



PORTLAND MAINE

POLICE DEPARTMENT

OFFICE OF INTERNAL AFFAIRS

ANNUAL REPORT

2018

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Introduction

The Portland Police Department's Internal Affairs Unit is comprised of a lieutenant and a sergeant. The unit is directly supervised by the Assistant Chief of Police while under the overall command of the Chief of the Department.

The unit investigates allegations of misconduct made against department personnel. Allegations may be initiated by the public or internally by department members. Other duties include monitoring certain activities relating to the professional operation of the department. These include use of force by officers, preventable accidents, vehicle pursuits, and firearm discharges. An early warning system consisting of pre-established organizational parameters is maintained and monitored by the unit. Performance Management Reports are generated and a command staff review is begun when these parameters are met. Statistical data is provided to command staff for use in planning, policy formulation, and risk management. The Internal Affairs Unit also conducts pre-employment background investigations. The Unit's functions fall into three broad categories: Investigative Incidents, Tracking and Evaluating Statistical Data and Background Investigations.

Investigative

- **Citizen Complaints**--Investigations conducted on complaints received from outside sources or citizens
- **Internal Complaints**--Investigations conducted on complaints generated from within the Portland Police Department
- **Pre-employment Background Investigations** -- Comprehensive investigations of all police department and Portland Regional Communications Center applicants

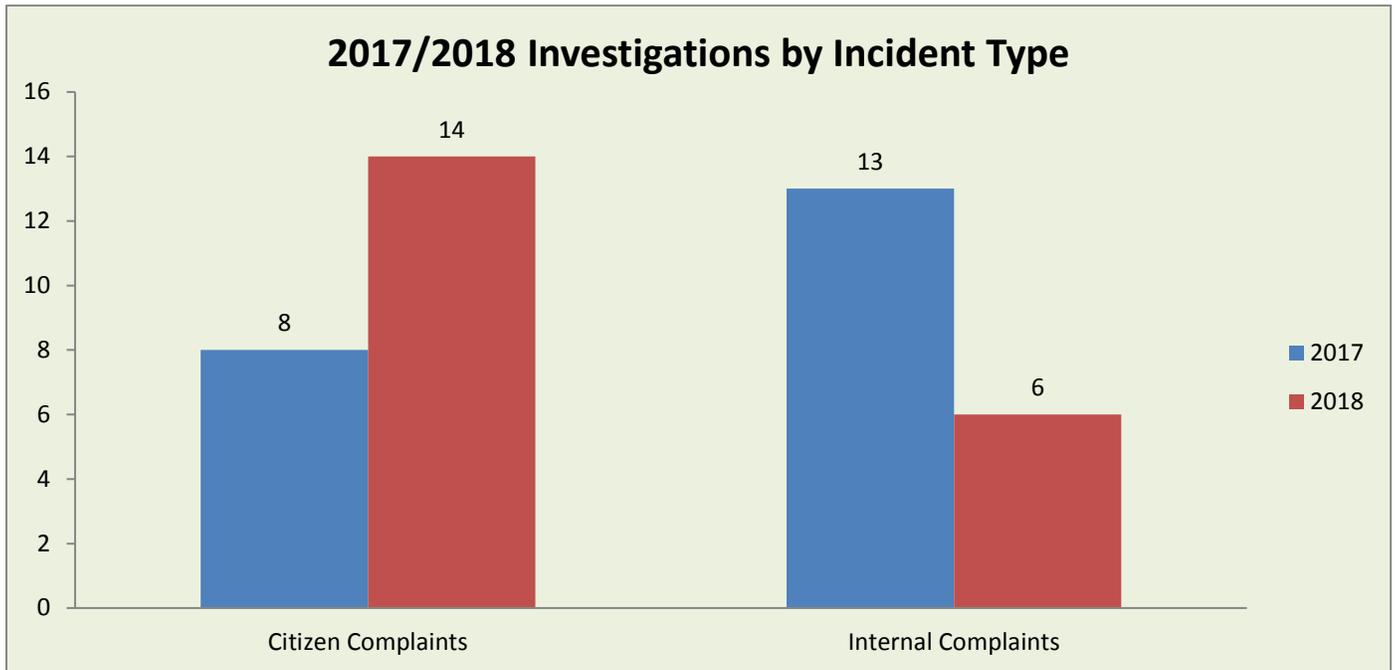
Tracking and Evaluating Statistical Data

