



Portland Committee on Community-Engaged Policing

Portland City Auditor Mary Hull Caballero

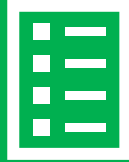
Performance Auditor Elizabeth Pape

19 November 2019

Agenda



Auditor's Office



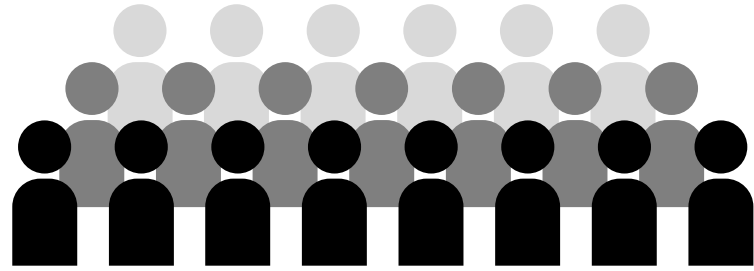
Overtime Audit Results



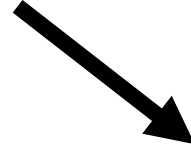
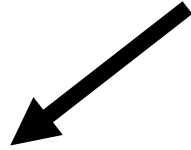
Audit Recommendations



Discussion



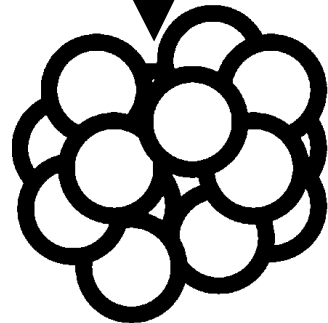
Voters



Commissioners in charge



City Auditor



Bureaus

Audit	Investigate	Record	Operate
Audit Services	Ombudsman	Council Clerk & Contracts	Management Services
	Independent Police Review	Archives & Records Management	
	Lobbyists & Political Consultants	Elections	
	Hearings Office		

Equity | Communication | Independence

What is performance auditing?



