



2024

**PEORIA POLICE DEPARTMENT
PROFESSIONAL STANDARDS SECTION
ANNUAL REPORT**

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PROFESSIONAL STANDARDS SECTION

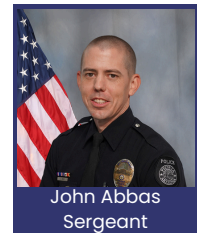
This report is the Professional Standards Section annual report for the City of Peoria Police Department, intended to provide an outline of internal investigations initiated during the 2024 calendar year and an overview of any corresponding discipline associated with those investigations.

The statistical data is meant to aid department administration in identifying trends, comparing historical data, and determining areas that may require continued improvement. As a department, we strive to ensure that our work supports our mission and vision by ensuring that our employees provide high levels of community service and represent our city in a professional manner. The annual review of data is a tool to support transparency in our relationship to the citizens we serve and uphold the trust we have built by utilizing a fair complaint process to evaluate the quality and consistency of work completed for 2024.

The Professional Standards Section (PSS) is responsible for the internal records regarding all Administrative Investigations assisting the City Attorney's Office and the Human Resources Department with matters pertaining to police department personnel. PSS is also responsible for training of department personnel in matters relating to the functions of the Professional Standards Section. The Peoria Police Department Professional Standards Section is staffed with one lieutenant, two sergeants, and an Accreditation & Compliance Coordinator.



Craig Stefick
Lieutenant



John Abbas
Sergeant



Andrew Fantasia
Sergeant

Mission Statement

The mission of the Professional Standards Section of the Peoria Police Department is to ensure the highest standards of ethical conduct within our ranks. We are dedicated to investigating misconduct, promoting transparency, and fostering accountability to strengthen community trust. Through continuous improvement, we support the department's commitment to preserving life, maintaining safety, and enhancing the quality of life for all community members.

Vision Statement

The Professional Standards Section of the Peoria Police Department strives to enhance community trust through integrity, accountability, and transparency. We are dedicated to rigorously investigating misconduct, upholding ethical standards and fostering a culture of respect and fairness. Our vision is a safe and just community where every individual feels protected and valued by their police force.

DEFINING INCIDENTS PROCESSED BY PSS

The Professional Standards Section utilizes the tracking software system, IAPro. Additional software known as BlueTeam augments the IAPro software. The IAPro database helps maintain the accuracy and consistency by which complaints, commendations, and other performance issues are processed, tracked, and monitored. IAPro also tracks use of force incidents, vehicle-related incidents, supervisor notes, firearm discharges, employee grievances, and completed audits and inspections. During the 2024 calendar year, the Professional Standards Section processed 1,040 BlueTeam/IAPro entries, generated from citizens or from within the Peoria Police Department.

ADMINISTRATIVE INVESTIGATIONS

A non-criminal investigation, ordered by the Chief of Police, to determine the facts of what occurred in response to an alleged violation of an established rule, regulation, policy, or procedure. Administrative Investigations (AI) are typically investigated by the Professional Standards Section due to the severity of allegations and/or the potential level of discipline. The allegation may result in discipline up to and including termination. On a rare occasion, an outside agency may be utilized to conduct the investigation. The Discipline Review Panel (DRP) reviews the investigation to determine if a violation has occurred and recommends corrective or disciplinary action to the Chief of Police. Representatives from Human Resources and the City Attorney's Office attend the meeting and serve in an advisory roles.

SUPERVISORY INVESTIGATIONS

The investigative process conducted by the initiating supervisor to determine if a violation of policy has occurred and to administer the appropriate level of corrective action or procedural changes. The allegation, if true, would result in no more than a written reprimand. Service Complaints are typically investigated by the involved employee's supervisor. The possible findings for complaints investigated at any level are:

Unfounded: The events or allegations reported by the complainant did not happen or were false.

Exonerated: The allegation did occur, but the employee's actions were lawful, proper, and within department policy.

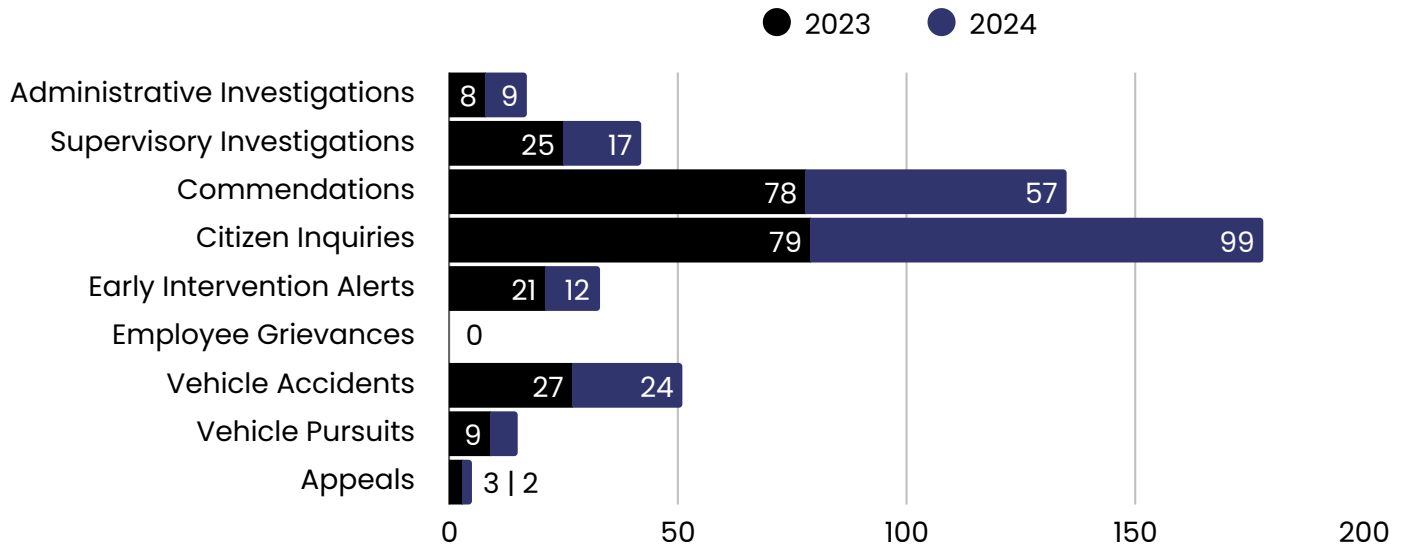
Not Sustained: The allegation against the employee could not be proven or disproved during the investigation.

Sustained: The allegation against the employee met the "standard of proof" and was determined to be true.

Both types of investigations, Administrative Investigation and Supervisory Investigation processes are similar for both sworn and non-sworn employees.

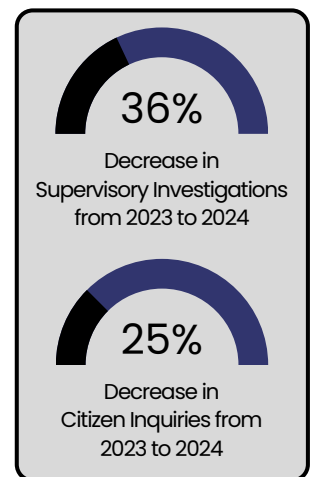
Incidents Processed by PSS

CALEA 26.2.4



The table below outlines the types of incidents processed by the Professional Standards Section (PSS) from 2020 through 2024. In 2024, PSS handled a total of 1,040 incidents, with citizen inquiries (99) and citizen commendations (36) being the most frequently recorded categories. These figures provide insight into the areas of greatest public interaction and internal recognition within the department.

Compared to 2023, notable changes include a 43% decrease in Early Intervention Alerts and a 54% decrease in Citizen Commendations. In contrast, Citizen Inquiries increased by 25% and Administrative Investigations rose by 13%. These shifts may reflect changes in community engagement, internal reporting practices, or departmental priorities.