- **Uses of Force**--Tracks all facets of each use of force and analyzes for potential patterns and trends. The lieutenant also chairs the Use of Force Committee.
- **Use of Force Committee** -- Meets monthly reviewing all use of force reports examining for trends, training needs, and policy concerns. Members include Command Staff, Police Attorney, IA Staff, Union Representatives, and a Defensive Tactics Instructor.
- **Vehicle Pursuits**--Tracks all aspects of vehicle pursuits
- **Performance Management Review**-- Prepares comprehensive reports for command review of officers who exceed identified organizational parameters

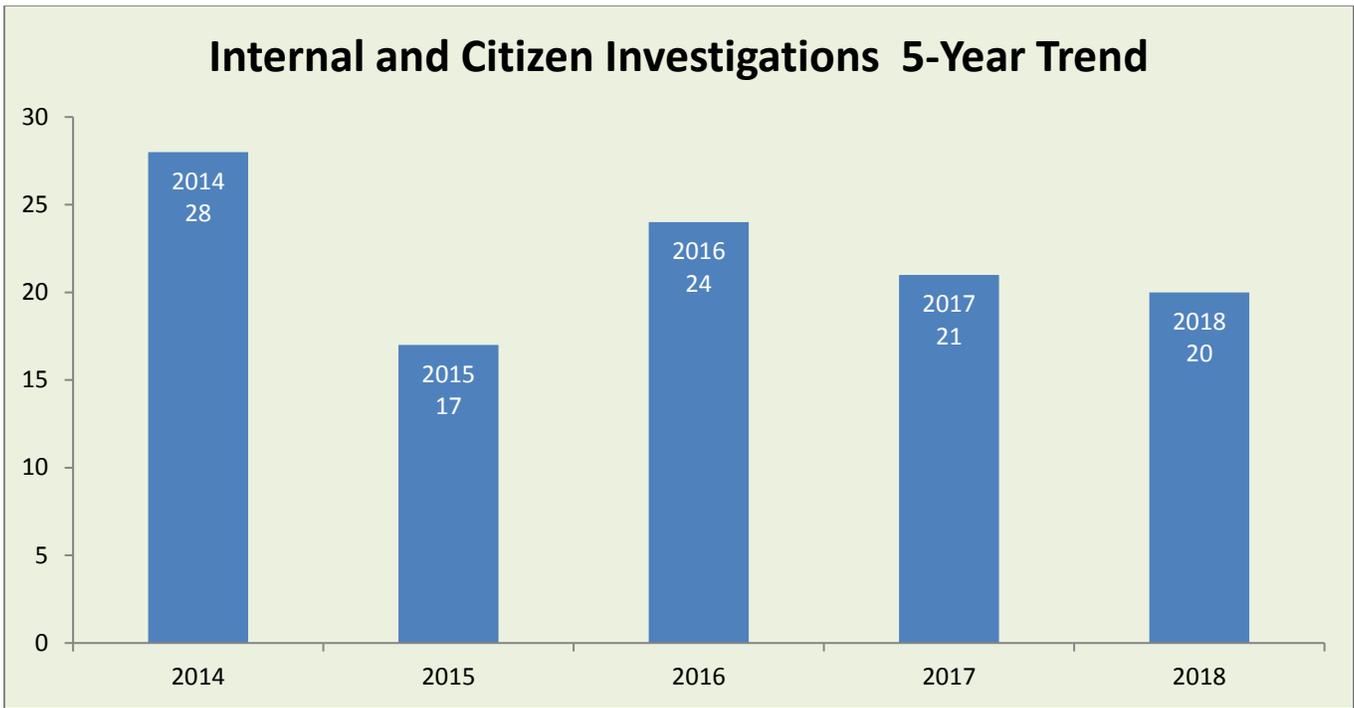
Investigative Incidents: Complaint Type

Citizen complaints are those generated by members of the public. Internal complaints are those generated from within the department.