...evaluation of evidence against criteria

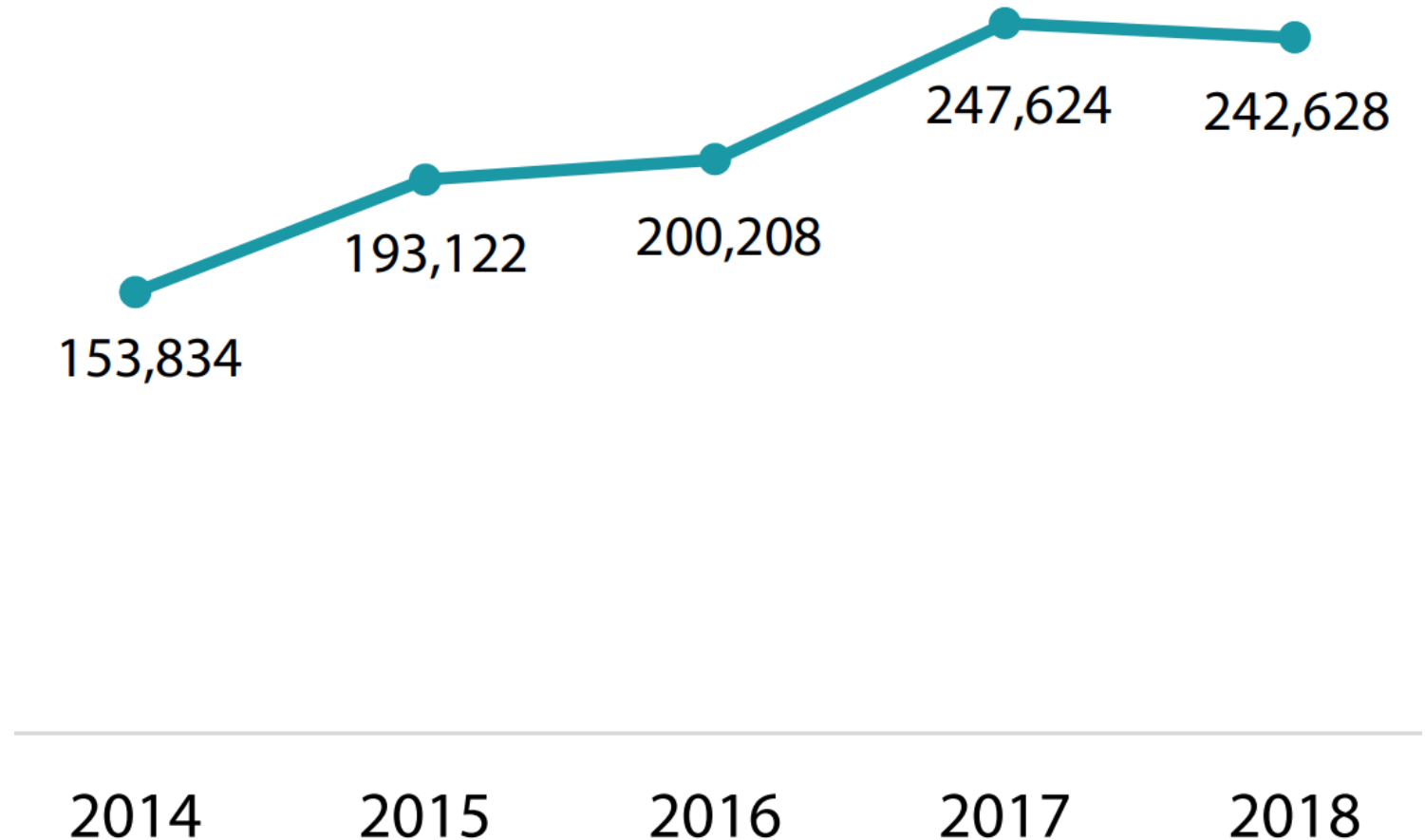
...**objective analysis** to help management and Commissioners **improve** program performance, reduce costs, initiate corrective action, contribute to public accountability.