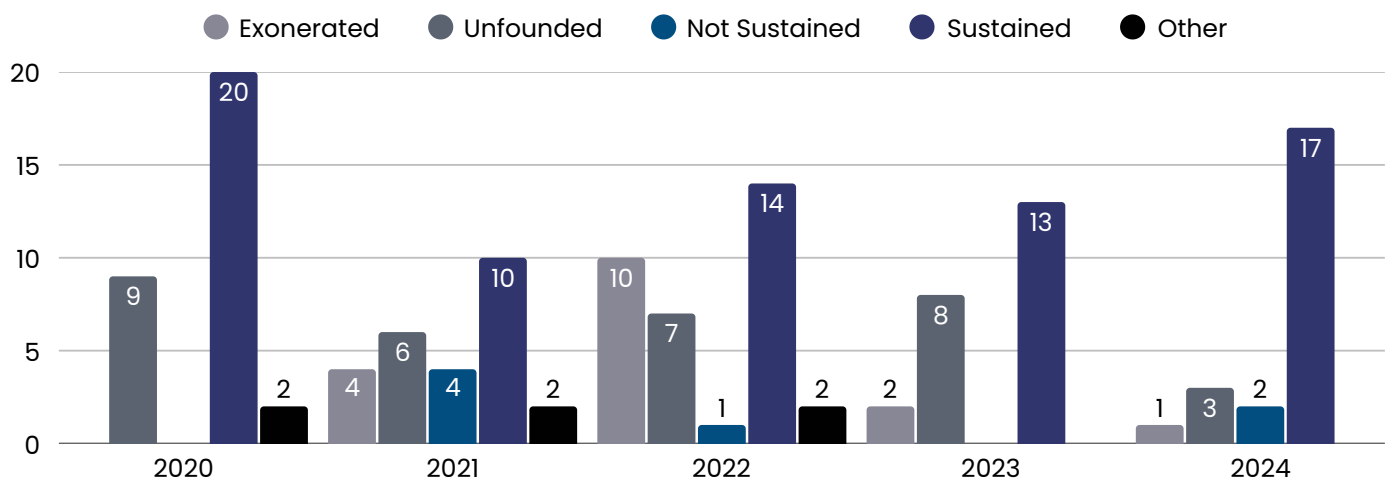


Incidents Processed	2020	2021	2022	2023	2024	Diff. 23/24
Administrative Investigations	13	9	15	8	9	13%
Supervisory Investigations	31	26	34	25	17	-32%
Commendations	97	66	49	78	57	-27%
Citizen Inquiries	23	15	22	79	99	25%
Early Intervention Alerts	25	35	16	21	12	-43%
Employee Grievance	0	0	0	0	0	-
Vehicle Accidents	15	24	29	27	24	-11%
Vehicle Pursuits	9	8	7	9	6	-33%
Appeals	0	0	3	3	2	-33%
Total	1396	956	702	1193	1040	-13%

Supervisory Investigations

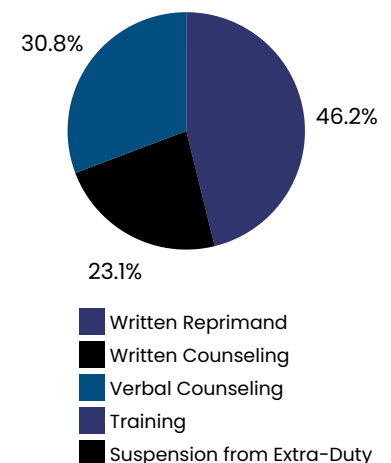


In 2024, the number of supervisory investigations decreased by 26% from 2023. Of the documented complaints, four were exonerated, unfounded, or unsustainable, while thirteen allegations were sustained, representing no change in sustained findings compared to 2023. Of the thirteen sustained supervisory investigations, 46% resulted in written reprimands, while the remaining cases led to either written or verbal counseling.



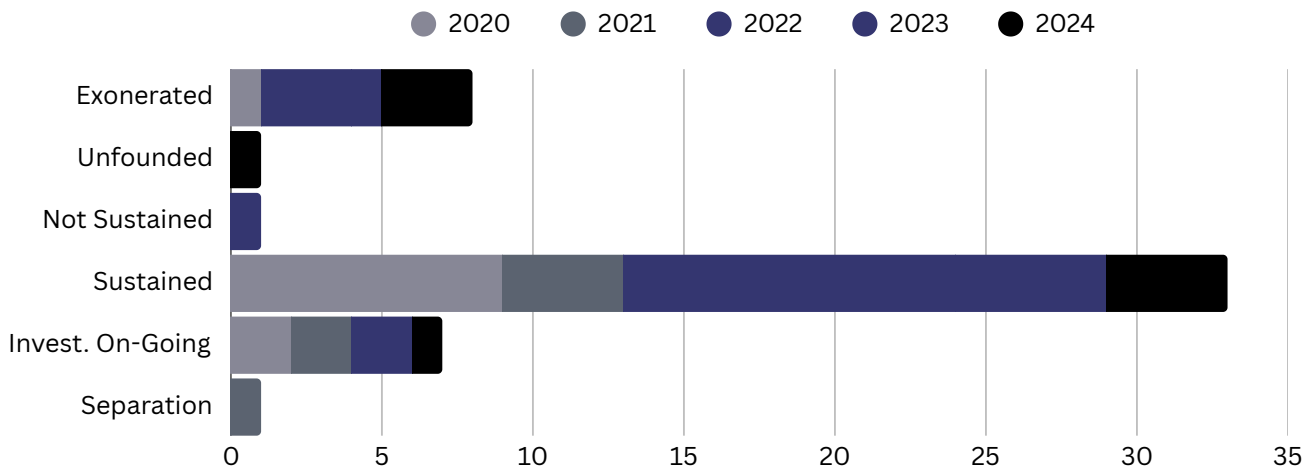
Findings	2020	2021	2022	2023	2024	Diff. 22/23
Exonerated	0	4	10	2	1	-2
Unfounded	9	6	7	8	2	-6
Not Sustained	0	4	1	0	1	1
Sustained	20	10	14	13	13	1
Other	2	2	2	0	0	0
Discipline	2020	2021	2022	2023	2024	Diff. 22/23
Written Reprimand	3	3	10	2	6	4
Written Counseling	7	2	1	1	3	2
Verbal Counseling	10	4	4	10	4	-6
Training	0	1	0	0	0	0
Suspension from Extra-Duty	0	0	0	0	0	0

2024 Supervisory Investigation Discipline

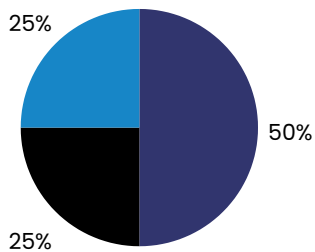


Administrative Investigations

In 2024, the department conducted nine administrative investigations, resulting in four sustained findings, four exonerated or unfounded, and one case closed with no action per the Chief’s direction. Of the sustained cases, two led to written reprimands, one to written counseling, and one required no action as the employee resigned or retired before discipline was imposed.



2024 Administrative Investigation Discipline

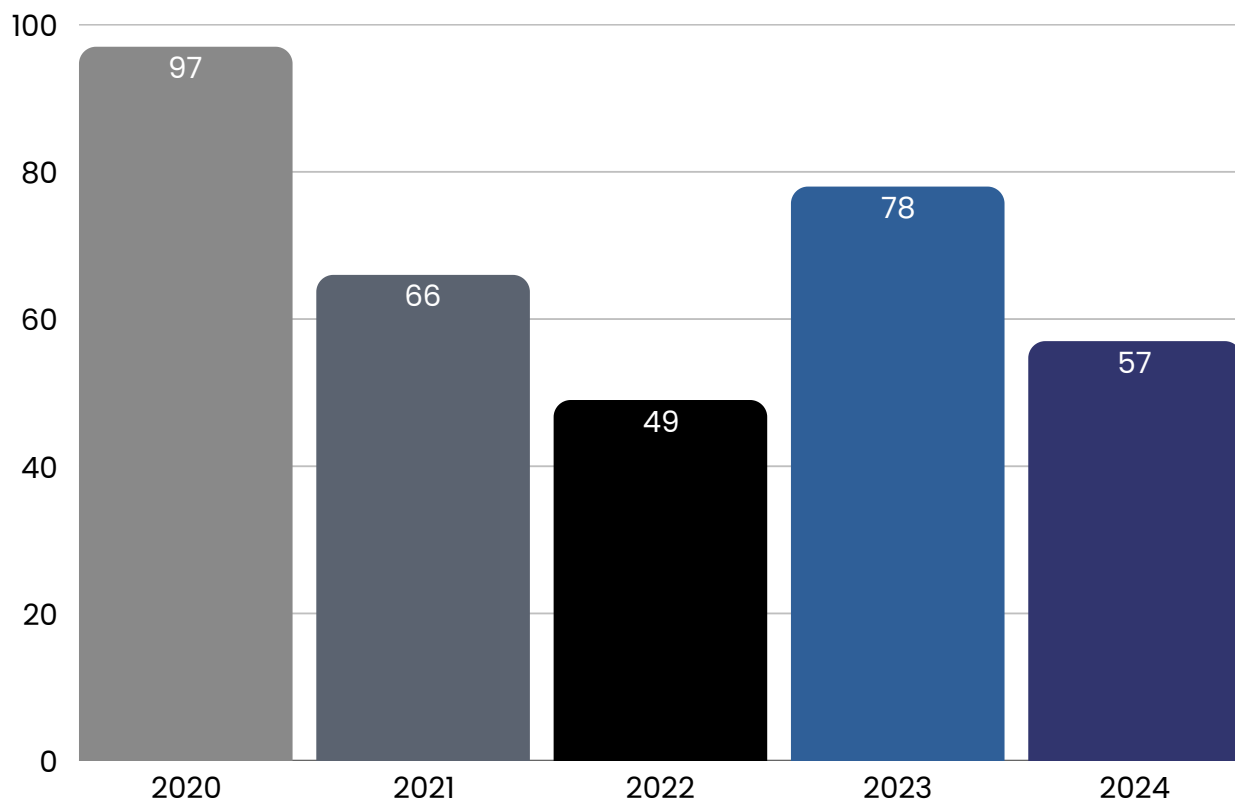


- Termination
- Demotion
- Suspension
- Written Reprimand
- Written Counseling
- Retired/Resigned
- No Action Taken