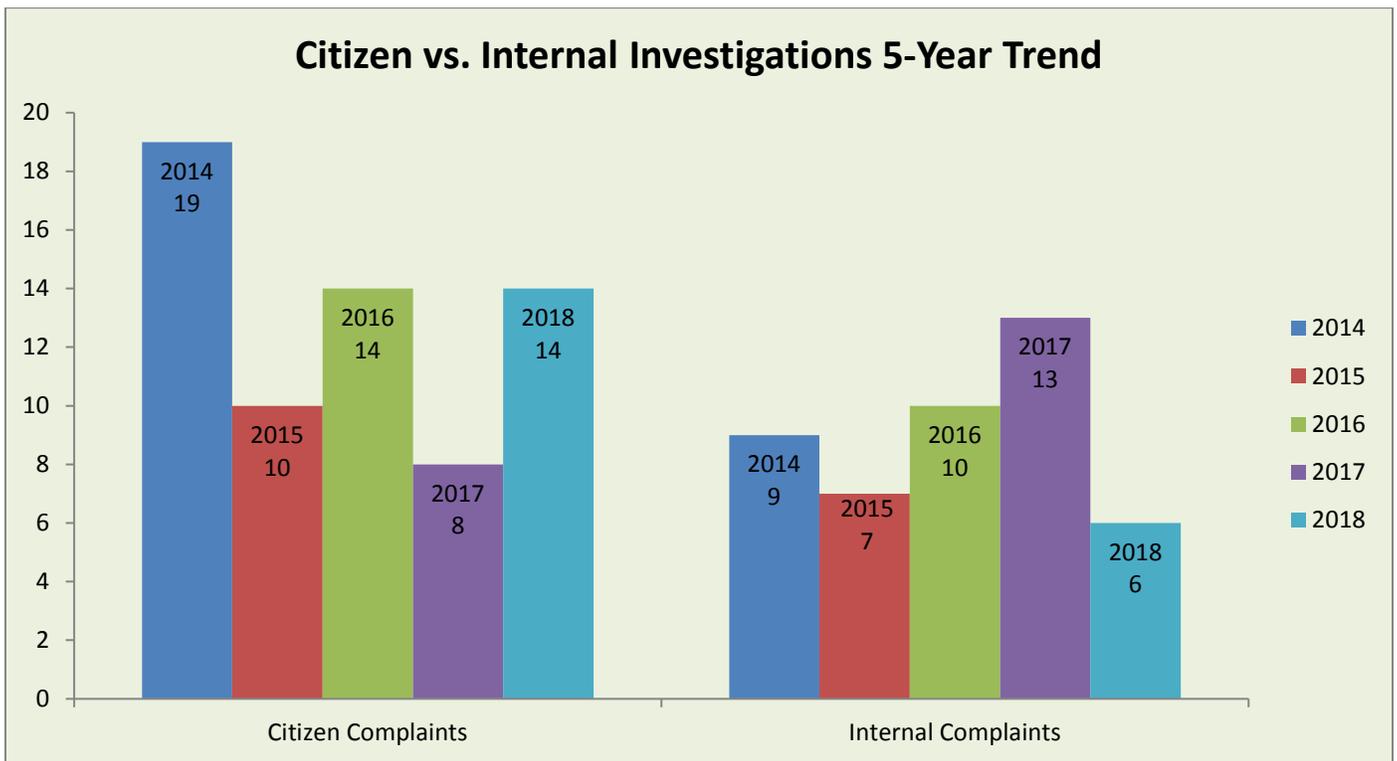
In 2018 the Portland Police Department handled about 78,000 calls for police service. These calls include citizens calling 911 and officer initiated interactions. In 2018 officers arrested 2,675 individuals. There were 14 Citizen Complaints and 6 Internal Complaints filed against employees in 2018.



Total complaints decreased slightly from 21 in 2017 to 20 in 2018.

