



# Professional Standards Bureau

Misconduct Investigations Semi-Annual Report

January 1, 2018 – June 30, 2018

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## Requirement

The Maricopa County Sheriff requires the Professional Standards Bureau (PSB) to produce a semi-annual public report on misconduct investigations, including, at a minimum, the following: Summary information about sustained allegations that an employee violated conflict-of-interest rules; aggregate data on external complaints; analysis of civilian complaints received; aggregate data of internally-generated misconduct allegations; aggregate data on misconduct case processing; aggregate data on the outcomes of misconduct investigations; and aggregate data on employees with persistent or serious misconduct problems.

## Executive Summary

The Professional Standards Bureau (PSB) is required to submit a semiannual public report on misconduct investigations involving Deputy Sheriffs, Detention Officers, Civilian employees, and volunteer Posse members. The purpose of this report is to provide analysis on data collected from the IAPro database and supplemental spreadsheets between January 1, 2018 and June 30, 2018.

The MCSO saw a decrease in external and internal complaints from the last Semi-Annual Report. The most common external and internal allegations received were unbecoming conduct and failure to meet standards. Of all opened investigations, 23% were assigned to divisions outside of the PSB and 73% were assigned to the PSB. The completion timeframe for district level investigations decreased by 6%; this is still 30% over the required 60-day timeframe. The completion timeframes for PSB-investigations increased by 22%; 39% over the required 85-day timeframe. There were 228 misconduct investigations completed, 50% with a sustained disposition. Further research shows 81 employees had persistent misconduct (subject of more than two misconduct investigations) and 1% received serious discipline, in which the employee received a suspension, demotion, or dismissal from employment.

## Response

### A. Conflict-of-Interest Sustained Allegations

The Professional Standards Bureau (PSB) did not receive or generate any complaints regarding conflict-of-interest rules when conducting or reviewing misconduct investigations between January and June 2018.

### B. External Complaints

Based on the data, the MCSO received a total of 247 external complaints that resulted in PSB administrative investigations and criminal investigations from January 1, 2018 to June 30, 2018 office-wide. There were three districts (also known as divisions) with the most external complaints; District 2 (Avondale) with 26 complaints, District 3 (Sun City) with 24 complaints; and District 4 (Cave Creek) with 22 complaints.

Figure 1 depicts the number of external complaints received between January and June 2018, differentiated by Division.

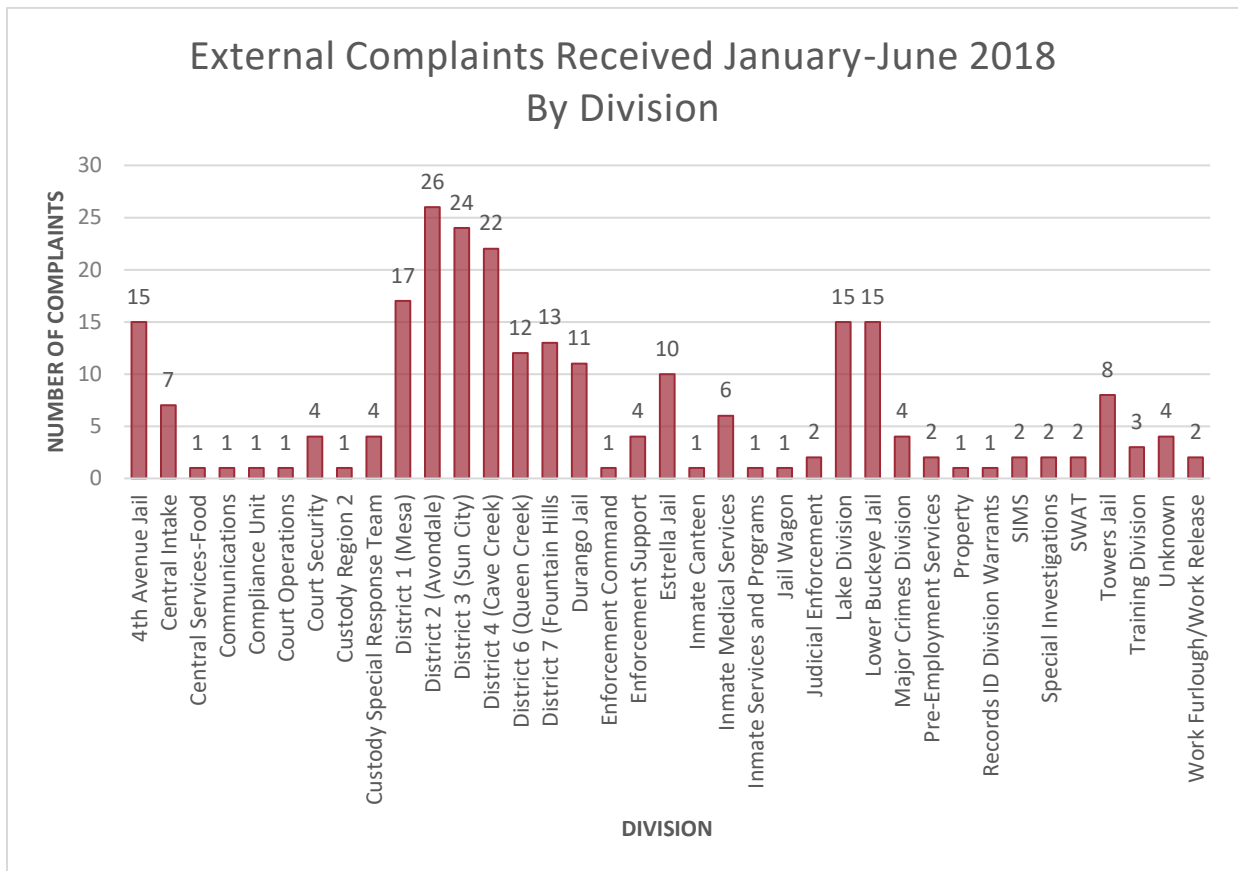
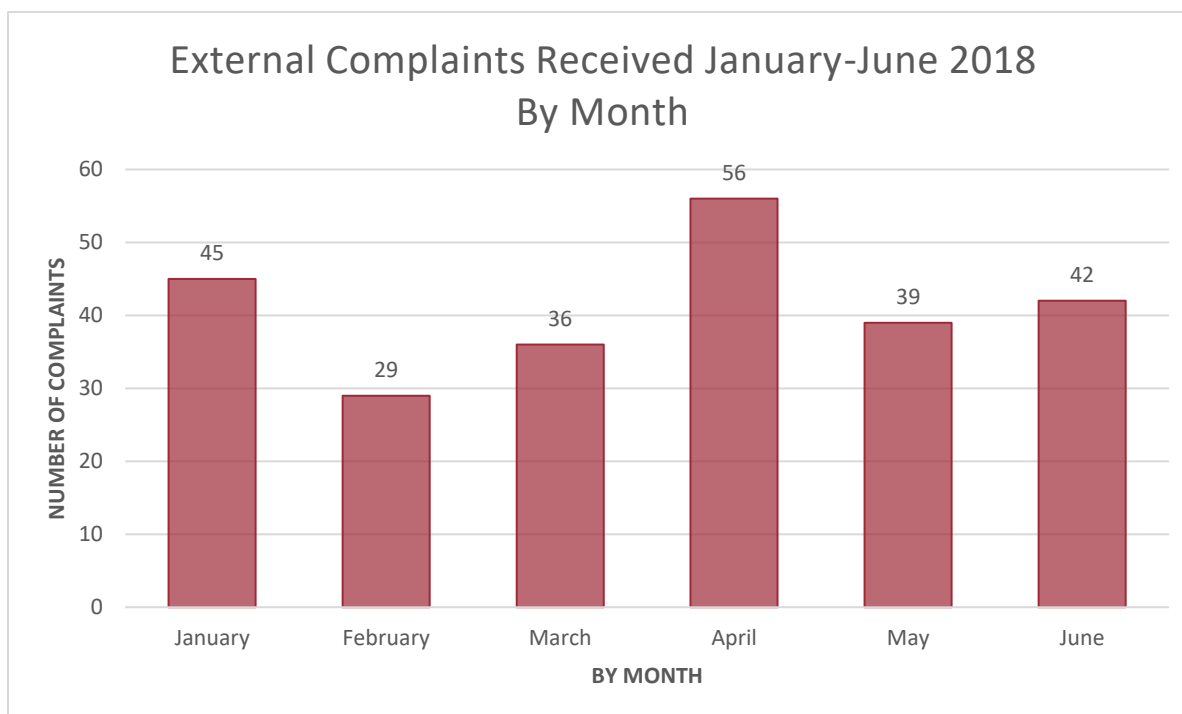


Figure 1: External Complaints, by District, received that resulted in an investigation.

Within the 247 external complaints, the MCSO received 45 complaints in January, 29 complaints in February, 36 complaints in March, 56 complaints in April, 39 complaints in May, and 42 complaints in June. The allegations occurring most were those involving Code of Conduct practices (e.g., unbecoming conduct, failure to meet standards, and treatment of persons in custody.) The approximate average of external complaints received each month was 41. In the month of April, the MCSO received 56 complaints, a 27% increase of complaints over the average.

Figure 2 depicts the information above.



