic Crime Rate (2018)	19.49 (5485)	18.11 (5290) ▼
Aggravated Assault	0.94 (272)	0.89 (259) ▼
Homicide (Number of incidents)	0.003 (1)	0.014 (4) ▲
Rape	0.34 (100)	0.37 (108) ▲
Robbery	0.30 (87)	0.33 (96) ▲
Burglary	2.35 (683)	1.93 (564) ▼
Theft	14.62 (4253)	12.60 (3679) ▼
Vehicle Theft	1.73 (504)	1.99 (580) ▲

Number of reported incidents per 1,000



Dispatched Calls for Service
Number of incidents

2022 = 108,080
2023 = 111,224



Officer Self-Initiated Calls
Number of incidents

2022 = 109,631
2023 = 124,784



Telephone Reporting Unit Calls
Number of reports

2022 = 11,922
2023 = 13,310



Average response time in minutes to Priority "1" Calls
= 3.80

Law Enforcement Auditing

- ◆ Examples of Accountability Audits
 - ◆ Racial Profiling
 - ◆ Consent Searches
 - ◆ Arrests by Type and Race
 - ◆ Use of Pretext Stops
 - ◆ Electronic Messaging

Law Enforcement Auditing

- ◆ Examples of Internal Audits

Sample Racial Profiling Analysis							
		White		African American		Hispanic	
	Total	Number	Percent	Number	Percent	Number	Percent
City Driving Population			55.3		28.1		16.5
PD MV Stops	38,453	20,035	52.1	12,458	32.4	5,960	15.5
PD Citations	25765	12,934	50.2	8,889	34.5	3942	15.3
Percent Citations	67	64.6		71.4		66.1	
PD Consent Searches	962	271	28.2	486	50.5	205	21.3
Percent Consent	2.5	1.4		3.9		3.4	

Law Enforcement Auditing

◆ Examples of Internal Audits

		Individual Officer Motor Vehicle Stops by Race					
		African American	Asian	Caucasian	Hispanic	Native American	Total
Department Total MV Stops		18.9%	15.3%	50.0%	15.6%	0.2%	
Officer 1	MV Stops	351	59	227	196	0	833
	Percent	42.1	7.1	27.3	23.5	0.0	100.0
Officer 2	MV Stops	93	17	173	129	0	412
	Percent	22.6	4.1	42.0	31.3	0.0	100.0
Officer 3	MV Stops	239	17	266	151	0	673
	Percent	35.5	2.5	39.5	22.4	0.0	100.0
Officer 4	MV Stops	112	8	118	75	0	313
	Percent	35.8	2.6	37.7	24.0	0.0	100.0

Law Enforcement Auditing

- ◆ Examples of CID Audits
 - ◆ Investigations
 - ◆ Victim Interviews
 - ◆ Case Clearances
 - ◆ Case Documentation
 - ◆ Case Closures (Open cases)
 - ◆ Victim Satisfaction
 - ◆ Cases Filed and Results
 - ◆ Confidential Funds

Law Enforcement Auditing

- ◆ Examples of Internal Audits
- ◆ Specialized Units
 - ◆ Arrest Body Cam Reviews
 - ◆ Arrest Report / Body Cam confirmation
 - ◆ Arrest and Citation Activity and location
 - ◆ Affidavit Preparation
 - ◆ High-Risk Warrant Service
 - ◆ Cases Filed and Results
 - ◆ Impact on Goals of Unit

Law Enforcement Auditing

Control Systems and Monitoring

Law Enforcement Auditing

- ◆ What are some things that you can do for constant monitoring?
 - ◆ Monthly/Quarterly Reports
 - ◆ Automated Alerts/Reports
 - ◆ Tracking data over time – trend examination
 - ◆ After Action Reports
 - ◆ Completion of Checklists
 - ◆ Reviews of Specific Events

Law Enforcement Auditing

◆ Checklists

- ◆ Most critical procedures
 - ◆ Preliminary Investigations
 - ◆ Major Case Investigation
- ◆ Time well spent
- ◆ Specific actions and decisions required
- ◆ Must be reviewed after the event in AAR
- ◆ Chief needs to ensure use by reviewing after each incident.

Law Enforcement Auditing

- ◆ Checklists
 - ◆ Take-off
 - ◆ Landing
 - ◆ Emergency Loss of Power
 - ◆ Pre Surgery
 - ◆ Post Surgery

Law Enforcement Auditing

- ◆ Specific Audit Questions???
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