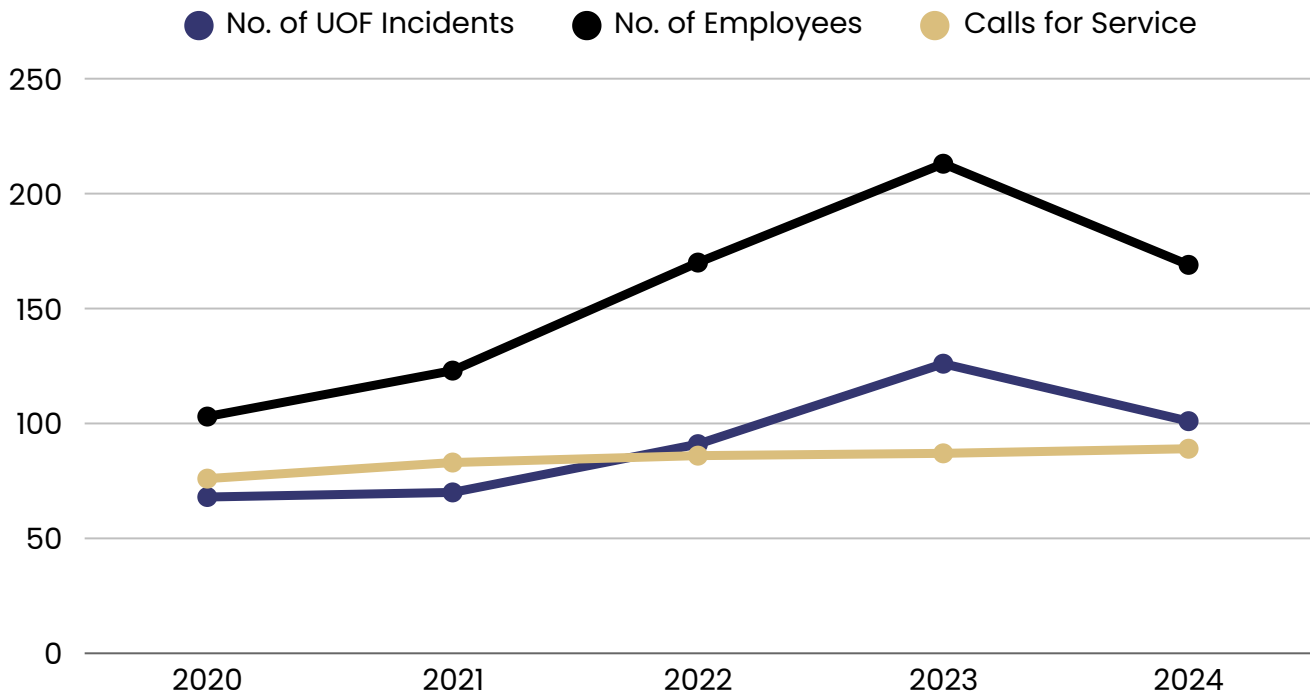
Findings	2020	2021	2022	2023	2024	Diff. 23/24
Exonerated	1	0	3	1	3	2
Unfounded	0	0	0	0	1	1
Not Sustained	0	0	1	0	0	0
Sustained	9	4	11	5	4	-1
Ongoing / Pending / Closed	2	2	2	0	1	1
Resigned/Retired Prior to Completion	0	1	0	0	0	0
Discipline	2020	2021	2022	2023	2024	Diff. 23/24
Termination	2	0	4	1	0	-1
Demotion	0	0	2	2	0	-2
Suspension	2	1	6	2	0	-2
Written Reprimand	2	1	3	2	2	0
Written Counseling	2	1	0	1	1	0
Retired/Resigned	0	1	2	3	1	-2
No Action Taken	3	5	0	2	0	0

COMMENDATIONS

Police commendations are formal recognitions awarded to law enforcement officers for exemplary performance, acts of bravery, or service that goes above and beyond the call of duty. These commendations may originate from within the department—such as from supervisors, command staff, or internal awards boards—or from external entities, including community organizations, government agencies, or national associations. They are typically given for a wide range of actions, including acts of heroism, successful outcomes in complex investigations, exceptional leadership, or meaningful community engagement. By formally recognizing outstanding service, commendations help promote a culture of excellence and accountability within the police force while reinforcing professionalism and boosting morale.



General Use of Force Data



Description	2020	2021	2022	2023	2024	Difference 2023/2024
Use of Force Incidents	68	70	91	123	101	-20%
No. of Employees Involved (Sworn & PSOs)	103	123	170	210	169	-21%
Calls for Service	75,720	82,538	86,184	86,765	89,798	+3.3%

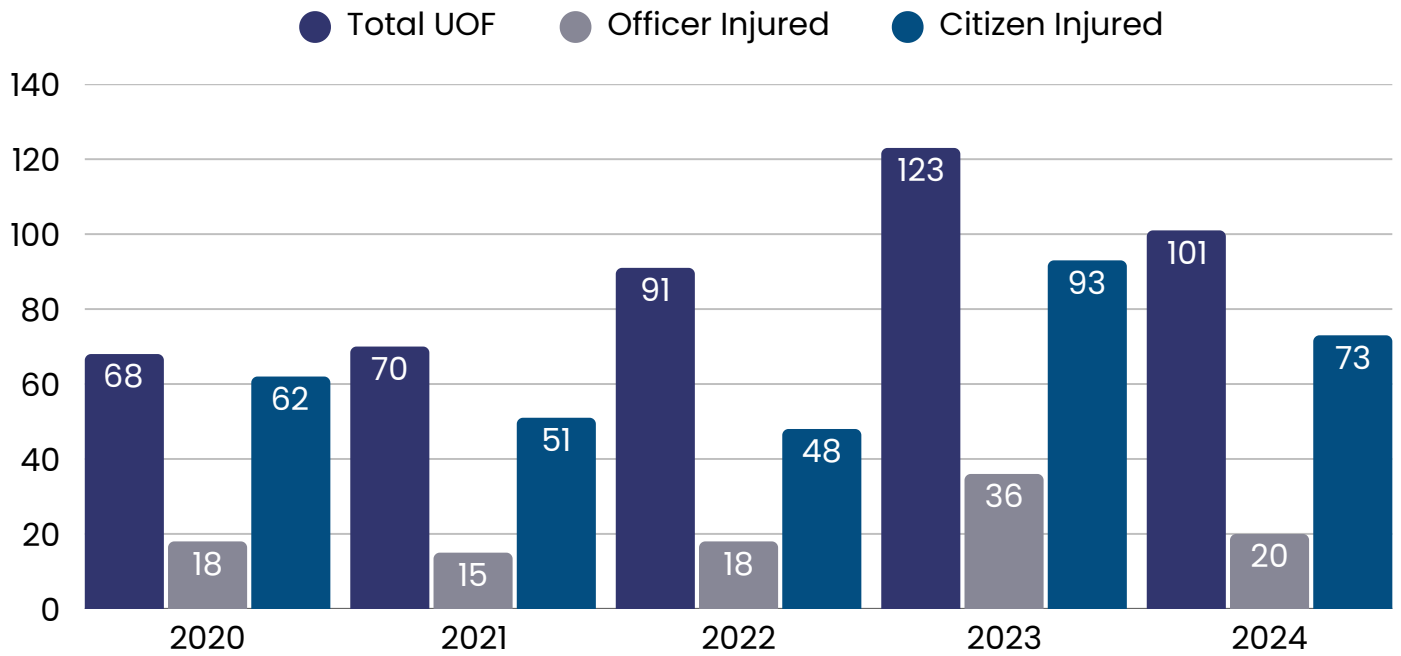
Average of 1.25 Employees Involved Per Incident

Use of Force Incident Was Determined to Be Out of Policy in 2024

Use of Force Occurs for Approximately Every 898 or 0.11% of Calls

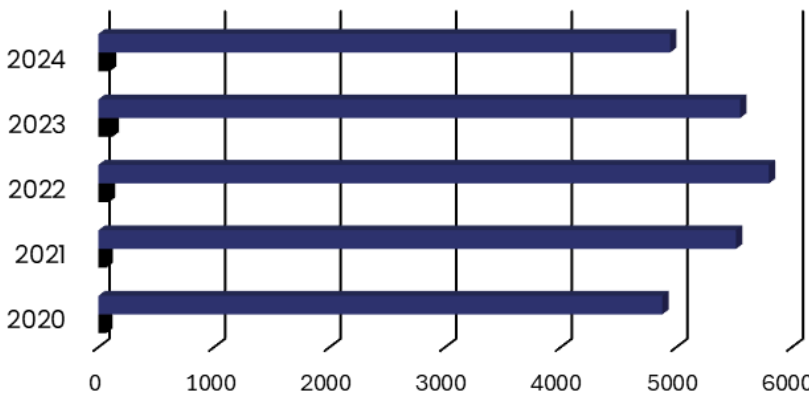
Warning shots are prohibited by the Peoria Police Department per policy 1004.01 - Firearms, and no violations of this policy occurred in 2024. (CALEA 4.1.3)

USE OF FORCE & INJURIES SUSTAINED



- Seventy-three incidents reported injury to the involved citizen. Injuries can range from just a claim of injury, abrasions to serious physical injury. All injury claims are provided prompt medical attention, documented and then investigated.
- A total of three (3) fatalities occurred this year due to officer's intentional use of deadly force.
- There was an 18% decrease in the number of reported use of force incidents between 2023 to 2024.