**Figure 2:** External Complaints, by month, received from January to June 2018.

It is important to note a single complaint can result in an investigation with multiple principals and allegations. Therefore, the number of external complaints resulting in an investigation (247) will not mirror the number of principals and allegations in this next subsection.

The “Sworn Deputy” rank was identified 146 times out of 311 total principals listed in external complaint investigations between January and June 2018.

Figure 3 depicts the ranks of principals identified in external complaint investigations during the reporting period listed.

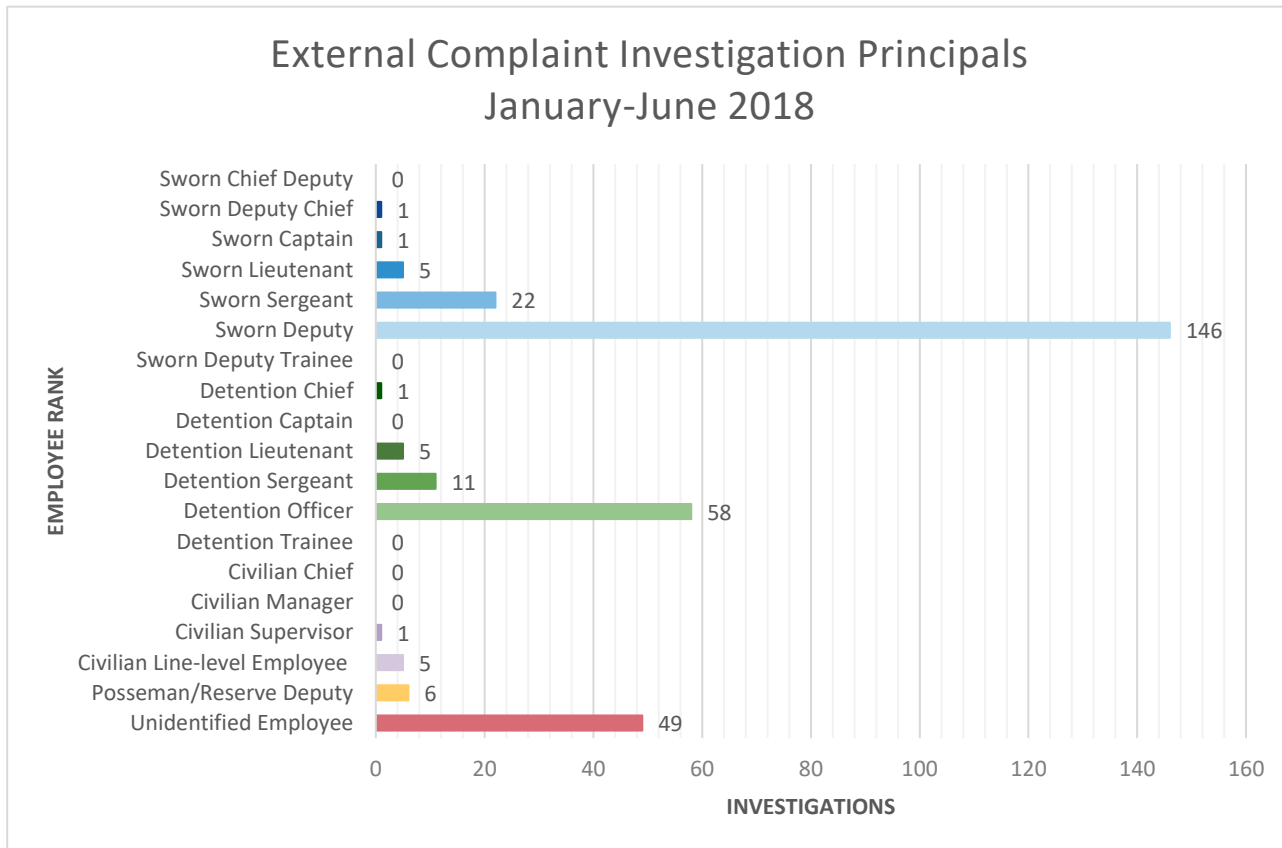
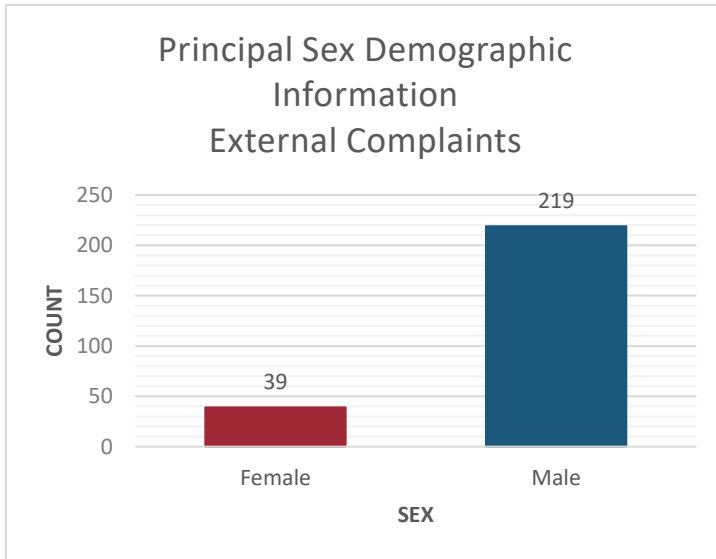


Figure 3: Rank of Principals in External Complaint Investigations January-June 2018.

The following information shown in figures 4, 5, and 6 consists of available demographic information<sup>1</sup> of MCSO employees named as the principal in External Complaint investigations.<sup>2</sup>

<sup>1</sup> Data is based on known, paid MCSO employees. The IAPro system does not track demographic information of unknown and volunteer employees (i.e. Posse members/Reserve Deputies)

<sup>2</sup> The PSB is in the process of developing a way to collect external complainant demographic information.



There were 219 identified male principals; approximately six times more than the number of identified females.

**Figure 4:**  
Demographic of Principals between January and June 2018, by Sex.

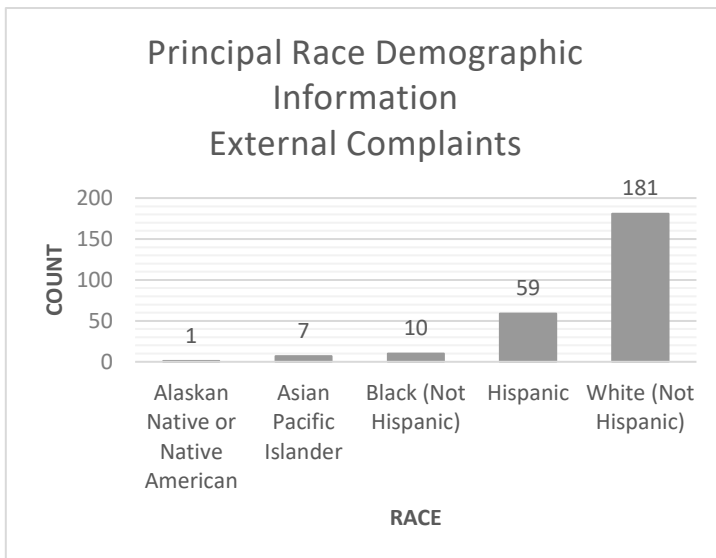


Figure 5 depicts 181 identified White (Not Hispanic) employees named as a principal in External Complaint Investigations; approximately 70% of the 258 known employees.

**Figure 5:**  
Demographic of Principals between January and June 2018, by Race.

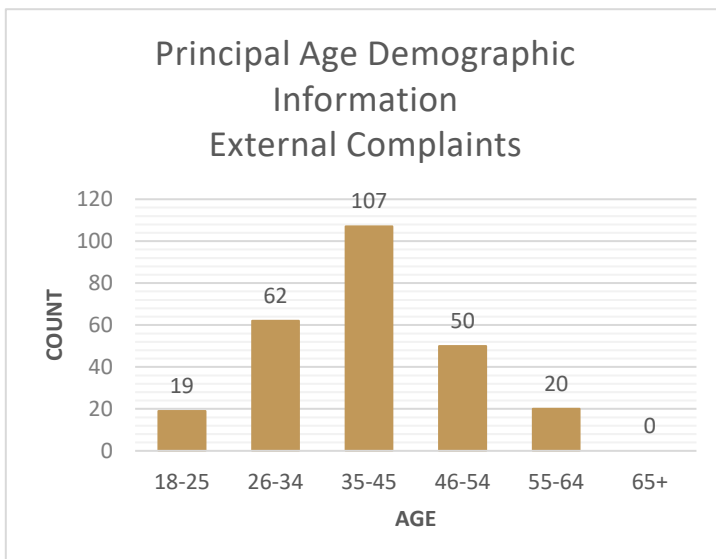


Figure 6 shows known External Complaint Principals are commonly between the ages of 35-45, which coincides with an average age of 40 years old.