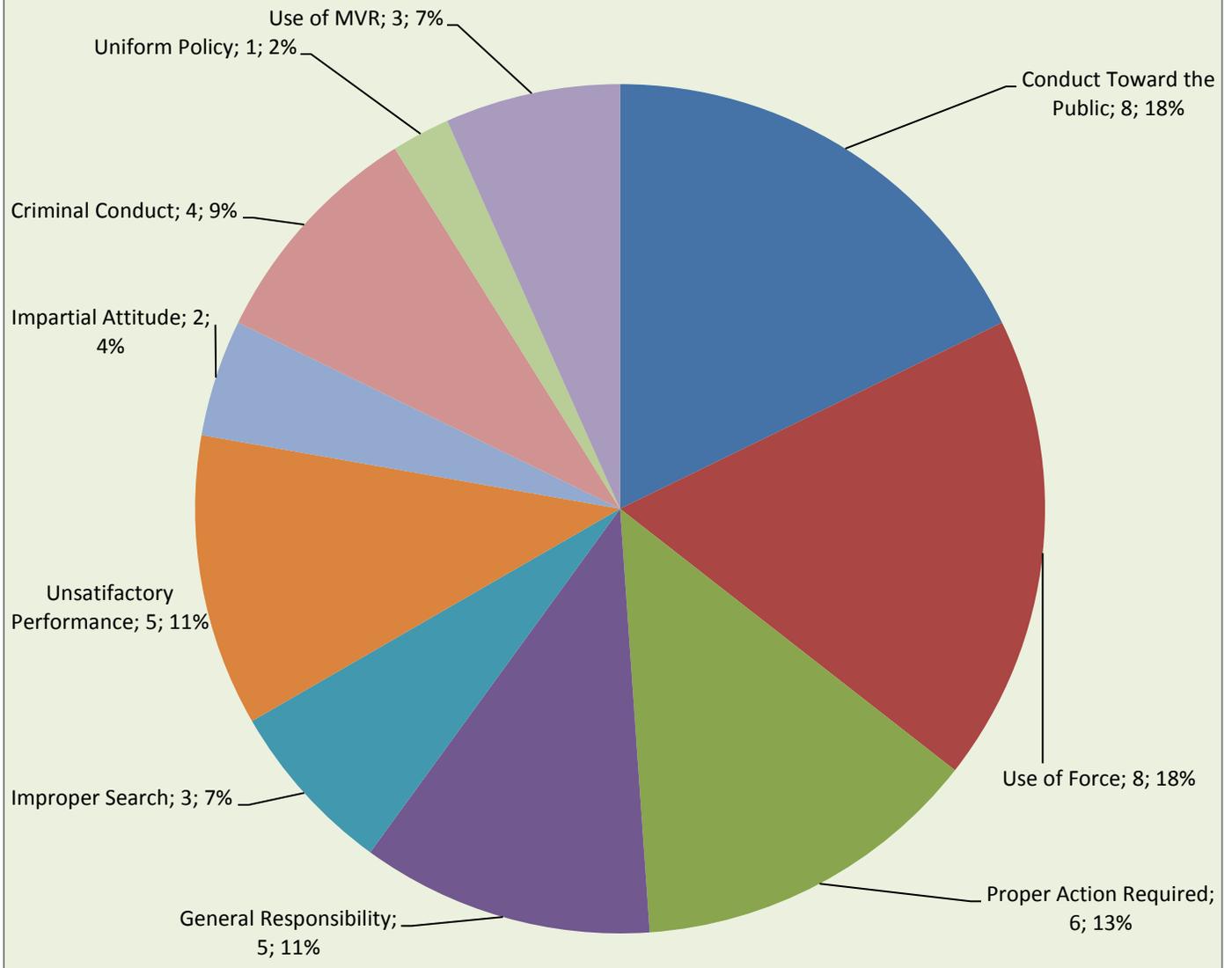


Over the past five years the annual number of complaints has averaged 22.



