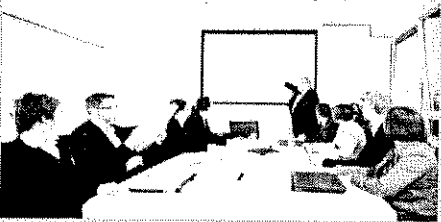


PRI Management Group

Presentation for
Milwaukee Public Safety Committee



"Enabling good government for our clients and their constituents."

September 13, 2012

Integrity

Experience

Partnerships



Our open letter to the citizens of Milwaukee
at
policerecordsmanagement.com

Qualifications & History



- ✓ Founded in 2008
- ✓ 17 years of law enforcement experience with concentration in police records management, crime reporting and statistics
- ✓ Audit services solely in crime stats/UCR reporting
- ✓ Certified Law Enforcement Auditor, ILEAA
- ✓ Certified Public Records Manager, FSU
- ✓ Masters in Criminal Justice, BU
- ✓ Selected speaker for Int'l Assoc. of Chiefs of Police and others.
- ✓ Developed UCR training course presented to LE agencies nationwide
- ✓ Nearly 200 law enforcement clients including training, consulting, and auditing engagements.

Some of our clients



City of Nashville
Mandeville Police
St. Tammany Parish Sheriff's
Baton Rouge Police
Boca Raton Police
Miami Police
Grand Junction Police
Nevada Dept. Public Safety
Vail Police
Fort Collins Police
Port Canaveral Police
Taylor County Sheriff's
Broward Sheriff's Office
Emory Univ. Police
Alamosa County Sheriff's
Hanover Park Police
Park Forest Police

Polk County Sheriff's Office
Levy County Sheriff's Office
Seminole Police
Hallandale Beach Police
Lake County Sheriff's Office
Key Biscayne Police
Pinellas Park Police
Punta Gorda Police
Winter Park Police
Indian River Shores Police
West Melbourne Police
Delray Beach Police
Park Ridge Police
Berwyn Police
Lenexa Police
Wilton Manors Police
Leesburg Police

Colorado State Univ. Police
LaGrange Police
Miami Gardens Police
Ft. Lauderdale Police
Largo Police
Cape Coral Police
Hialeah Police
Palm Bay Police
Sarasota Police
North Miami Beach Police
Aventura Police
Ft. Walton Beach Police
Brevard Sheriff's Office
Clay County Sheriff's Office
Putnam County Sheriff's
Titusville Police
Elgin Police

Determining Cause of Problematic Stats



Technical errors

Process errors

Human errors

Intentional manipulation

Sample Cases



VALID ALLEGATIONS

New Orleans PD 2003

Broward Sheriff 2004

FALSE ALLEGATIONS

Nashville PD 2010

Phoenix PD 2009

OTHER MISLABELED CASES

NYPD

Philadelphia PD

Scope: Audits vs. Attestation Engagements



Attestations: Consist of obtaining sufficient, appropriate evidence to express an expert opinion on whether the subject matter is based on (or in conformity with) the criteria in all material respects or the assertion is presented (or fairly stated), in all material respects, based on the criteria.

Performance audits: are defined as audits that provide findings or conclusions based on an evaluation of sufficient, appropriate evidence against criteria.

What are the criteria?



ATTESTATION ENGAGEMENT

- FBI Uniform Crime Reporting Standards
- Wisconsin crime reporting standards
- MPD policies

PERFORMANCE AUDIT

- FBI Uniform Crime Reporting Standards
- Wisconsin crime reporting standards
- MPD policies
- Benchmarked agency's averages
- Acceptable standards
- Wisconsin state averages
- Established internal control framework i.e. COSO

What are the objectives?



1. The first objective is to obtain sufficient and appropriate evidence to provide an expert opinion regarding the validity of the recent MPD crime statistic audit. (MPD assertion)
2. The second objective is to assess the Milwaukee Police Department's police reporting and records management processes, protocols and technology systems and provide an expert opinion regarding how these factors have affected the Department's compliance with FBI Uniform Crime Reporting standards. (MPD assertion)
3. The third objective is to provide an expert opinion regarding whether any intentional efforts were undertaken by the MPD to manipulate or misrepresent crime statistical information. (MPD assertion)

What is the evidence?



1. The findings and supporting documentation (to include memo's, emails and other internal documents) from a recent internal audit conducted by the Milwaukee Police Department.
2. The FBI's recent quality assurance review.
3. A previous Milwaukee Comptroller audit of the police department's records management system.
4. MPD's RMS, CAD, and other police reporting systems and relevant databases.
5. Spreadsheets delineating police report case numbers, assault classifications, and report narratives during the time period of examination.
6. Copies of the original police reports provided in #5 above.
7. Police department sworn and civilian employee interviews.
8. Copies of relevant departmental policies including records management, technology, UCR, report writing, etc.
9. Media reports regarding this matter.