**Figure 6:**  
Demographic of Principals between January and June 2018, by Age.

There were 420 alleged policy violations between January and June 2018. Approximately 67% of the allegations were related to violations of conduct. Figure 7 depicts the allegation breakdown.<sup>3</sup>

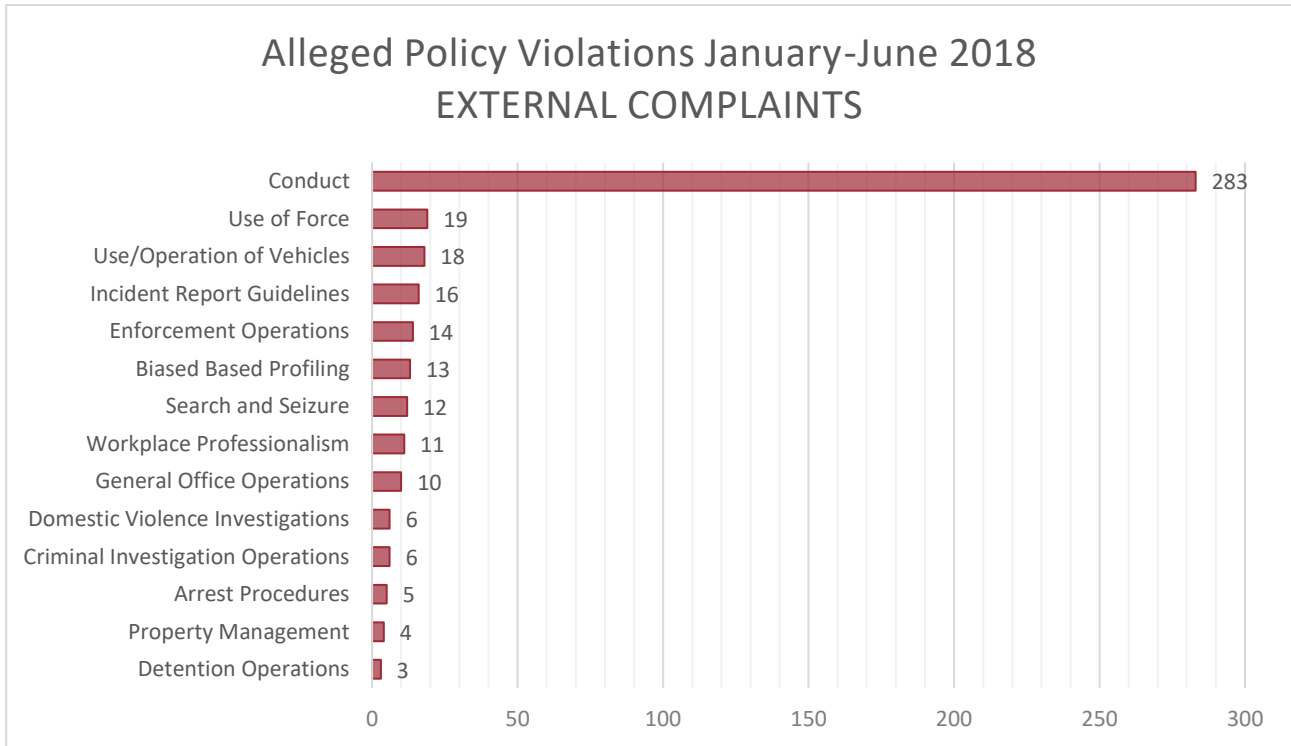


Figure 7: Alleged Policy Violations within External Complaint Investigations

<sup>3</sup> Low allegation counts have been combined for presentation purposes. See category breakdown below.

**Detention Operations:** Inmate supervision, security walks, and headcounts (2), and office reports (1).

**Enforcement Operations:** Body-worn cameras (4), traffic enforcement (3), vehicle accident investigations (2), off-duty employment (1), Victim's Bill of Rights (1), traffic stop data collection (1), Sheriff's Posse program (1), and patrol vehicles (1).

**General Office Operations:** Internal investigations (4), command responsibility (2), electronic communications and voicemail (2), seniority (1), and criminal justice data systems (1).



The PSB was able to introduce better methods of tracking the nature of contact that led to a citizen complaint of an MCSO employee. These changes went into effect during this reporting period. The PSB has categorized the methods of contact into nine categories. Below is the breakdown of each category:

**Booking:** actions of/interactions with personnel during the booking process

**Call for Service:** actions of/interactions with sworn personnel dispatched to an incident

**Custody Operations:** actions of/interactions with personnel during detention/custody functions

**Follow-up Investigation:** actions of/interactions with personnel post initial call for service or detective investigations

**Non-Enforcement Duties:** actions of/interactions with personnel who are not actively conducting enforcement duties. (e.g. sworn staff on-duty but not on a call, civilian staff actions, etc.)

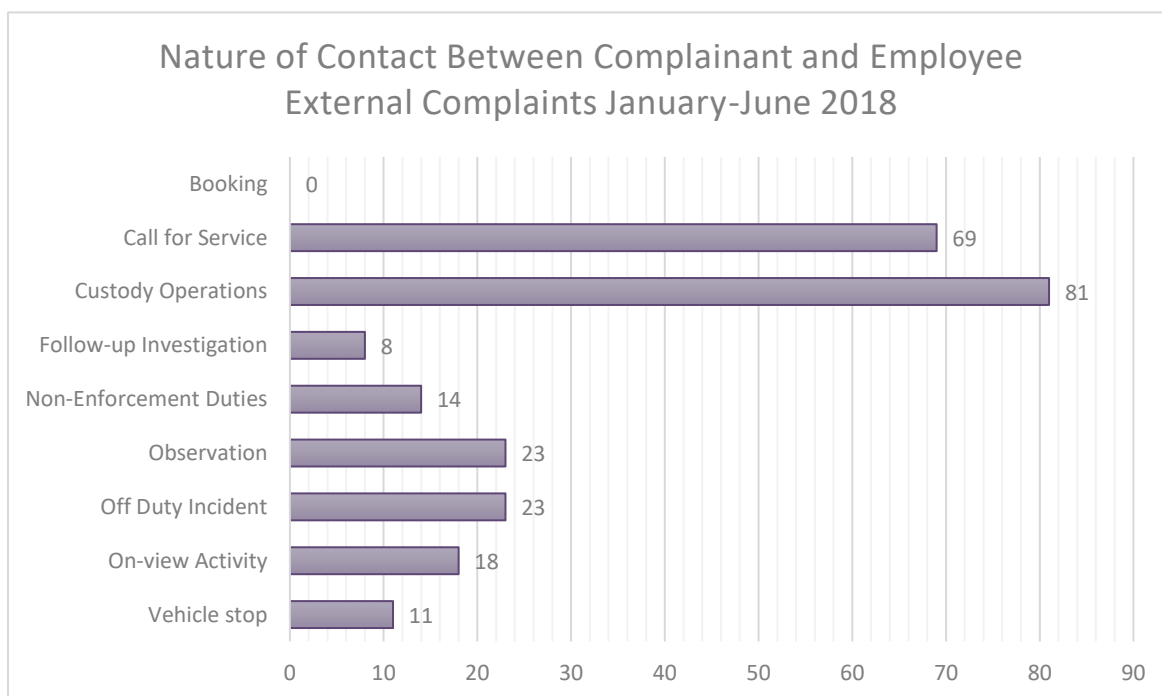
**Observation:** witnessed employee misconduct (e.g. no direct contact)

**Off Duty Incident:** actions of/interactions with personnel not on duty

**On-view Activity:** actions of/interactions with sworn personnel initiating contact with the public (not a call for service or vehicle stop)

**Vehicle Stop:** actions of/interactions with sworn personnel during a traffic stop

The below chart shows the nature of contact between the complainant and employee for external complaint investigations initiated between January and June 2018.



**Figure 8:** Nature of Contact for External Complaints between January and June 2018.

During this reporting period, the MCSO did not collect external complainants' demographic information during the complaint intake process. Collecting complainant demographic information would help ensure that all complaints are received, processed, and investigated in a consistent manner; and could possibly identify and prevent any bias toward or against a complainant.

However, during this reporting period, the PSB created a voluntary post-investigation survey to collect external complainant demographic information. This survey will be provided to the complainant upon the closure of each investigation with their final disposition letter. If the complainant chooses to do so, the survey can be completed on the prepaid postcard provided or completed online utilizing the provided link. It is anticipated this will be implemented during the first quarter 2019.

The PSB also tracks external complaints received from anonymous sources. Between January and June 2018, the PSB received 23 anonymous external complaints resulting in an investigation.

### C. Civilian Complaint Analysis

The PSB did not see any increases or decreases of complaints attributable to the complaint intake process.

### D. Internal Complaints

Based on the data, the PSB received a total of 182 internal complaints from January 1, 2017 to June 30, 2108 office-wide. There were four districts (also known as divisions) with the most external complaints; Division 3 (Sun City) with 14 complaints; Estrella Jail and Lower Buckeye Jail with 13 complaints; and the Sheriff’s Information Management System (SIMS) with 12 complaints.

Figure 9 depicts the number of internal complaints received January to June 2018 differentiated by Division.