Police Overtime: Management is lax despite high overtime use

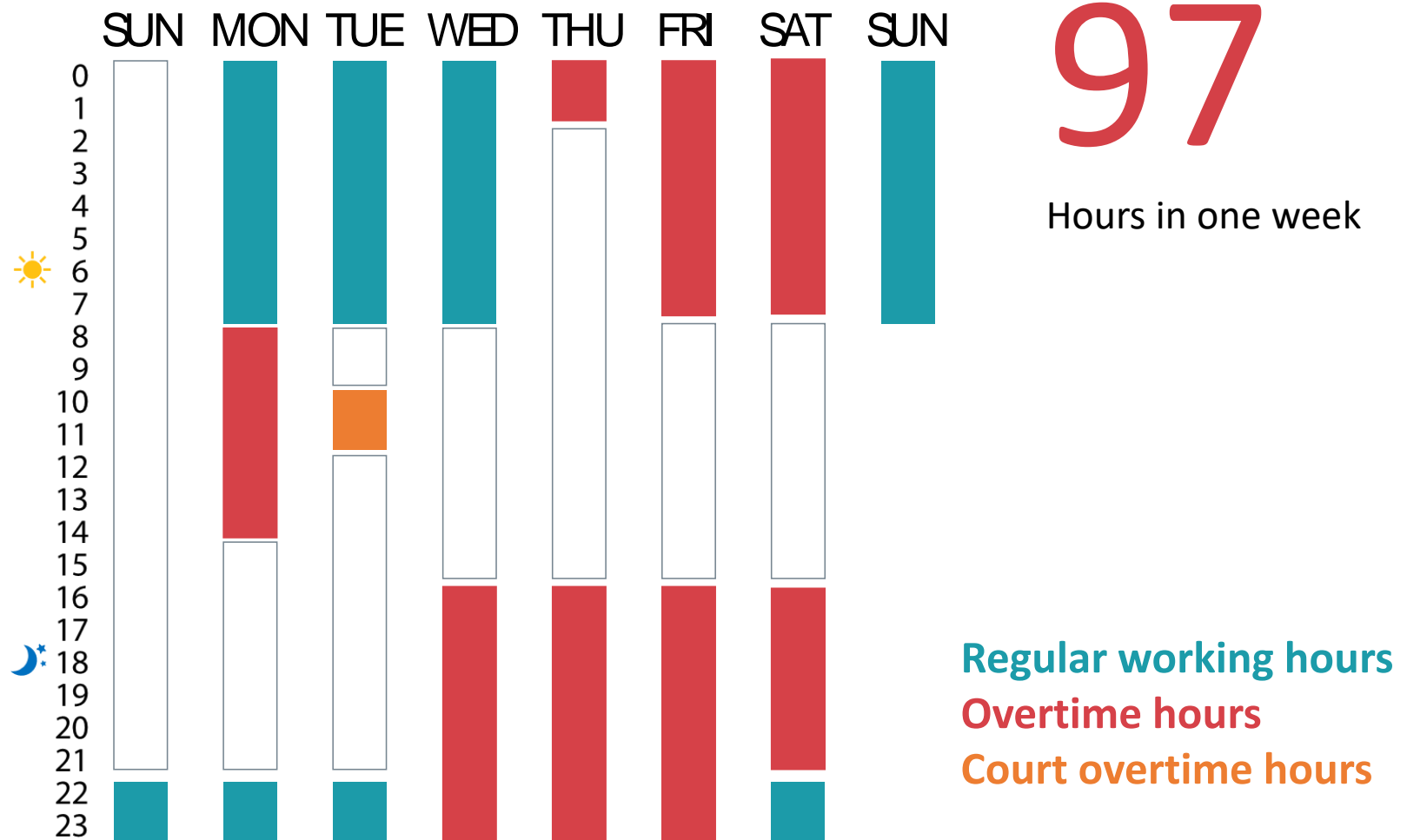