TOTAL USE OF FORCE VS ARRESTS



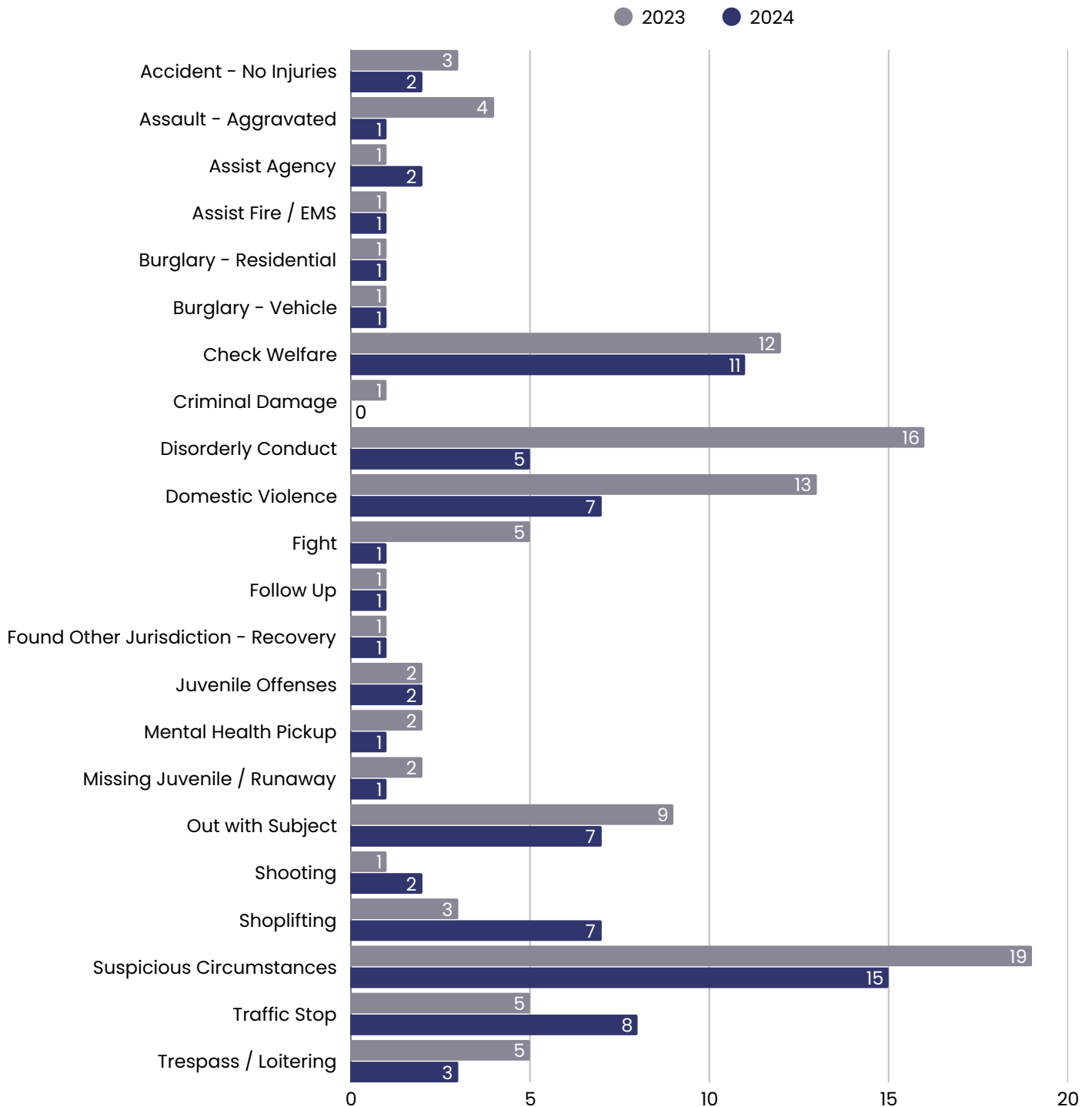
AVERAGE OF
0.017%
 OF ARRESTS
 RESULTED IN A USE
 OF FORCE OVER
 THE LAST 5 YEARS

	2020	2021	2022	2023	2024
Total Arrest	4879	5516	5801	5552	4946
Total UOF	68	70	91	123	100

Use Of Force Analysis



14.8% of all the use of force incidents occurred in a **suspicious circumstances** call for service

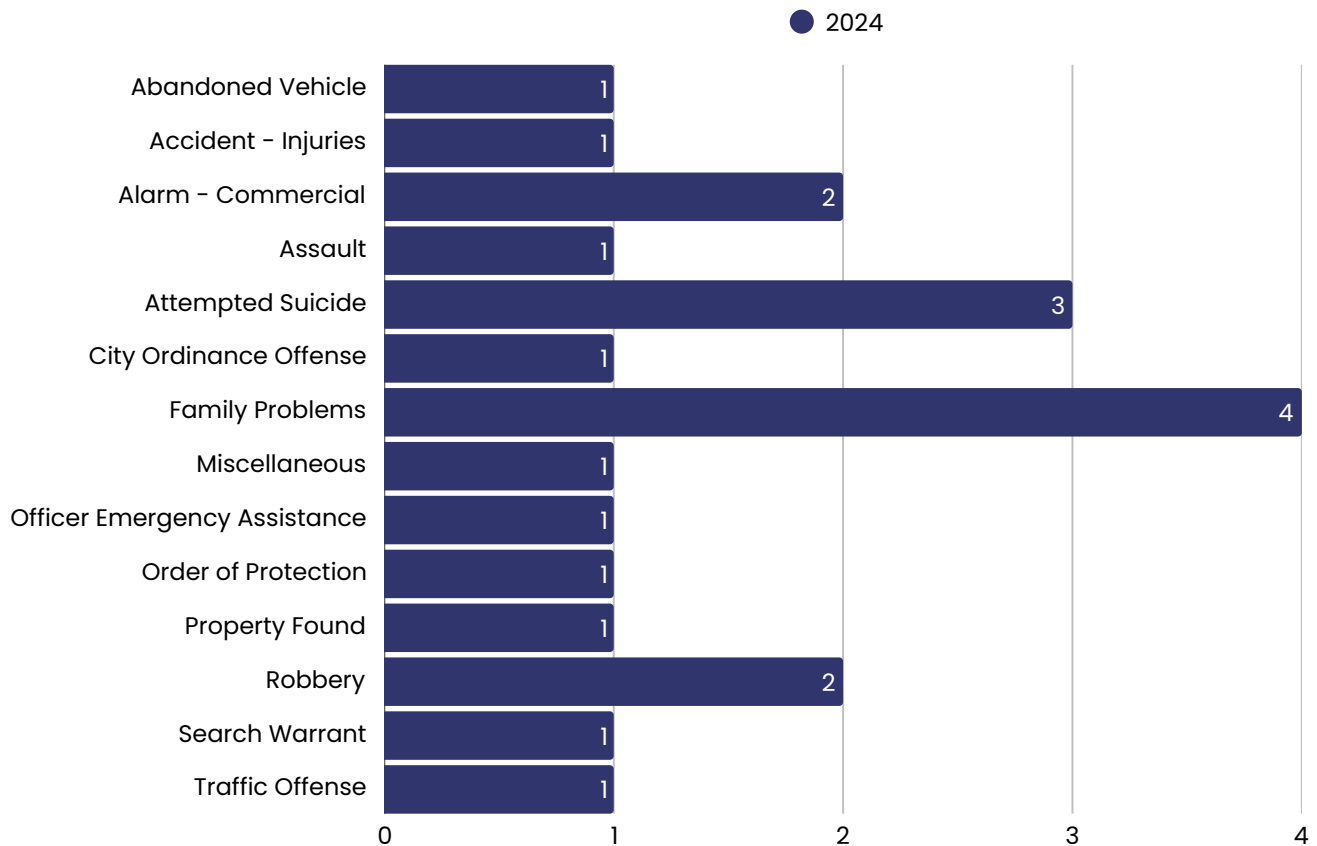


Use Of Force Analysis



19%

of all new use of force incident types in 2024, were **family problems** call for service



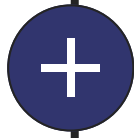
A call for service (CFS) is generated each time a dispatcher enters information into the computer-aided dispatch (CAD) system. The CFS is converted to an incident when an officer is dispatched to that call. An incident is also created when an officer self-initiates service.