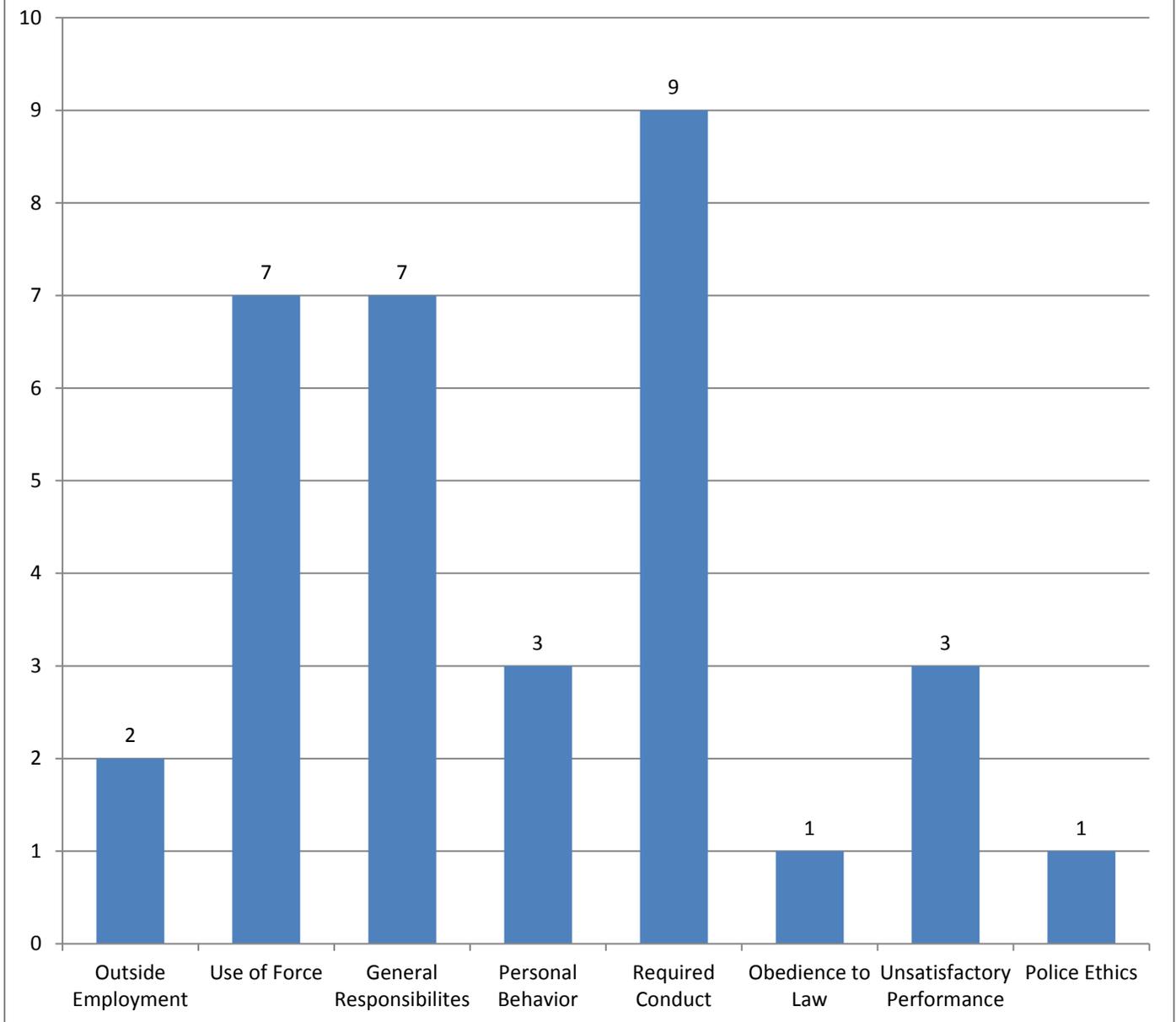
Data over the past five years shows no apparent patterns regarding the number of complaints.