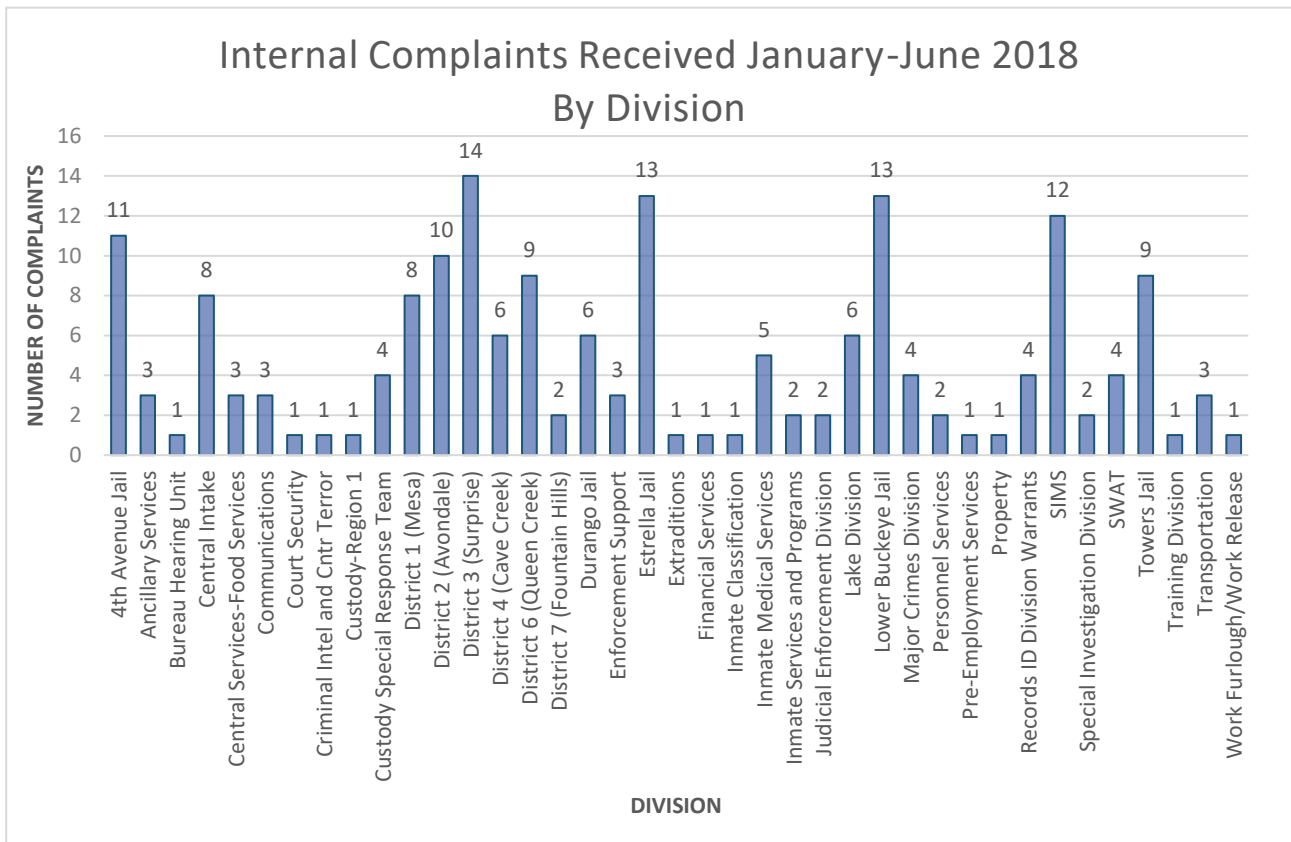
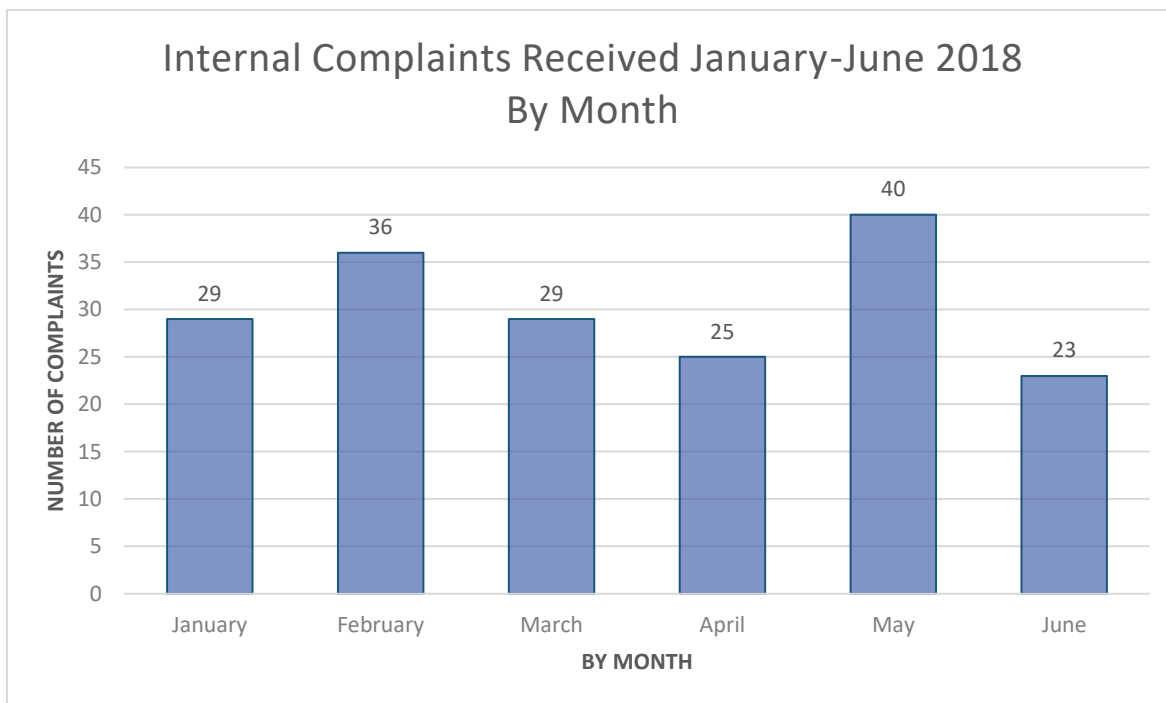


Figure 9: Internal Complaints received, by District, which resulted in an investigation.

Within the 182 internal complaints, the MCSO received 29 complaints in January, 36 complaints in February, 29 complaints in March, 25 complaints in April, 40 complaints in May, and 23 complaints in June. The internal complaints received remained consistent within the six months with most of the allegations involving Code of Conduct practices (e.g., failure to meet standards and unbecoming conduct). In the month of May, the MCSO received 40 internal complaints; with an approximate average of 30 complaints received per month, this was a 25% increase of internal complaints received.

Figure 10 depicts the amount of internal complaints received by month.

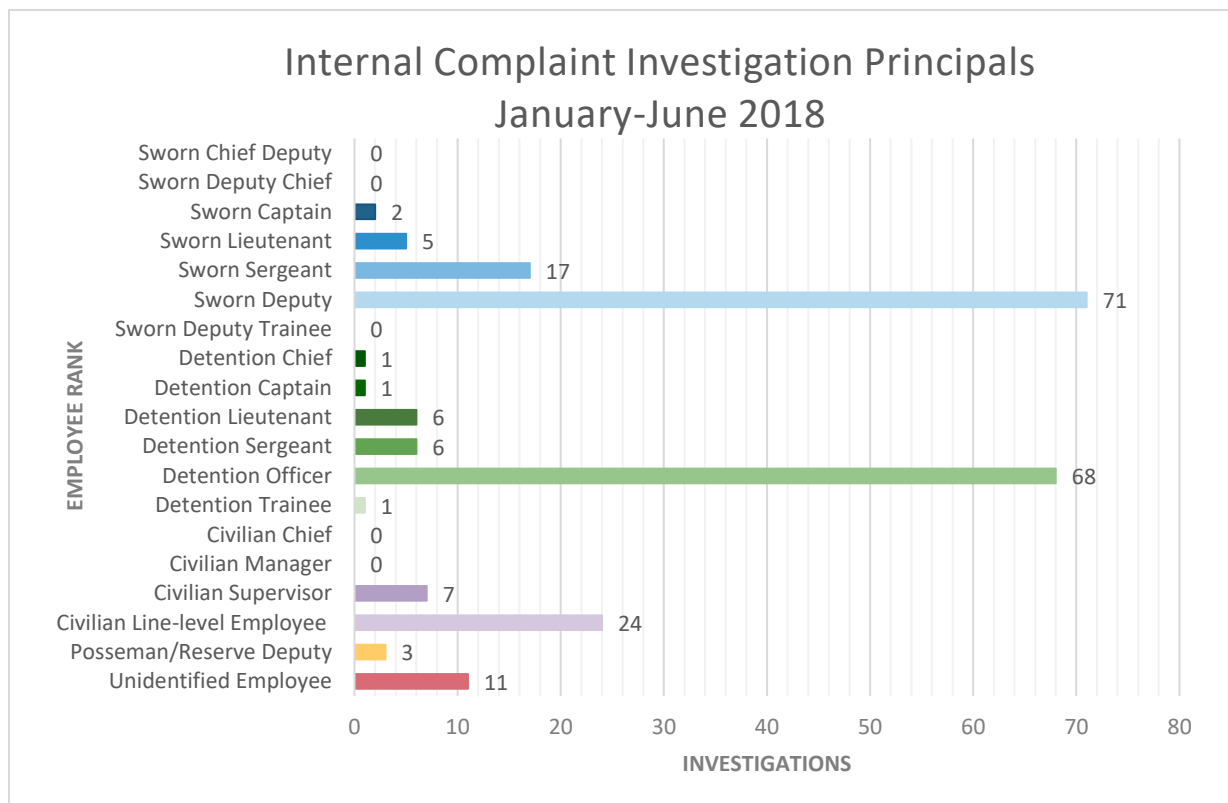


*Figure 10: Internal Complaints received, by month, from January to June 2018.*

To reiterate, a single complaint can result in an investigation with multiple principals and allegations. Therefore, the number of internal complaints that resulted in an investigation (182) will not mirror the number of principals and allegations in the next subsection.