Of the 89,798 total dispatched calls for service in 2024, 62% were citizen-generated and 38% officer-initiated. In calendar year 2023, there were 86,765 dispatched calls for service, with nearly the same distribution of citizen-generated versus officer-initiated.

The top call types that resulted in a reportable use of force were Suspicious Circumstances (15 incidents) and Check Welfare (11 incidents).



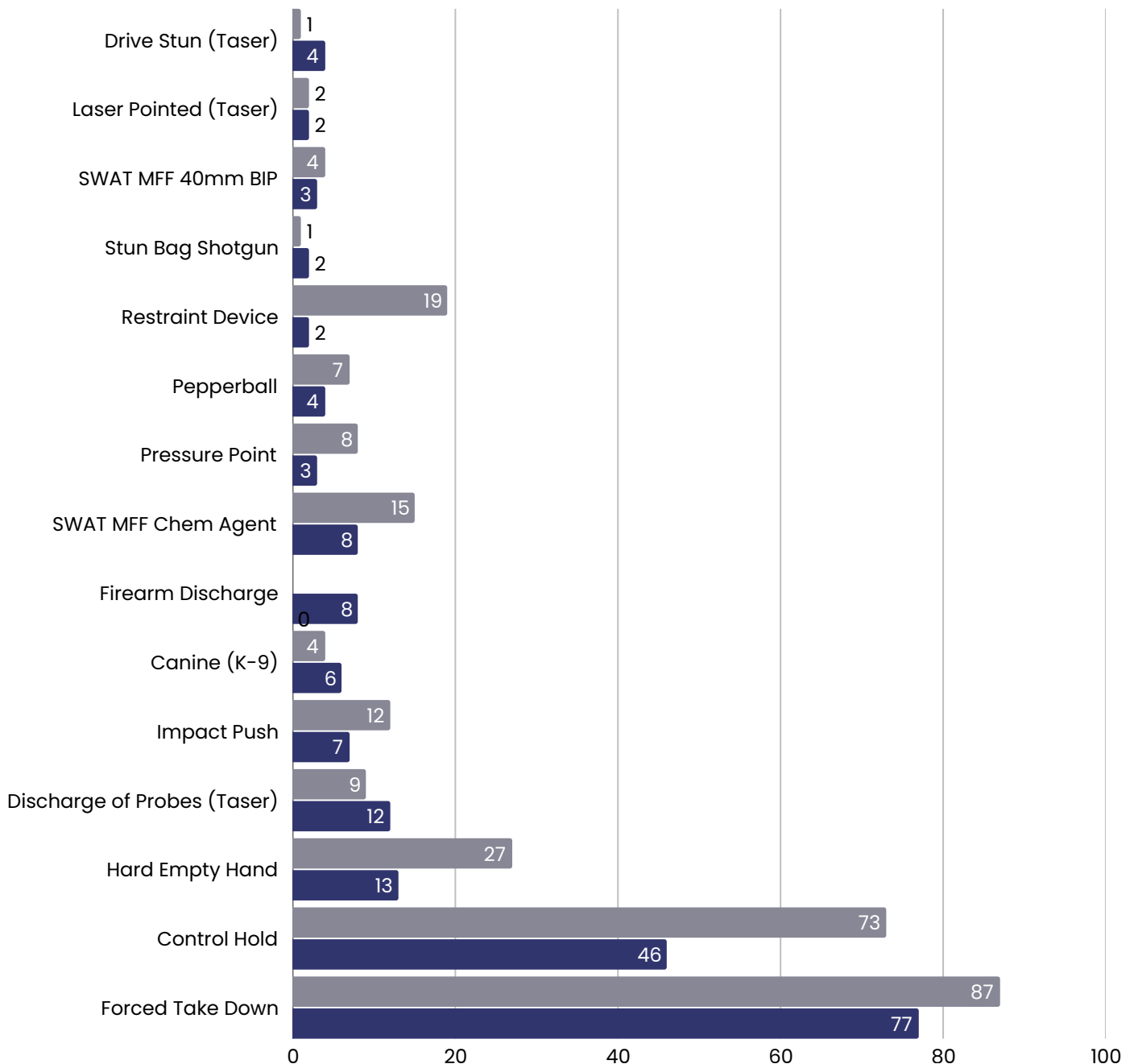
Use Of Force Analysis



75%

of all use-of-force types were **weaponless tactics** with forced take down and control holds as the primary types. Less lethal force was utilized in 21% of all reported incidents. There were four incidents of lethal force in 2024 (CALEA 4.1.2).

● 2023 ● 2024



Disclaimer: The data presented reflects cumulative totals of all use of force incidents, with some incidents involving multiple types of force.

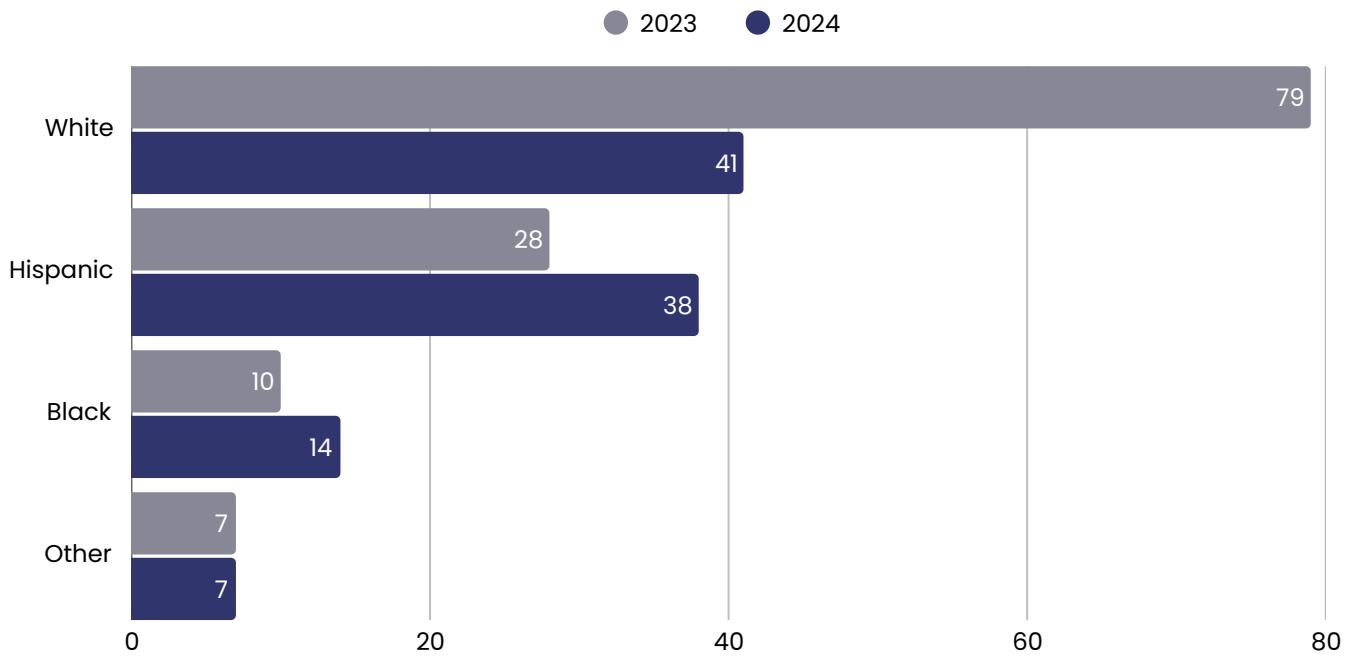
Use Of Force Analysis



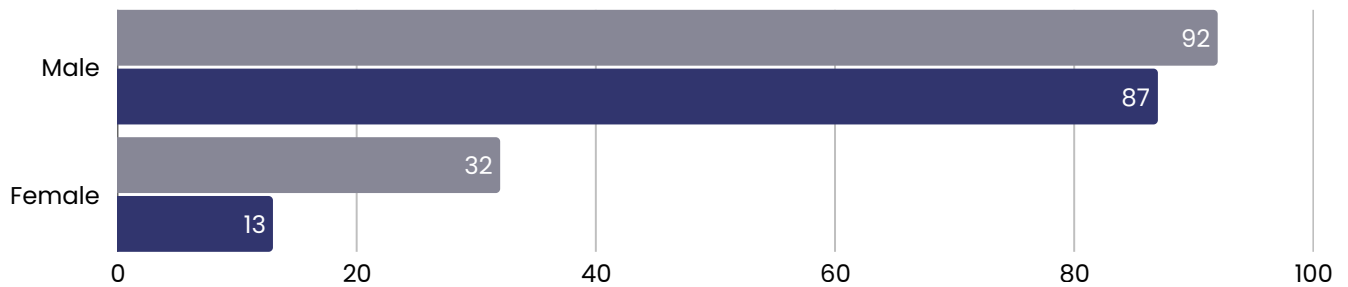
41%

of citizens involved in a reported use of force incident were classified as **white, non-hispanic**.