Methodologies

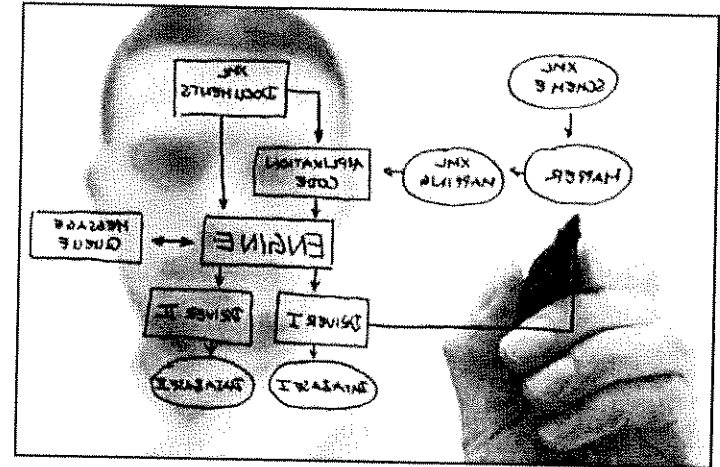


Phase 1: Review/assess MPD internal audit

Phase 2: Review/assess technology systems

Phase 3: Review/assess MPD records mgmt. business processes.

Phase 4: Provide written report of findings, methodologies, recommendations.



What does all this mean in terms of cost?



Attestation Engagement: 186 hours + T&L = \$25,190

Performance Audit: ~ 750-800 hours + T&L = \$95,000-\$105,000

- Difference comes down to purpose of the project, depth of analysis, number of criteria used and reports reviewed (550 vs. potentially thousands).
- The FPC has stated from the outset a step by step approach would be taken, hence the attestation engagement; not an audit.

How PRI Got Involved



PRI advertised our services to the
Fire and Police Commission via [this letter](#).



PRI Management Group
PO Box 142151
Coral Gables, FL, 33134
305-460-0096

POLICE RECORDS AND INFORMATION
Management Group

Michael G. Tobin
Executive Director
Milwaukee Fire and Police Commission
Via e-mail

May 25, 2012

Re: Crime Stat Audit

Dear Mr. Tobin,

Upon recently reading a news article regarding a concern surrounding the Milwaukee Police Department crime stats, I felt compelled to introduce myself to your organization. The situation your police department is facing is one that if not dealt with properly and independently can lead to long term damage to its trust and reputation.

I have researched and continue to take great interest in the matter of police crime stat accuracy and the allegations they often bring. I have found in my research that most situations of inaccurate crime statistics stem from a breakdown somewhere in the crime stat lifecycle and its management. Chief Flynn was quoted as saying the inaccuracies are due to both human and computer error. This statement represents what is in fact usually the case. While there have been incidents of intentional manipulation of crime statistics, the majority of cases are the result of a lack of training, problematic records management procedure, and/or problematic records management systems with erroneous code tables or scripting errors. Whatever the cause, it can be determined by conducting a thorough audit of the department's technology and business processes.

I am a law enforcement veteran and public safety information management consultant specializing in this very specific field. I am also a certified law enforcement auditor through ILEAA. I have conducted much research on crime statistics and have attached in the corresponding email information that I think you will find of interest.

In 2011, the Metropolitan Nashville Police Department was subjected to very high profile accusations regarding crime statistics. The Mayor of Nashville requested an audit by the city's internal auditor. The Office of Internal Audit subsequently turned to me and my business, PRI Management Group for assistance. The successful audit revealed that the statistical discrepancies were the result of both human and technical errors and that no intentional manipulation of information had occurred.

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305-460-0096

POLICE RECORDS AND INFORMATION
Management Group

As an expert in this field, I am confident that my services would bring about a clear determination of the source of any problematic statistics and/or crime reporting process. I have worked with police RMS and CAD systems for many years and am an expert in the FBI Uniform Crime Report program. My business provides services strictly related to public safety information management with excellence, integrity and proven results.

I have produced and audited UCR reports, assessed police reporting procedure and have developed and presented both a UCR reporting and police records management course to nearly 1000 police personnel throughout the country. With a deep understanding of the intricacies involved in police crime statistics, I would like to offer my auditing services to the City of Milwaukee and would invite further conversation with you if so interested.

I firmly believe that true accountability and public trust can only be obtained in these situations through an audit which is completed by an entity that is entirely separate and apart from any governmental branch.

We can bring about proof positive of what has caused this situation for the Milwaukee Police Department and more importantly provide the guidance and implements needed to prevent its future occurrence. Please contact me at 305-460-0096 or via email at ed@policerecordsmanagement.com to discuss a possible solution.

Further details of our services, articles and expertise are provided on my website at policerecordsmanagement.com.

Sincerely,

E.M. Claughton III

Edward Claughton III

Copies to: Chief Flynn

Our Public Comments



Our public comments were taken out of context and misconstrued by the Milwaukee Journal Sentinel.

Examples



“Objectivity of consultant picked to audit crime data questioned”

Journal Sentinel August 23, 2012

Example #1

“A consultant group that is the city's choice to conduct an independent audit of Milwaukee police crime data has publicly supported the Police Department in recent months.”

“Crimes underreported by police include robbery, rape”

Journal Sentinel August 25, 2012

Example #2

PRI Management Group has “supported the department in blogs and twitter posts”.

Example #3

“Cloughton and his company have expressed strong support for Flynn and his explanations of the misreported crimes.”

Objectivity of Media Reports



***“When a crime is misreported as a lesser incident,
to the general public it's as if it never happened.”***

Journal Sentinel May 22, 2012

Objectivity and Independence of PRI



Abide by GAGAS Requirements

Independence of Mind

Independence in Appearance

Your Results



Professional, impartial and objective services provided by an expert with the specific knowledge, skills and abilities required for this type of work.