Portland Uses a lot of Overtime

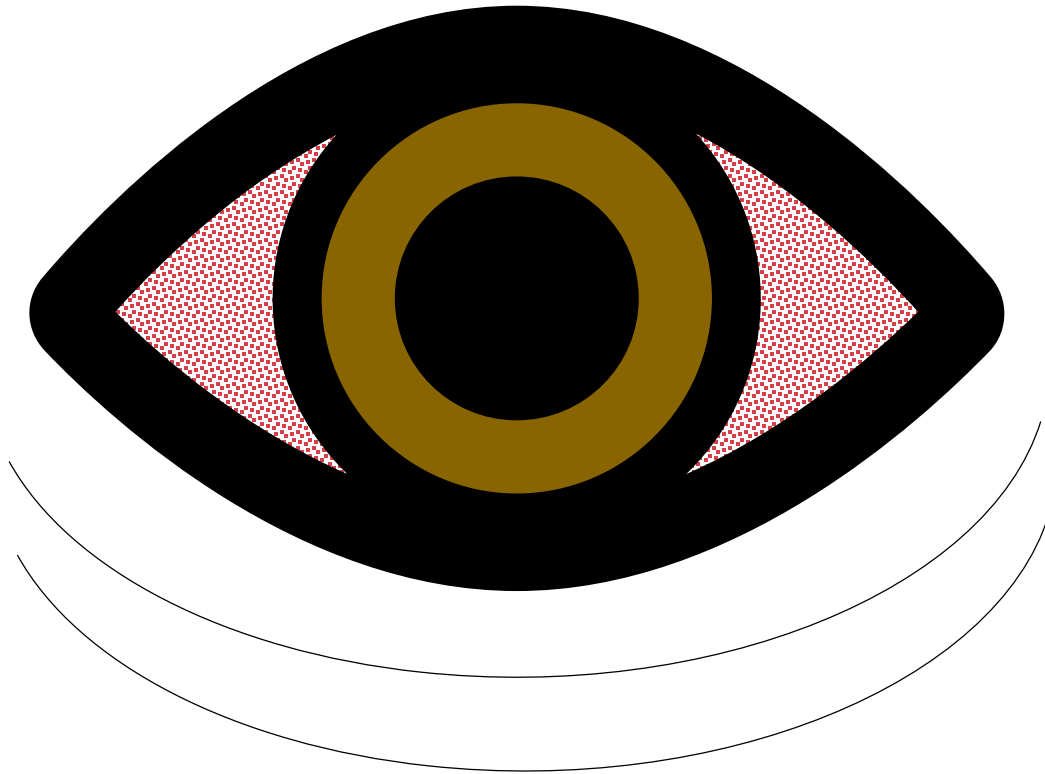
Police worked nearly
250,000 hours of
overtime