The “Sworn Deputy” rank was identified 71 times out of 223 total principals listed in internal complaint investigations between January and June 2018.

Figure 11 depicts the ranks of principals identified in internal complaint investigations during the reporting period listed.

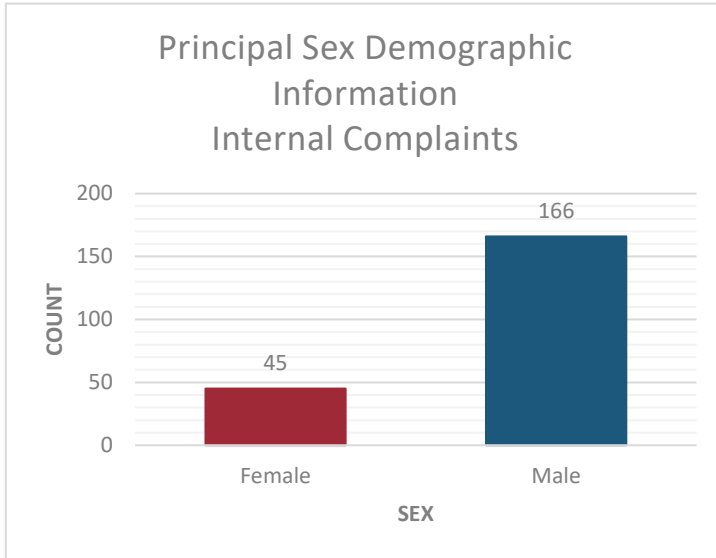


**Figure 11:** Rank of Principals in Internal Complaint Investigations January-June 2018.

The following information consists of demographic information of MCSO employees that have been named the **principal** and **complainant** in Internal Complaint IA investigations.<sup>4</sup>

It is important to note, from January to June 2018, the PSB initiated two internal investigations with an anonymous complainant. These were handled as internal complaints due to the content being information only an employee would know.

<sup>4</sup> Data is based on known, paid MCSO employees. The IAPro system does not track demographic information of unknown and volunteer employees (i.e. Posse members and Reserve Deputies)



There were 166 identified male principals; approximately four times more than the amount of the identified females.

**Figure 12:**  
Demographic of Principals between January and June 2018, by Sex.

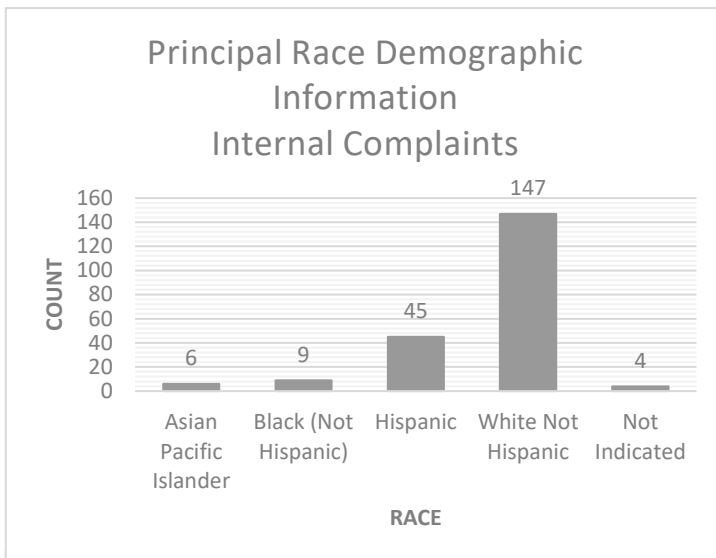


Figure 13 depicts 147 identified White (Not Hispanic) employees were named as the principal in Internal Complaint Investigations; approximately 70% of the 211 employees.

**Figure 13:**  
Demographic of Principals between January and June 2018, by Race.

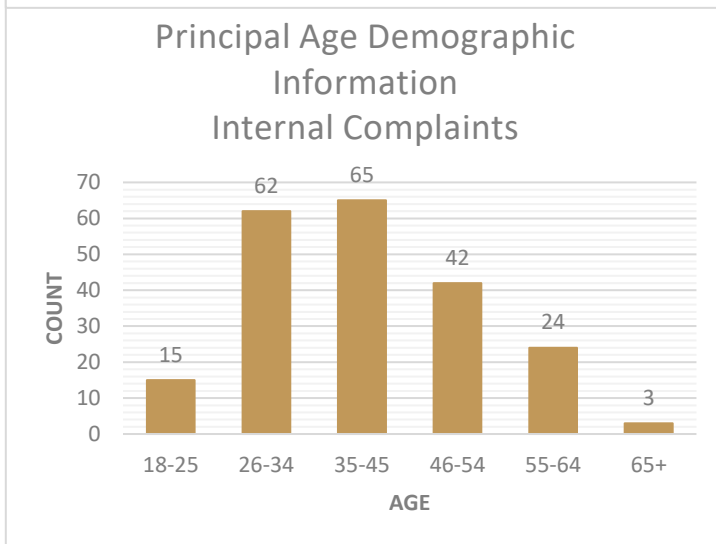
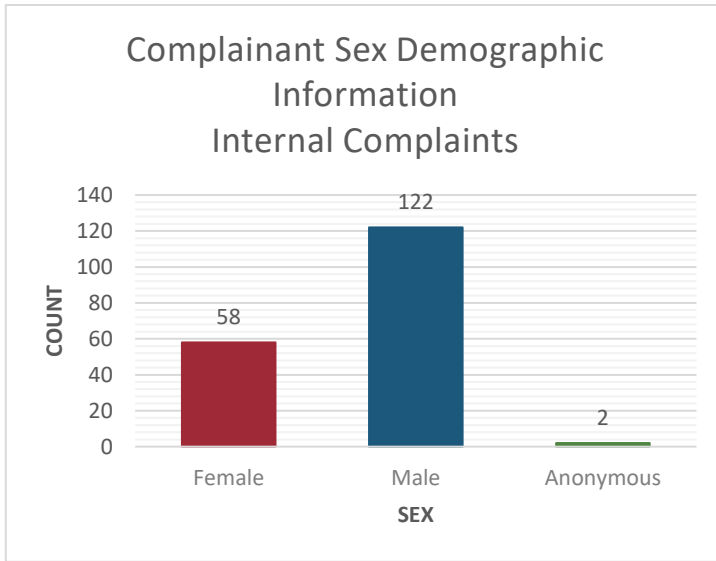


Figure 14 shows known Internal Complaint Principals are commonly between the ages of 35-45, which coincides with an average age of 40 years old.

**Figure 14:**  
Demographic of Principals between January and June 2018, by Age.



There were 122 identified male complainants; approximately two times the amount of the identified females. Sex could not be identified for the two anonymous complainants.

**Figure 15:**  
*Demographic of Complainants between January and June 2018, by Sex.*

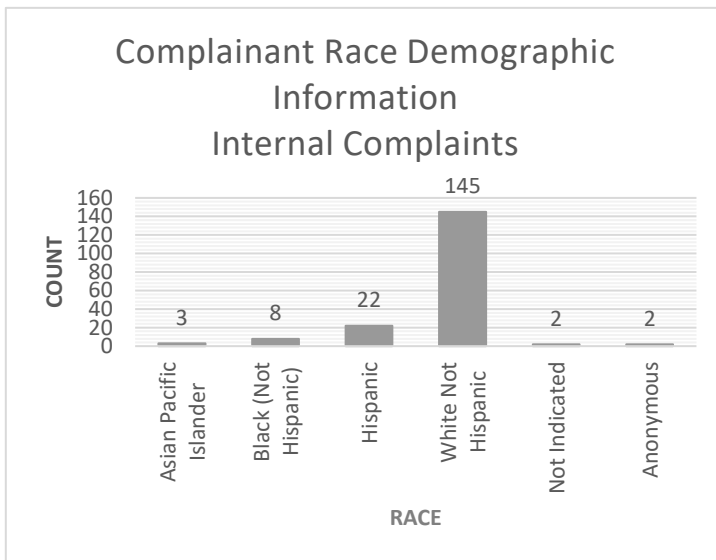


Figure 16 depicts 145 identified White (Not Hispanic) employees were named as the complainant in Internal Complaint Investigations; approximately 80% of the 182. Race could not be identified for the two anonymous complainants.