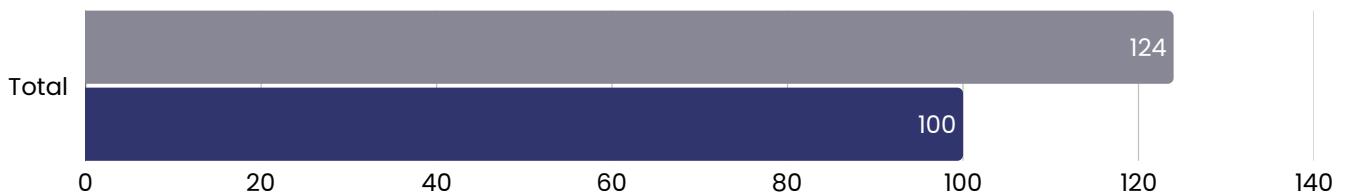
Subjects Involved in Use of Force By Race



Subjects Involved in Use of Force By Gender



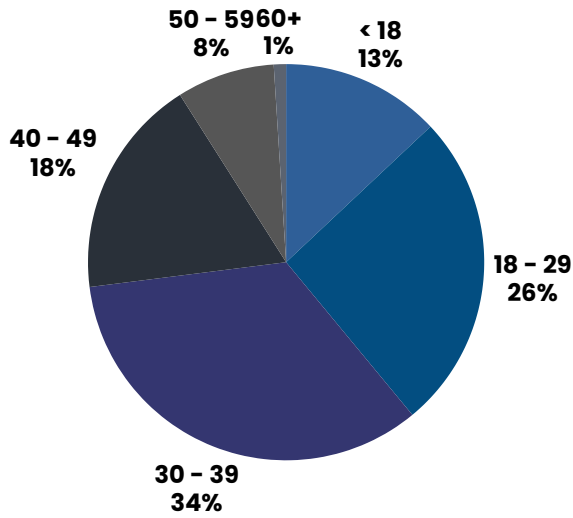
Total Subjects Involved in Use of Force



Use Of Force Analysis



34% of all the use of force incidents involved citizens who were between 30 to 39 years of age.



There were 100 unique citizens involved in reported use of force incidents during the year. Of those individuals, 87% were male and 13% were female. In terms of ethnic demographics, 41 individuals identified as White, 38 as Hispanic, 14 as Black, and 7 as Other. The data indicates that the majority of reported use of force incidents involved White, non-Hispanic males. This demographic breakdown provides insight into the population most frequently involved in such incidents and helps inform the department's efforts to analyze patterns and ensure equitable policing practices.

Citizen Demographics

Race / Gender		Firearm		Taser		Baton		Chemical / OC		Weaponless		Canine (K-9)	
		2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
White	Female	0	0	0	0	0	1	2	0	10	3	1	0
	Male	0	2	5	5	0	0	1	2	43	25	2	3
Black	Female	0	0	0	0	0	0	0	1	3	4	0	0
	Male	0	0	2	1	1	1	0	0	4	6	0	1
Hispanic	Female	0	0	0	0	0	0	0	0	10	3	0	0
	Male	0	1	2	6	1	0	1	1	28	26	1	1
Other	Female	0	0	0	0	0	0	0	0	2	1	0	0
	Male	0	1	2	2	0	0	0	0	3	3	0	0
Total		0	4	11	14	2	2	4	4	103	71	4	5

Grievances & Appeals

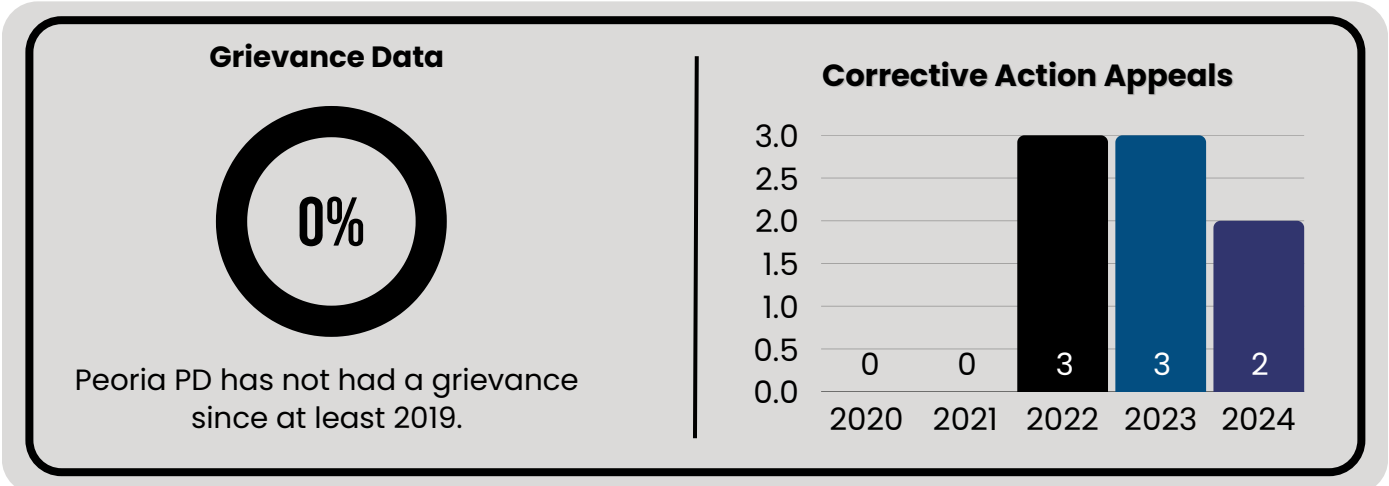
CALEA 22.4.1 & 26.1.6

The Police Chief maintains regular communication with representatives from the department’s collective bargaining units to proactively identify and address workplace concerns. These meetings are intended to resolve issues early through collaboration and open dialogue, minimizing the need for formal action whenever possible.

Employees are encouraged to resolve concerns at the lowest level, beginning with their immediate supervisor. When informal efforts are unsuccessful, the formal grievance process may be initiated. A grievance is defined as any dispute concerning the interpretation, application, or alleged violation of the City of Peoria’s Administrative Regulations or a memorandum of understanding (MOU) with a collective bargaining unit. This may include written complaints regarding personnel practices, department work rules, working conditions, or claims of improper treatment.

In cases involving disciplinary action, employees may also pursue an appeal to formally challenge outcomes they believe are unjust or inconsistent with established policies or agreements. These structured processes help ensure fairness, due process, and accountability across all levels of the organization.

Notably, no grievances have been filed since 2019, and in 2024, only two appeals were received—one fewer than in previous years—reflecting the department’s continued emphasis on early resolution and effective communication. This trend also indicates a strong working relationship between labor and management, where concerns are often resolved before reaching the level of formal dispute. Continued investment in leadership training, communication, and procedural transparency remains a key strategy in maintaining a positive and responsive work environment.



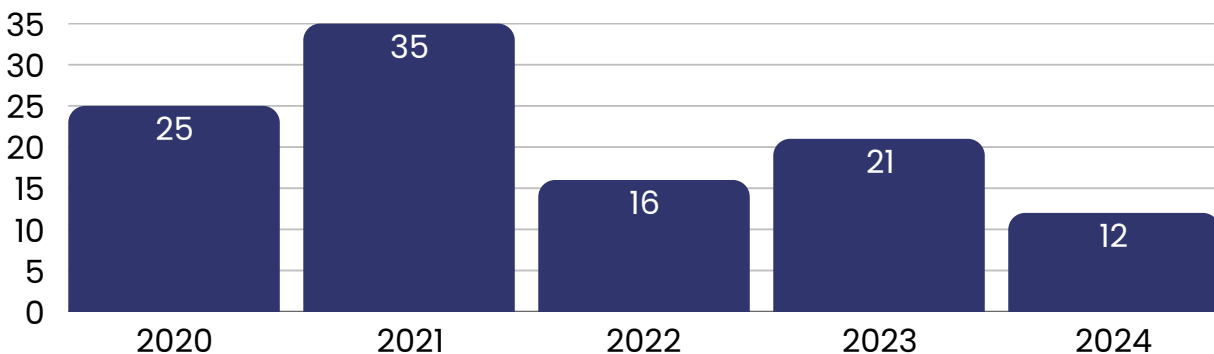
Early Intervention Program

CALEA 35.1.9

The Early Intervention Program (EIP) is designed to aid or provide training to employees experiencing work performance or personal difficulties. The intent of the program is to provide the employee with assistance or training in a non-punitive manner. Alerts are generated when an employee reaches a pre-designated threshold for various type of incidents. Alerts are intended to create an opportunity for supervisors/managers to converse with employees reference the specified alert as a matter of general discussion to determine if there are any personal or professional concerns or influences that could be affecting the employee's job performance.