Patrol Officers Work a lot of Overtime



Negative Effects of Fatigue



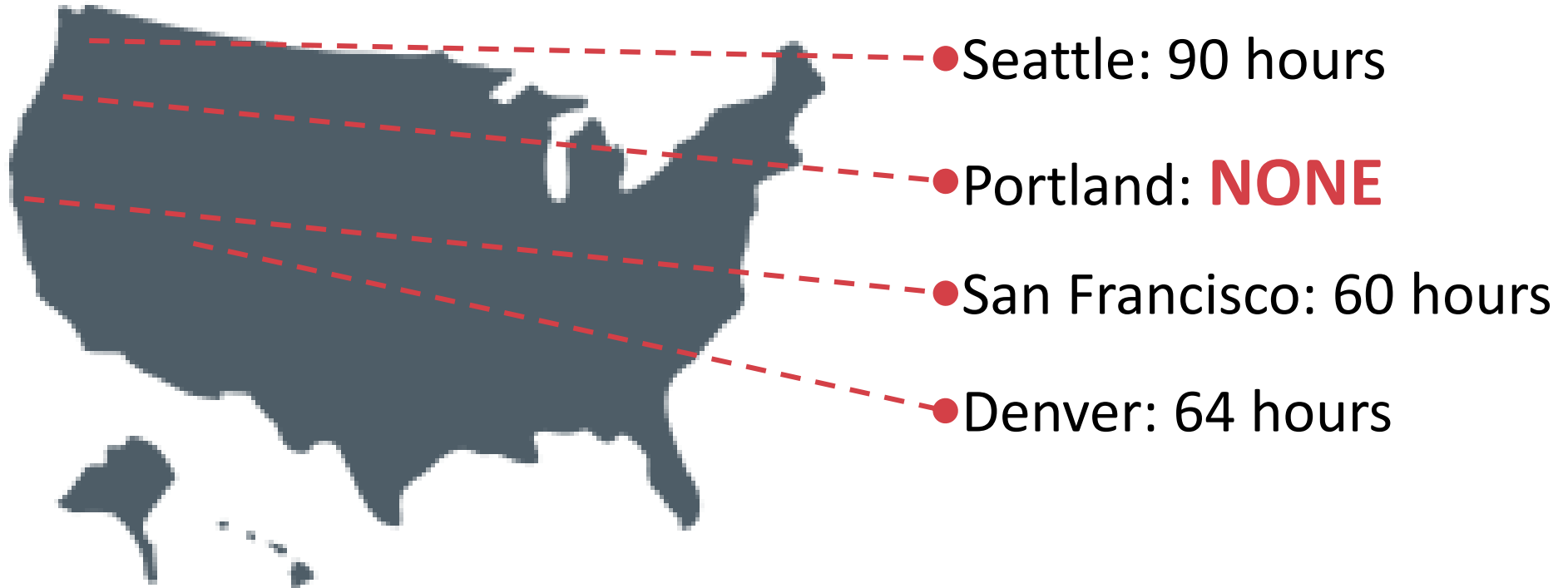
Micro-trauma that erodes police community relations.