**Figure 16:**  
*Demographic of Complainants between January and June 2018, by Race.*

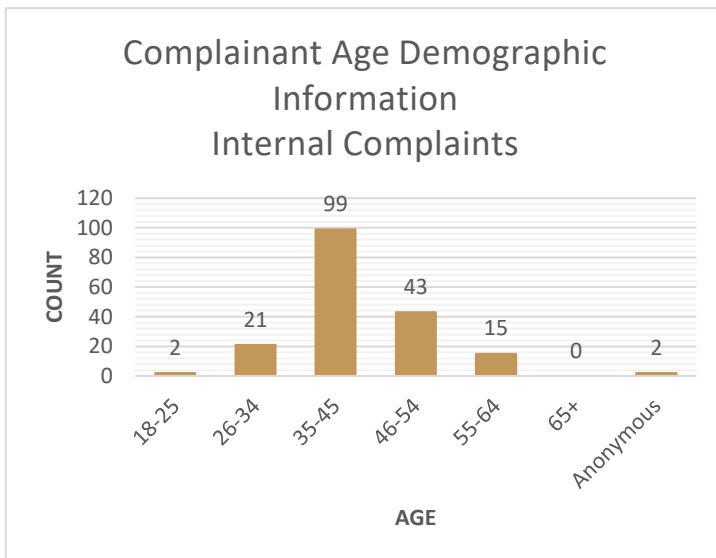
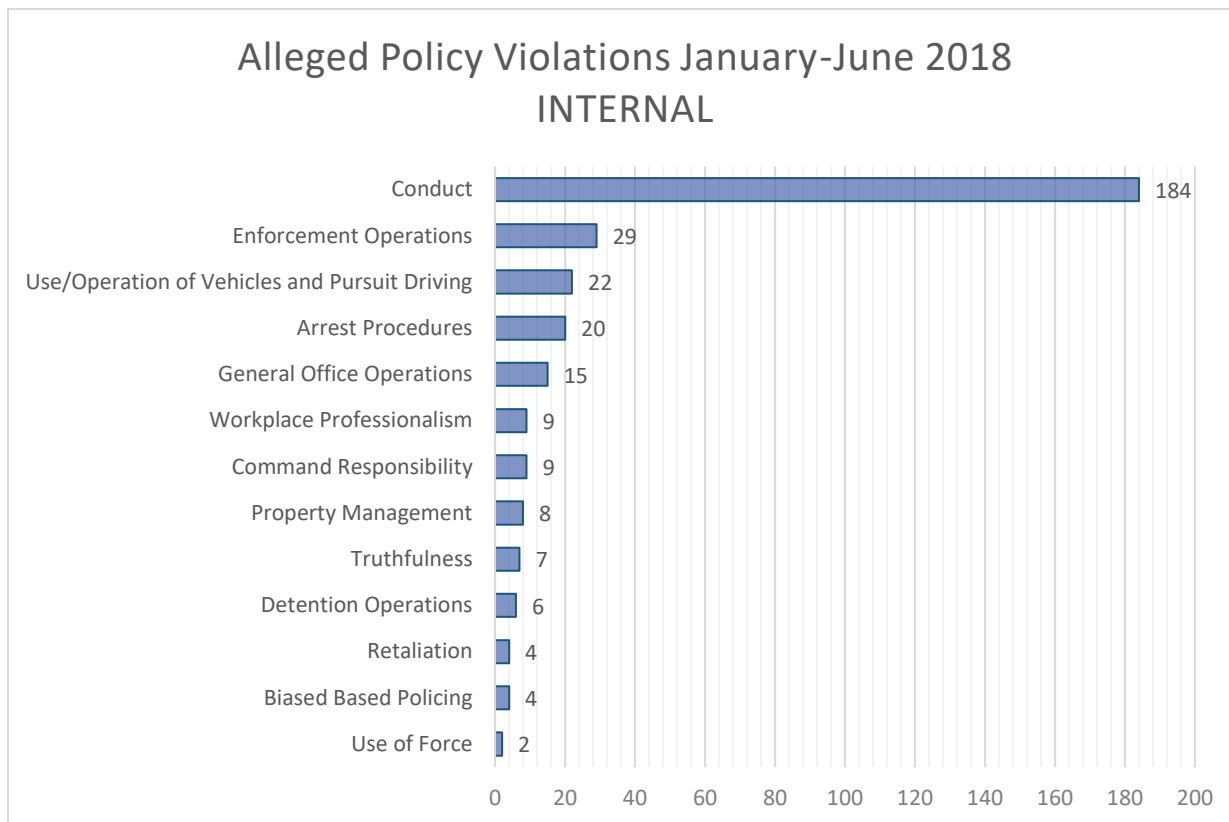


Figure 17 shows known Internal Complaint complainants are commonly between the ages of 35-45 which coincides with an average age of 42 years old. Age could not be identified for the two anonymous complainants.

**Figure 17:**  
*Demographic of Complainants between January and June 2018, by Age.*

The IAPro system does not track the nature of contact that led to an internal complaint.

There were 319 alleged policy violations between January and June 2018. Approximately 58% of the allegations were related to violations of conduct (e.g. failure to meet standards, unbecoming conduct, etc.) Figure 18 depicts the allegation breakdown.<sup>5</sup>



*Figure 18: Alleged Policy Violations within Internal Complaint Investigations*

## E. Processing of Misconduct Cases

The Professional Standards Bureau Commander determines whether or not an administrative investigation will be conducted at the division level or within the PSB. The decision is based on the severity and type of the offense, complexity of the investigation, the rank of the employee, and the alleged principal's disciplinary history. Once it has been decided that an investigation can be handled at the division level, it is assigned an investigator to conduct interviews, review all information provided, and recommend the proper finding for the alleged violation to the Division Commander. Assistance and guidance from the Professional Standards Bureau are provided throughout the division level investigation.

<sup>5</sup> Low allegation counts have been combined for presentation purposes. See category breakdown below.

**Detention Operations:** Inmate supervision (3) and release process (3).

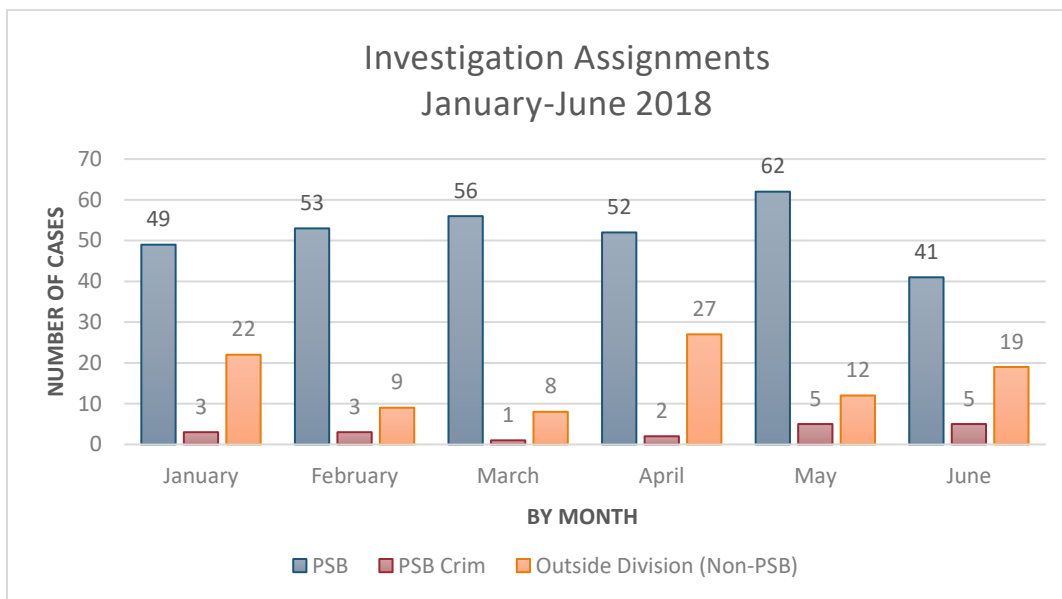
**Enforcement Operations:** Incident report guidelines (6), traffic enforcement (6), domestic violence (4), body-worn cameras (4), off-duty employment (3), search and seizure (3), criminal investigations: operations (1), radio communication (1), and patrol vehicles (1).

**General Office Operations:** Compensation and the ADP system (5), criminal justice data systems (3), internal investigations (3), firearms (2), leaves and absences (1), and electronic communications and voicemail (1).