Incident thresholds to generate alerts are set at the following levels:

- (4) Use of Force incidents within a 12-month period
- (3) Supervisory Investigations within a 12-month period
- (3) Photo Radar incidents within a 12-month period
- (2) Pursuits within a 12-month period
- (2) Firearm Discharges within a 12-month period
- (2) Administrative Investigations within a 12-month period
- (2) Vehicle Accidents within a 36-month period
- (6) Overall Incidents listed within a 12-month period
- (6) Traumatic Event Exposures in a 6-month period



In 2024, the Professional Standards Section forwarded multiple alerts generated through the IAPro Early Warning Alerts function to various lieutenants for review and consideration of additional action.

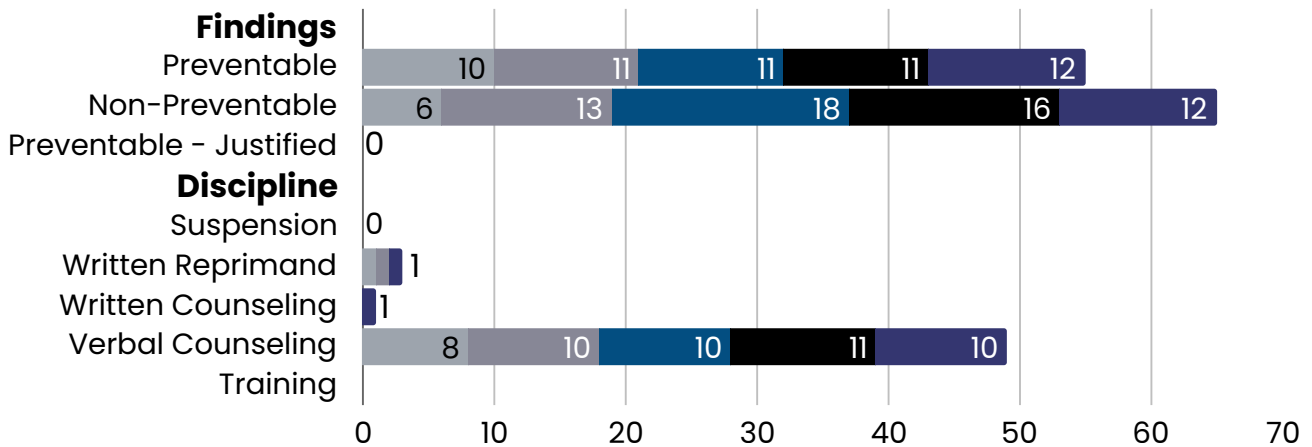
From the alerts generated in 2024, all employees involved were offered services through the City of Peoria Employee Assistance Program (EAP) as part of the supervisory discussions with the employee. Assistance offered to employees can come from a variety of support services offered through the city's Employee Assistance Program, such as counseling, financial services, legal services, and childcare or eldercare assistance. Peer counseling, mentoring or additional training may be considered as additional options to assist employees.

Vehicle Operations & Safety Committee

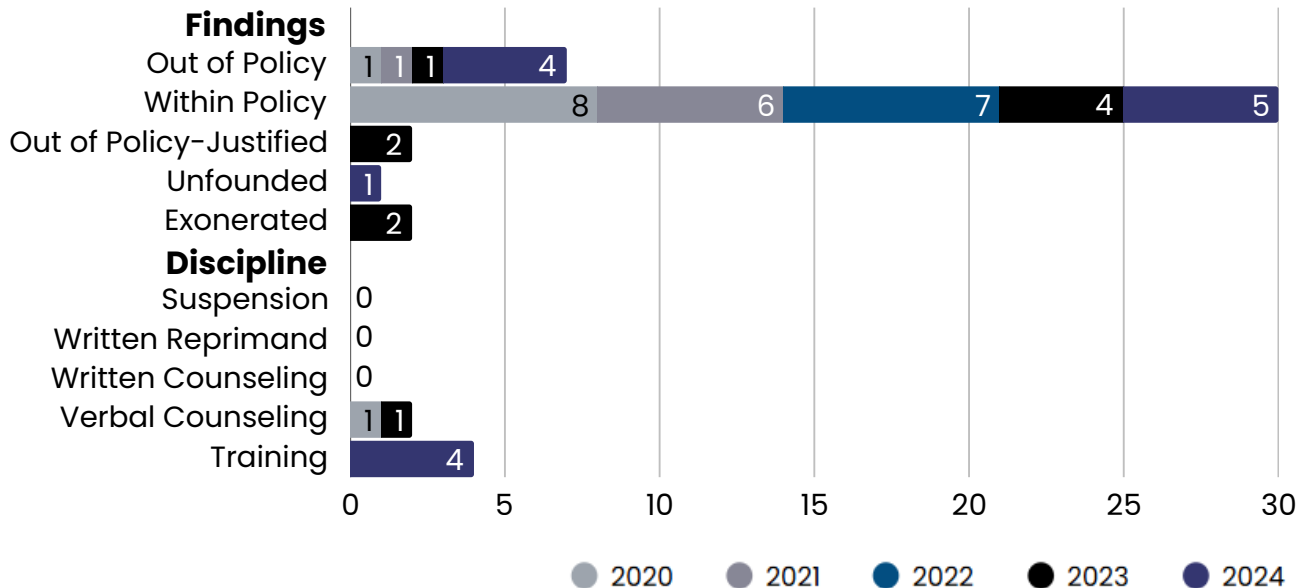
CALEA 41.2.2

The Vehicle Operations & Safety Committee (VOSC), chaired by a lieutenant from the Metro Operations Division, consists of ten department employees from various ranks. It reviews employee-involved collisions, pursuits, and in-custody injuries not resulting from use of force. The committee evaluates employee actions, policy, and training, determining whether incidents were preventable. If deemed preventable, the employee may face discipline. The VOSC also recommends policy or training changes as needed.

Vehicle Accidents



Vehicle Pursuits



Roadblocks and/or Forcible Stops

There were no incidents of a roadblock or forcible stop being utilized in 2024.
(CALEA 41.2.3)

Biased Based Policing Concerns

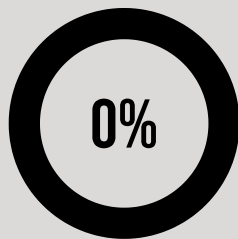
CALEA 1.2.9

In 2024, the department received two formal complaints from community members raising concerns of bias-based profiling or discriminatory conduct by officers. Both complaints stemmed from separate incidents in which officers made contact with individuals who were observed sitting in vehicles parked within residential neighborhoods. One incident was the result of a call for service from a resident who reported a suspicious vehicle, while the other was a self-initiated contact made by an officer who noticed a parked vehicle during routine patrol.

In both instances, the individuals involved alleged that the officer's decision to engage with them was influenced by racial or other forms of bias, and that the conduct of the officers during the encounters was unprofessional. These concerns were taken seriously and prompted a thorough review by the department, consistent with established protocols for investigating allegations of misconduct or bias.

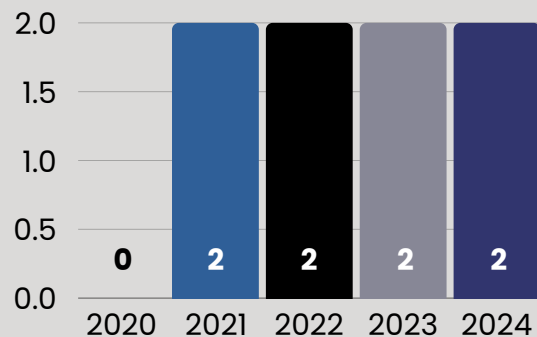
The investigations concluded that in both cases, the officers had articulable reasons to initiate contact and conducted themselves professionally. Each interaction lasted less than five minutes and was appropriately concluded once it was determined that there was no ongoing concern or criminal activity. No evidence was found to support the claims of bias or misconduct.

The department remains committed to transparency, fairness, and continual improvement. All complaints are reviewed not only to determine whether policy was followed but also to identify any potential areas for officer development, communication enhancement, or community engagement. These reviews reinforce the department's dedication to ensuring that all individuals are treated equitably, with dignity and respect, regardless of the circumstances.