Isolation from community leads to us against them point of view.

No Reports to Identify Officers



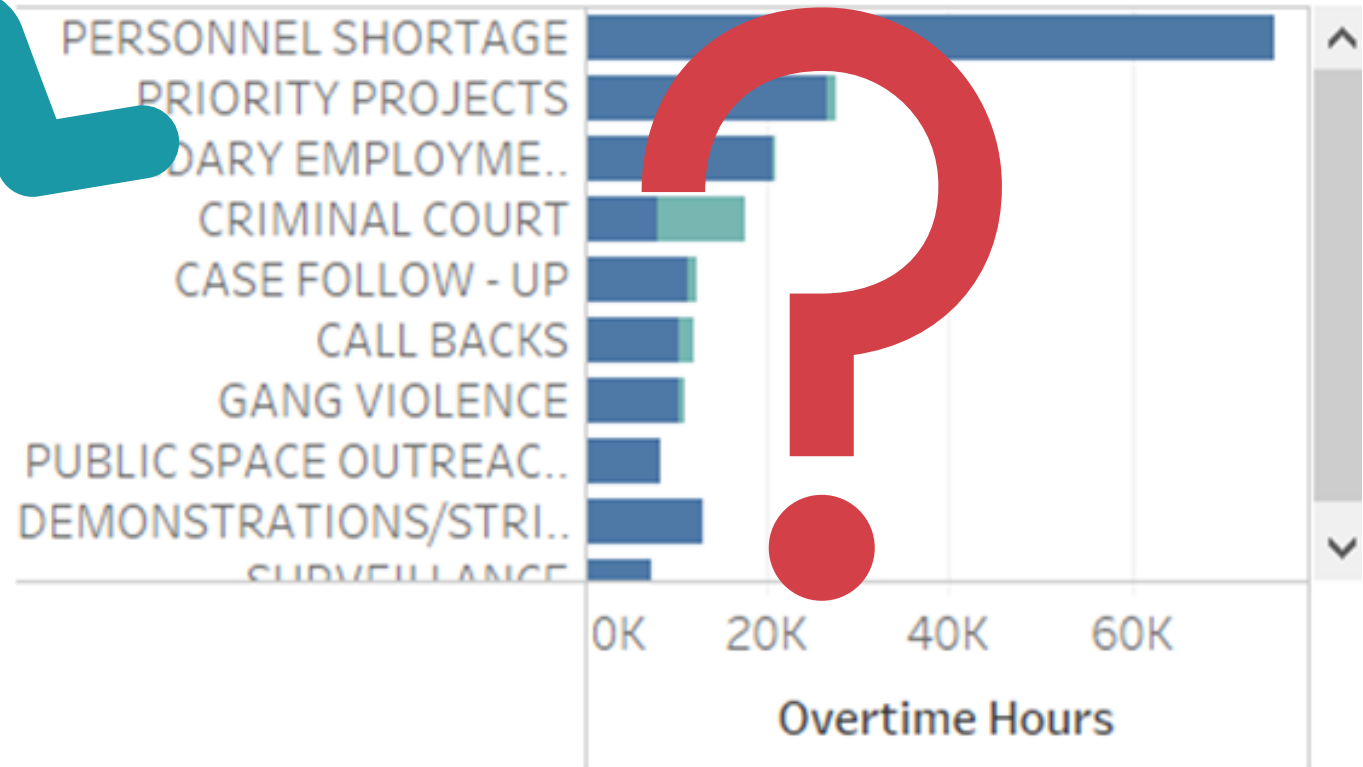
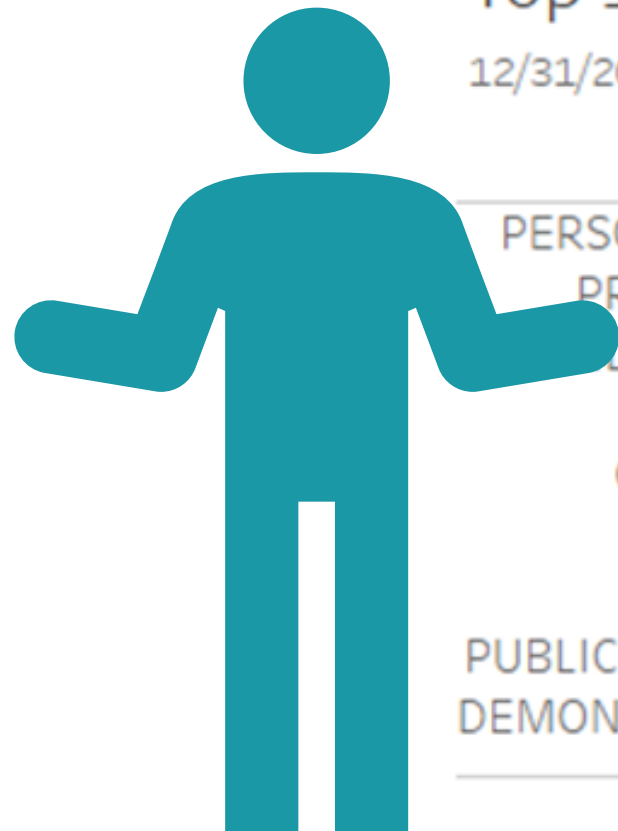
Other Cities Have Limits