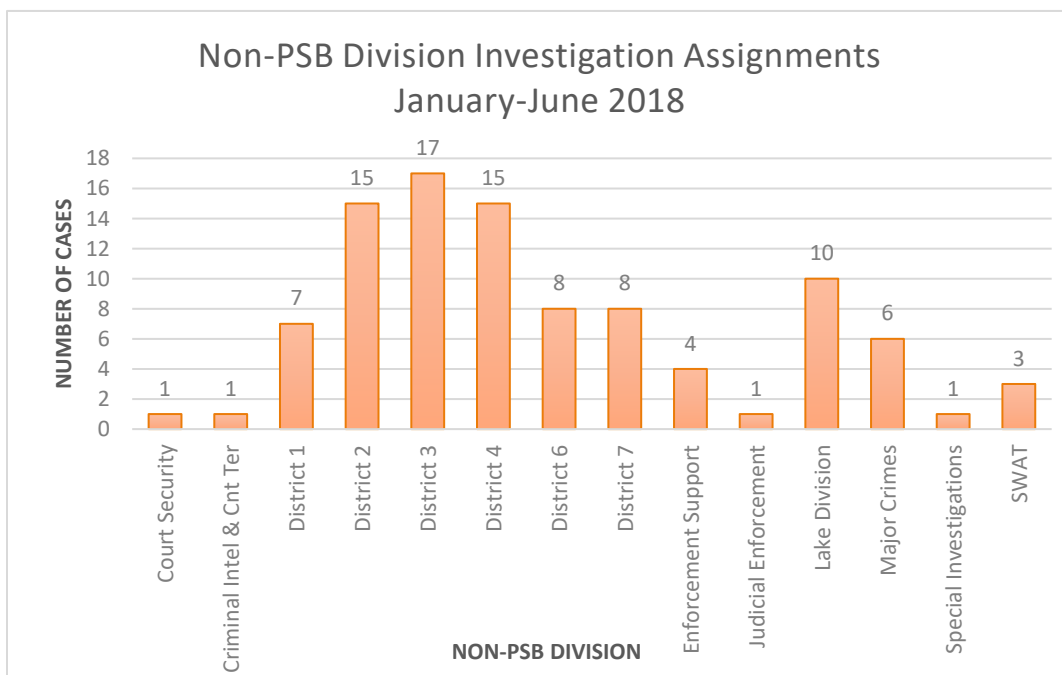


Between January 1, 2018 and June 30, 2018, the PSB opened a total of 429 misconduct investigations<sup>6</sup>; 313 were assigned to the Professional Standards Bureau investigators, 19 were assigned to the Professional Standards Bureau Criminal Investigations Section, and 97 were assigned to investigators throughout the Sheriff’s Office.

Figure 19 depicts a monthly report of assigned cases and Figure 20 depicts investigation assignment, broken down by Non-PSB Division.



**Figure 19:** Investigation Assignment break down between PSB and Non-PSB Division



**Figure 20:** Non-PSB Division Assignment break down

<sup>6</sup> This includes misconduct investigations into external complaints, internal complaints, external criminal complaints, and internal criminal complaints.

Between January and June 2018, there were a total of 84 investigations completed outside of the Professional Standards Bureau, or otherwise known as Division cases. The average time from the initiation of an investigation to the submission to the investigators' chain of command was 78 days and the median time was 59 days.<sup>7</sup> The average time from investigator submission to the final decision regarding discipline or other final disposition was 175 days and the median was 174 days.

The total investigation completion average is approximately 78 days. This is approximately 28% above the 60-calendar day expectation listed in the MCSO Policy GH-2, *Internal Investigations*.

Of the 84 Division cases, 4 cases were returned due to the conclusion not supported by the evidence and 13 cases were returned to the Division investigator to conduct further investigation. Of the remaining 67 investigations, there were 31 cases returned for formatting corrections and 36 cases did not require any revisions.

Between January and June 2018, there were a total of 144 investigations completed within the Professional Standards Bureau. The average time from the initiation of an investigation to the submission to the investigators' chain of command was 219 days and the median time was 217 days.<sup>8</sup> This is 258% above the 85-calendar day expectation listed in the MCSO Policy GH-2, *Internal Investigations*. The average time from investigator submission to the investigators' chain of command to the final decision regarding discipline or other final disposition was 51 days and the median was 17 days.<sup>9</sup>

The total investigation completion average is approximately 270 days. This is approximately 150% above the 180 statutory requirements of Arizona Revised Statutes 38-1110 and MCSO Policy GH-2.

Of the 219 PSB cases, there were no cases were returned due to the conclusion not supported by the evidence and no cases were returned to the PSB investigator to conduct further investigation.

## F. Outcomes of Misconduct Investigations

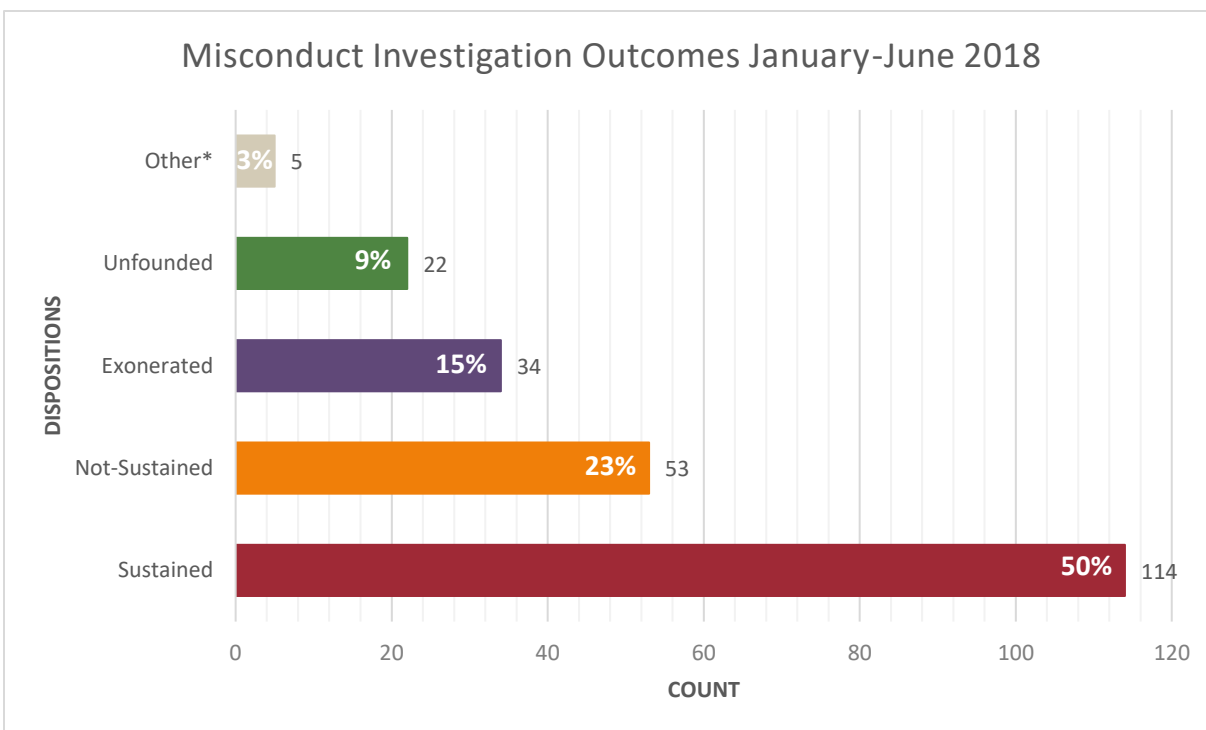
A total of 228 administrative misconduct investigations were completed between January and June 2018; 114 completed investigations had Sustained dispositions, 53 had Not-Sustained dispositions, 34 had Exonerated dispositions, and 22 had Unfounded dispositions. The remaining "Other" category includes three cases closed due to IA pulled in error and 2 closed due to them being duplicate IA cases.

Figure 21 on the next page shows the number of outcomes as well as each section's percentage.

<sup>7</sup> This does not include the effect approved extension requests would have on time frames.

<sup>8</sup> This does not include the effect approved extension requests would have on time frames.

<sup>9</sup> These numbers include cases reinvestigated by the court-appointed outside investigator.



**Figure 21:** Misconduct Investigation Outcomes from January to June 2018.

According to MCSO Policy GC-17 Employee Disciplinary Procedures, when a single act of alleged misconduct would constitute multiple separate policy violations, all applicable policy violations shall be charged, but the most serious policy violation shall be used for determining the category of the offense and discipline. The paragraph below includes the discipline count for the 114 sustained misconduct investigations closed from January to June 2018.

The following is a breakdown of the discipline actions for the 114 closed sustained cases<sup>10</sup>: 24 non-disciplinary (coaching) actions; 43 written reprimands; 33 suspensions; 1 probationary release; 1 medical release; and 8 terminations. Also, there were 15 employees that retired or resigned prior to the conclusion of the investigation and/or discipline determination and there were 3 “no discipline” allegation outcomes; this includes an overturned discipline decision from the Merit Council and two sustained findings for unknown employees<sup>11</sup>.

It is important to note the Maricopa County Sheriff’s Office updated their policy regarding a Coaching within Internal Affairs Investigations. The Policy defines a Coaching as “*a non-disciplinary interaction between a supervisor and an employee that supports an individual in achieving specific personal or professional goals by providing training, advice, and guidance in response to a specific situation.*”

<sup>10</sup> Listed numbers reflect the discipline action for each employee principal involved; numbers will not match the total number of closed sustained cases.

<sup>11</sup> Discipline can only be issued to known MCSO employees.

From January 1, 2018 to June 30, 2018, there were no cases with findings changed after a Pre-Determination Hearing (PDH.)

From the January to June, there were three cases in which the Appointing Authority, regarding discipline, deviated from the established matrix. The Appointing Authority uses aggravating and mitigating circumstances to justify his decision for discipline. The first case involved the change of discipline post-PDH for three principals. Two principals had an initial discipline of a 16-hour suspension, but the discipline was overturned; the final discipline decision was a Written Reprimand. The third principal had an initial discipline of a 16-hour suspension, but the discipline was overturned; the final discipline decision was an 8-hour suspension. The second case had an initial discipline of a 40-hour suspension, but it was overturned; the final discipline decision was a Written Reprimand. The last case had an initial discipline of a 40-hour suspension, but it was overturned; the final discipline decision was an 8-hour suspension.