There was a zero percent increase of complaints of bias based incidents since 2021.

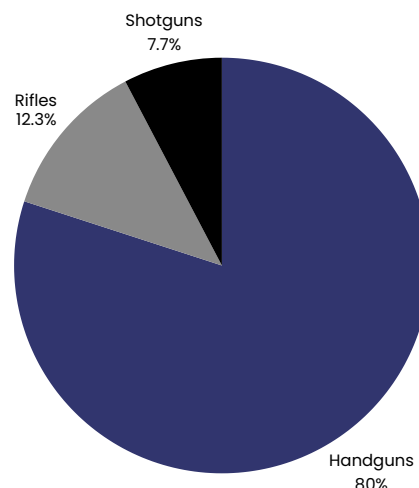
Biased Based Complaints



Firearms Trade Program

During the inspections, 162 firearms were identified as eligible for the Department's upcoming firearms trade-in program. These firearms were linked to police cases ranging from 2003 to 2023.

	2023	2024
Handguns	52	129
Rifles	8	15
Shotguns	5	5



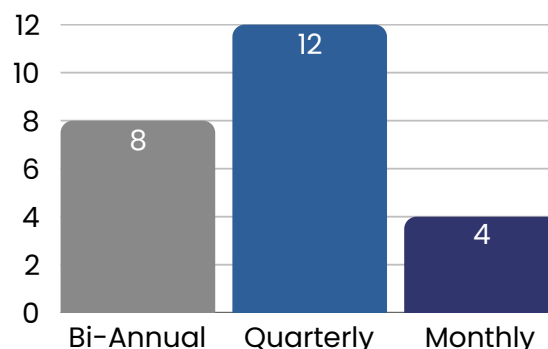
Each firearm considered for inclusion in the Department's firearms trade program underwent a thorough inspection to ensure compliance with legal and safety standards recommended by Department legal counsel. This process was designed to mitigate legal risks and ensure the responsible handling of all firearms considered for trade. The inspection criteria included the following:

- **Verification of Ownership Status:** Each firearm was checked to confirm it was not reported as stolen from another law enforcement agency or jurisdiction. To ensure accuracy, the Property and Evidence Supervisor conducted an additional verification through the National Crime Information Center (NCIC) database as part of the inspection process.
- **Legality of the Firearm:** Firearms were reviewed to ensure they had not been altered in a way that would render them illegal, such as being "chopped" or having identifying serial numbers defaced or removed. Any firearm not meeting legal standards was excluded from the program.
- **Biohazard Safety Assessment:** Firearms were assessed for potential biohazard exposure. Any firearm presenting excessive contamination—such as blood or other biological material that could pose a health risk—was deemed unsuitable for trade or transfer.
- **NIBIN Compatibility:** Each firearm was evaluated for its ability to be tested through the National Integrated Ballistic Information Network (NIBIN), which supports ballistic evidence tracking and tracing. This ensures that firearms retained in the program can be processed through federal forensic systems, if needed.

This comprehensive inspection process ensures that only firearms meeting all legal, safety, and forensic standards are retained for future trade or transfer, maintaining the Department's commitment to accountability and responsible asset management.

Audits & Inspections

Audits and inspections are vital components of the department's commitment to continued professional excellence. Conducted by the Professional Standards Section, these reviews are designed to proactively identify potential areas of concern and ensure timely resolution. Each year, the Professional Standards Section completes approximately 24 audits and inspections, the majority of which are conducted quarterly.



Monthly

Document Purging (CALEA 26.1.8)

Under Arizona State Law and department policy, Professional Standards records resulting in disciplinary action must be purged five years after the investigation is closed. All other records are purged three years after their completion date. During the purging process, the employee's name is removed, but the details of the incident remain on file for documentation and analysis purposes. In 2024, the department conducted a comprehensive audit and review of internal Professional Standards Section (PSS) files, ensuring all records were managed in accordance with established retention schedules.

Quarterly

Controlled Substance Screening

All sworn personnel of the Peoria Police Department are subject to quarterly random drug screenings. The City of Peoria's Human Resources Department generates and provides the list of randomly selected employees to the Professional Standards Section. Upon receiving the list, the Professional Standards Section ensures timely notification of the selected personnel and coordinates the completion of the drug screenings. In 2024, Concentra Occupational Health reported no positive test results.

Mobile Data Computer / Positron Messages

Quarterly audits of Mobile Data Computer (MDC) messaging were conducted throughout 2024 to ensure compliance with departmental policies and professional standards. Audit dates were randomly selected at the beginning of the year, and message content was reviewed by the Professional Standards Section. No violations or areas of concern were identified during the course of these audits.

Internet Use

The Professional Standards Section conducts quarterly audits and inspections of internet usage across the entire police department to ensure appropriate and policy-compliant activity. In 2024, all reviews were completed as scheduled, and no issues or concerns related to internet usage by department personnel were identified.

Bi-Annual

K-9 Drug Testing Kit / Kennel & Equipment Inspections (CALEA 84.1.4)

In 2024, the Professional Standards Section (PSS) conducted multiple inspections as part of the annual audit process, including a K-9 vehicle inspection completed in June and home kennel inspections completed in December. In addition to these audits, the K-9 Sergeant conducted periodic inspections throughout the year, covering narcotics training kits, explosive ordnance detection kits, K-9 vehicles, and home kennels. All inspections conducted by both PSS and the K-9 Sergeant were documented in BlueTeam, with no discrepancies or concerns identified.

Undercover Cash Funds Audit (CALEA 41.2.3)

Traditionally, undercover cash funds have been managed by a single designated unit within the department. Until 2024, this responsibility belonged to the Street Crimes Unit, which was disbanded during the year. Following the disbandment, a comprehensive audit of all undercover cash funds was conducted, including hand-counting and triplicate verified. All funds were found to be accurate, properly accounted for, and in order. Subsequently, the responsibility for undercover funds was transferred to the Property Crimes Unit for continued use. Undercover cash funds are audited biannually in collaboration with the City Finance Department. All audits conducted in 2024 were completed successfully with no discrepancies or concerns identified.

Property & Evidence

Bi-annually, the Professional Standards Section (PSS) conducts a thorough audit and inspection of the Property and Evidence area, encompassing the main warehouse, vault, and firearm storage.

During the June inspection, PSS reviewed a total of 1,148 items in the department warehouse. The audit also included a random inspection of 141 firearms and a review of drug storage, which involved inspecting three full drug bins along with two random items from two additional bins. A comprehensive audit of the evidence vault was completed as part of this process.

Contraband Destruction & Random Packaging Inspection

Throughout the year, items identified as contraband—primarily drug-related—through standard department procedures were designated for destruction to prevent their reintroduction into the community. In mid-January 2025, department personnel from both the Property and Evidence Unit and the Professional Standards Section conducted the initial inspection process. During this inspection, various items were randomly reviewed to ensure compliance with established policies and procedures concerning packaging and proper evidence storage. No significant issues were identified during this review.

To facilitate the destruction process, the department rented an incinerator in September 2024 and again in February 2025 to safely dispose of the contraband evidence. A total of 2,913 individual items were accounted for and ultimately destroyed.

Growth, Change & What's Next

In 2024, the Professional Standards Section completed a comprehensive review and overhaul of the department's internal investigation and disciplinary process. This initiative included a detailed comparative analysis of policies and procedures from law enforcement agencies statewide. Using best practices and legal guidance, the department developed a clear and robust policy framework aimed at ensuring accuracy, consistency, and procedural fairness.

Sworn personnel and civilian supervisors were actively involved throughout the process. Draft revisions were shared department-wide, and all employees were given the opportunity to provide feedback, ask questions, and suggest improvements. This collaborative approach helped align the policy with both operational requirements and employee input. To support effective implementation, a full suite of supporting materials—including updated forms, flowcharts, reference guides, and visual tools—was developed to promote consistent understanding and application across the organization.

The updated policy strengthens the integrity and transparency of the internal investigation process and reaffirms the department's commitment to fairness, accountability, and procedural clarity.

Building on this progress, the Professional Standards Section has initiated several additional projects anticipated for completion in 2025. These include the development and finalization of a department-wide Audits and Inspections Policy, which will establish a formal framework for conducting systematic audits across all divisions. The policy is intended to help identify operational gaps, improve efficiency, and ensure compliance with internal standards, accreditation criteria, and legal requirements.

Additionally, a standardized line-level supervisor inspection process is under development and forecasted for implementation in 2025. This initiative will provide clear procedures and expectations for supervisors conducting routine inspections, ensuring consistency and accountability throughout the organization.

A more robust department-wide audit schedule is also planned for 2025, designed to further strengthen oversight and promote continuous improvement.

These anticipated efforts reflect the department's forward-looking commitment to transparency, operational excellence, and the continued strengthening of public trust through accountability and high professional standards.