Reports to Council Unreliable

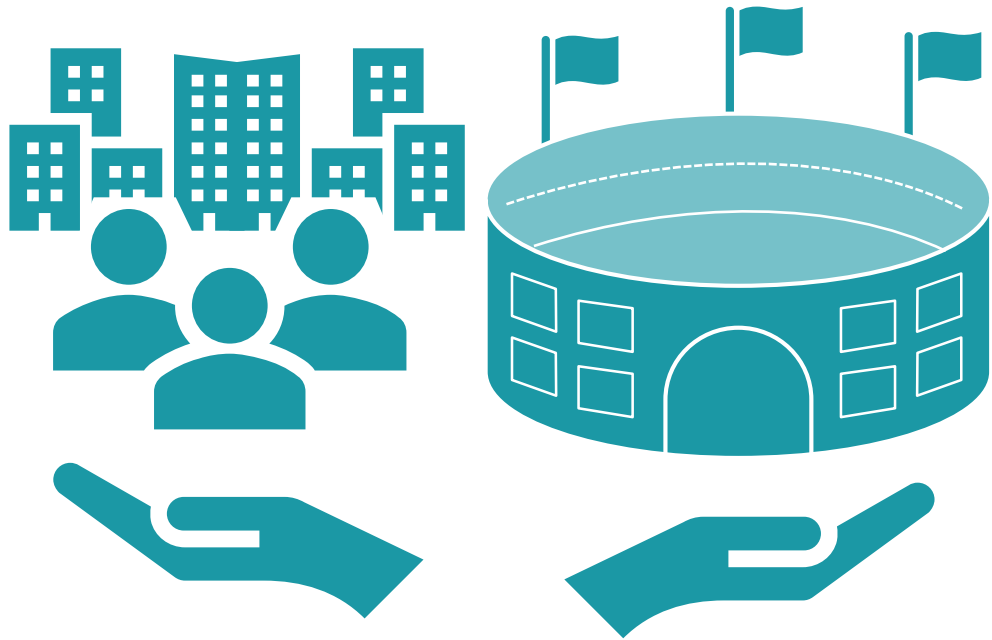
Top 10 Overtime Activities

12/31/2017- 3/31/2019



Source: Bureau report to Council

Off-Duty Work Contributes to Overtime



19,000 Hours

89 Private Employers

29 Percent

Portland Arena Management

\$1.8 Million

Risks Related to Off-Duty Work



De-legitimize the police



Create appearance of political favoritism



Result in biased policing



Burden City finances

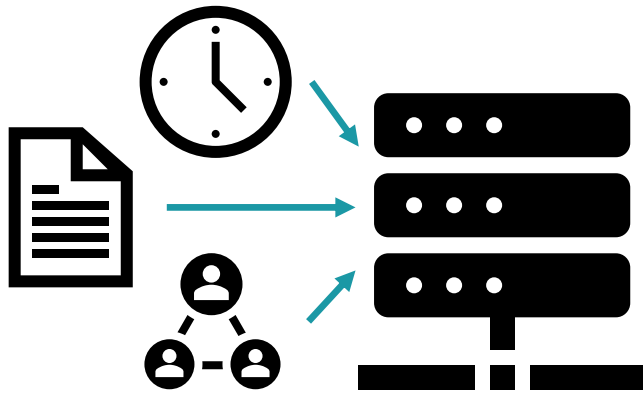
To Improve Management of Overtime



Reports

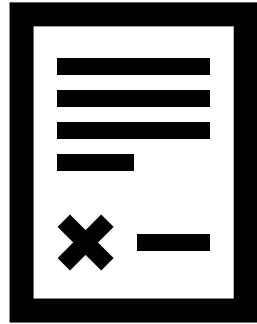


Limits



Data Collection

To Mediate Risks of Off-Duty Work



Contract approval process



Public reports



Charge overhead costs
and improve billing

Audit Recommendations

We'll check-in in one year!



2019 FOLLOW-UP
May 20, 2019

Police Bureau still needs to evaluate the effectiveness of traffic stops


In the year since our audit of the Gang Enforcement Team, the Police Bureau has made some progress in implementing our five recommendations for patrol.

Substantial work remains in documenting the investigative reasons for traffic stops and setting goals for the effectiveness of stops.

We will follow up again in one year to check if the remaining recommendations are implemented. In early 2019, the Police Bureau restructured the Gang Enforcement Team as the Gun Violence Reduction Team.

We audited how well the Gang Enforcement Team was meeting its goals and what the results of its work were. We issued two audit reports in 2018 about gang enforcement patrols and gang crime investigations.

Our audit of gang enforcement patrols found the team was carrying out traffic stops that disproportionately affected African Americans, while community members were concerned that the stops were too broad and not limited to criminal gang suspects. The Bureau could not demonstrate that these stops were effective. We recommended the Bureau analyze stops data, set goals for effectiveness, and publicly report results.

2018 Recommendations	2019 Auditor's Status Update
 Resolved The Police Bureau should regularly analyze and publish demographic data regarding Gang Enforcement Team traffic stops.	<p>The Police Bureau analyzed the demographics of people stopped by Gang Enforcement officers in 2016 and 2017.</p> <p>The Bureau reported that 61 percent of people in 2016 and 56 percent in 2017 were Black.</p> <p>The Bureau compared the demographics of people stopped to the demographics of gang crime victims. This benchmark showed that the percentage of Black people stopped was below the percentage of Black people that the Bureau considered as victims of gang crime (71 percent in 2016 and 63 percent in 2017).</p> <p>This comparison differs from those in our audit, which compared the demographics of those stopped to the demographics of people injured in traffic crashes and crime victims. A good benchmark reflects who is at risk of being stopped, assuming no bias. We encourage the Bureau to include these comparisons in its analyses.</p> <p>The Bureau committed to including stops data for the Gun Violence Reduction Team in future reports.</p>

Discussion



View the report:

www.portlandoregon.gov/auditservices/policeOT

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P O R T L A N D
CITY AUDITOR

Audit Services