The MCSO did not have any cases that had findings overruled or changed by the Maricopa County Law Enforcement Merit System Council. There were two cases sent to the Merit System Council for appeal, but the findings and disciplines imposed by MCSO were upheld by the Council for both cases.

There was one case, involving two principals, sent to the Merit Council for appeal. The Merit Council sustained the discipline for one employee, but the Council altered the discipline for the other employee. The initial discipline imposed was an 8-hour suspension, but it was overturned by the Merit Council; the final decision was not to impose any discipline.

## G. Persistent or Serious Misconduct

This section discusses employees listed as the subject of more than two misconduct investigations, employees with more than one sustained allegation, and the number of criminal prosecutions of employees. It is important to note the MCSO categorizes discipline (minor or serious) imposed by the sustained misconduct; it is not based on the allegations themselves. It is also important to note there can be multiple allegations within a single misconduct investigation. The last paragraph of this section (criminal prosecution charges) is based on a six month time period. The paragraphs directly below are based on rolling annual timeframe and NOT a six month time period.

In the previous 12 months (July 1, 2017 – June 30, 2018), 81 employees were listed as the subject of more than two misconduct investigations out of a combined total of 290 investigations. The 81 employees have been broken down and categorized by their most egregious discipline. Of the 81 employees, one received serious discipline, zero received minor discipline, and zero received a non-discipline coaching<sup>12</sup>. The remaining employees (80) have current active investigations.

There were 36 employees, from July 1, 2017 – June 30, 2018, that have had more than one sustained allegation that resulted in **minor** discipline. Those 36 employees had a combined total of 45 sustained allegations. In that same timeframe, 29 employees had more than one sustained allegation that resulted in **serious** discipline. There were 54 sustained allegations

Between January and June 2018, there were no employee criminal prosecutions.

## H. Patterns and Trends

The Professional Standards makes assessments of the types of complaints received to identify problematic patterns and trends quarterly. The PSB conducted an assessment for the first Quarter (January 2018 to March 2018) and for the second Quarter (April 2018 to June 2018.)

Between January and March 2018, The PSB identified District 3 – Surprise as one of the Divisions that received the most complaints for the quarter.

District 3 – Surprise received eighteen (18) complaints resulting in misconduct investigations; four (4) of the investigations were opened regarding allegations of improper arrest procedures, three (3) of the investigations were opened regarding Deputy traffic accidents while in an MCSO vehicle, and three (3) of the investigations were opened regarding allegations of non-conformance to established laws. The other eight (8) complaints received did not follow a pattern or trend we could identify at this time.

The Professional Standards Bureau identified four (4) internal investigations initiated due to Deputies failing to read Miranda rights. Two (2) of the investigations were within District III-Surprise and the other two were in other patrol Districts.

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<sup>12</sup> Serious discipline is categorized as discipline equal to or greater than an employee suspension. Minor discipline is categorized as discipline less severe than a suspension, not to include coaching

An employee was also identified as the principal in four (4) investigations within Lake Patrol. The investigations resulted from allegation of rude behavior.

Between April 2018 and June 2018, the PSB identified District 2 – Avondale as one of the Divisions that received the most complaints for the quarter.

District 2 – Avondale received twenty-six (26) complaints resulting in misconduct investigations; seven (7) of the investigations were opened regarding allegations of Deputies being threatening, harassing, unprofessional, or rude toward members of the public; five (5) of the investigations were opened due to allegations of employees failing to take action regarding calls for service; five (5) of the investigations were opened regarding allegations of employees being unprofessional toward fellow coworkers; three (3) of the investigations were opened regarding allegations of employees involved in traffic accidents or driving erratically; and two (2) of the investigations were opened regarding allegations of mishandling of domestic violence calls for service. The other four (4) complaints received did not follow a pattern or trend we could identify at this time.

Within District 2, there still seems to be a pattern of allegations received involving the mishandling of domestic violence investigations.

There were 215 complaints received between April 1, 2018 to June 30, 2018. The Professional Standards Bureau identified 43 investigations with allegations categorized with inappropriate language/actions (unprofessional conduct to include use of profanity, yelling, demeaning statements, affairs on duty, physical contact not rising to the level of force.) There were 17 investigations categorized with allegations specifically naming “rude” behavior.

There seems to be an office-wide pattern for unprofessional and inappropriate conduct of employees.

During this reporting period, the PSB started to see an upward trend of employee misconduct while driving (e.g. speeding, aggressive driving, accidents, etc.)

## I. Semi-Annual PSB Reviews of Investigations

The Professional Standards Bureau is responsible for conducting reviews, at least semi-annually, of all investigations assigned outside of the Bureau to determine whether the investigation is properly categorized, whether the investigation is being properly conducted, and whether appropriate findings have been reached.

The PSB has assigned District Liaison personnel to conduct reviews on investigations as they are submitted from the District. These liaisons utilize a review template/checklist addressing the above listed investigation requirements. The use of the template/checklist has resulted in the improvement in the structure and procedural completeness of the investigations. These liaisons are also assigned to each District to aid the District investigators, should they have any questions or need any advisement.

While there have been improvements, the investigations are still not fully and thoroughly investigated and are being sent back to the Districts for corrections. The following concerns have been identified as areas needing improvement for District investigations: use of leading questions; failure to interview all parties (e.g. investigative leads and witnesses); content issues within the report narrative; and failure to complete an in-depth and thorough investigation. During this time period, there were two cases where the District Division Commanders failed to identify issues within the report, prior to submitting them to the PSB.

Through the review process, the liaisons continue to specifically note the following trends found within these investigations: lack of attention of detail; use of inappropriate policies; and differentiating between the use the “unfounded” and “exonerated” finding. The PSB has dedicated a significant amount of time and effort into the review of these cases, which has led to the continued time delay for proper and complete investigations.

During the last reporting timeframe of this Semi-Annual report, all sworn supervisors were required to complete a 40-Hour training course regarding misconduct investigations. At this time, all current sworn supervisory staff have completed the required training course.

With the 40-Hour training, the continued practice of conducting investigations, and the continued advisement from District liaisons, the PSB expects to see continued improvement of misconduct investigations completed at the District level.

## Conclusion

Since the previous report, the Maricopa County Sheriff's Office (MCSO) has continued to improve processes to ensure internal investigations are completed thoroughly, accurately, and in a timely manner. The MCSO continues to see a downward trend of external complaints received; the approximate average of external complaints received was 15% less for this reporting period versus the last. Although the complaints are decreasing, the MCSO continues to identify allegations of misconduct regarding Code of Conduct Practices (e.g., unbecoming conduct, failure to meet standards, and treatment of persons in custody) with the goal to improve employee conduct office-wide. The Professional Standards Bureau (PSB) could not identify a reason for the continued external allegations of misconduct regarding Code of Conduct Practices.

The MCSO's data shows an average of 30 internally-generated complaints per month, which is less than the reported average of the previous six months. The internal complaints are starting to show a downward trend, specifically within the various jail facilities. The most frequent allegations identified within the internal complaints received, involved Code of Conduct practices (e.g., failure to meet standards and unbecoming conduct.) The PSB attributes the increase of the internal complaints to the agency-wide emphasis on supervision and accountability, the increased role of, including various audits conducted by, Bureau of Internal Oversight (BIO), and the revision of misconduct investigations and discipline policies.

The continual improvements to the Division Case Review log has allowed the PSB to better track any cases with deficiencies ("further investigation needed" or "conclusion not supported by the evidence") identified within division-investigated cases. Approximately 20% of assigned cases have had identified deficiencies. This is a 5% decrease from the last six months. With the expectations clearly defined, the Districts are being held to a higher standard to complete more thorough investigations. There has been an overall increase in the quality of the District investigated cases but there is still room for improvement. The PSB anticipates a continued improvement of Division cases with the implementation of the following: the clearly defined expectations delivered in the 40-Hour training; the continued practice of completing investigations; the review and intervention from District Command Staff; and the continued advisement from the District liaison personnel.

Of the cases investigated within the Professional Standards Bureau, none were returned to the investigator to conduct further investigation or returned due to conclusions not supported by the evidence. The investigation completion date was 122% higher than the expectations set forth in MCSO Policy GH-2, Internal Investigations, which is a 10% increase than the previous reporting period. The PSB attributes the increased timeframes to the large and ever-increasing caseload of PSB investigators. With the eventual addition of investigators within the bureau, the PSB expects investigation completion dates to decrease as assigned caseload decreases.

Within the Professional Standards Bureau, policy violations are categorized as minor or serious misconduct, based on what the potential resulting discipline would be if the conduct was sustained. The type of discipline imposed, minor or serious, depends upon the acts of misconduct, the mitigating and aggravating circumstances, and prior discipline. From July 2017 to June 2018, 81 employees were listed as the subject of more than two misconduct investigations, which is approximately 2.5% of all MCSO employees.



This report helps the Professional Standards Bureau have a more thorough understanding of any impediments affecting investigations completed within the Bureau. The last report helped identify potential improvements of practices and procedures; with implementation, the PSB has been able to make affective changes that have enabled compliance with current MCSO Policies. This report also helps MCSO achieve their goal of transparency with the community.