



# 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

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
Satisfy customer demands/achieve legitimacy with those policed	Satisfaction with police services Response times Citizen perceptions of fairness

# 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