2018 Citizen Complaints by Allegations



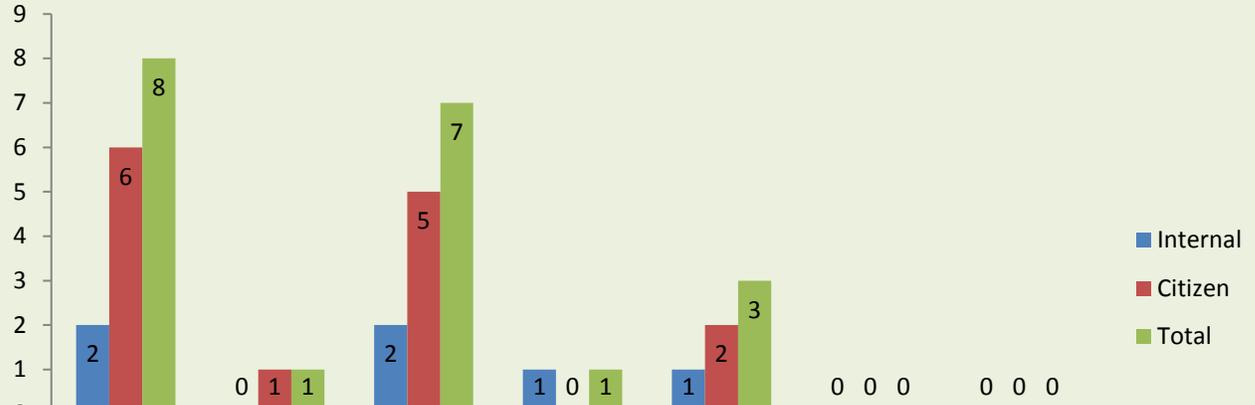
In 2018 there were 14 Citizen Complaints filed by individual(s) against 25 departmental employees. A total of 45 allegations were investigated alleging violations of the department's standard operating procedures.

2018 Internal Complaints by Allegation



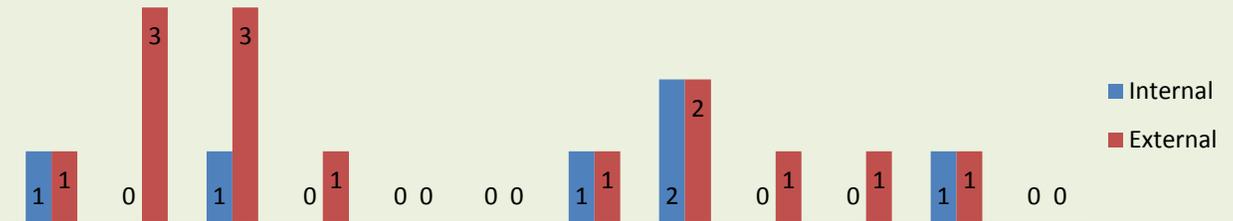
In 2018 there were 6 Internal Complaints filed against 13 departmental employees. A total of 33 allegations were investigated alleging violations of departmental standard operating procedures.

Complaints by Squad or Unit



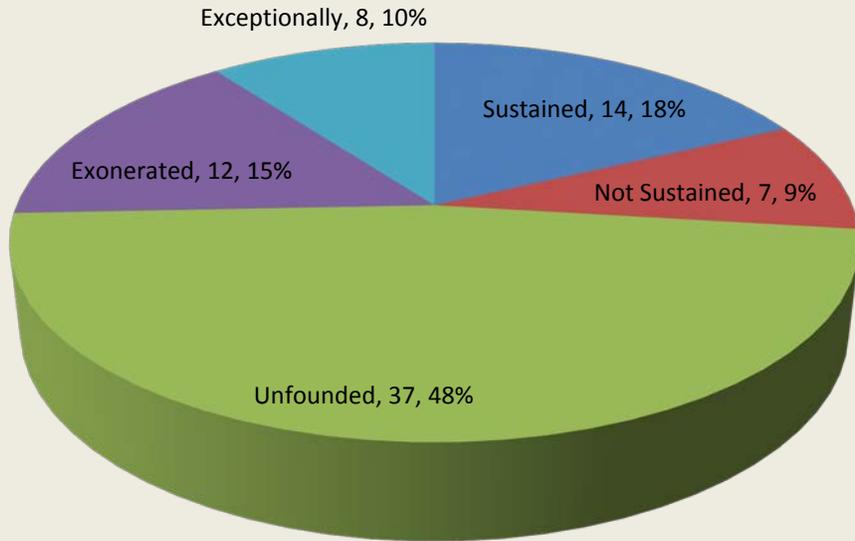
	A-1-2-5	A-3-4	B-1-2-5	B-3-4	C-1-2-5	C-3-4	All Others
Internal	2	0	2	1	1	0	0
Citizen	6	1	5	0	2	0	0
Total	8	1	7	1	3	0	0

Complaints by Month Received



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Internal	1	0	1	0	0	0	1	2	0	0	1	0
External	1	3	3	1	0	0	1	2	1	1	1	0

Investigative Findings on Allegations



In 2018:

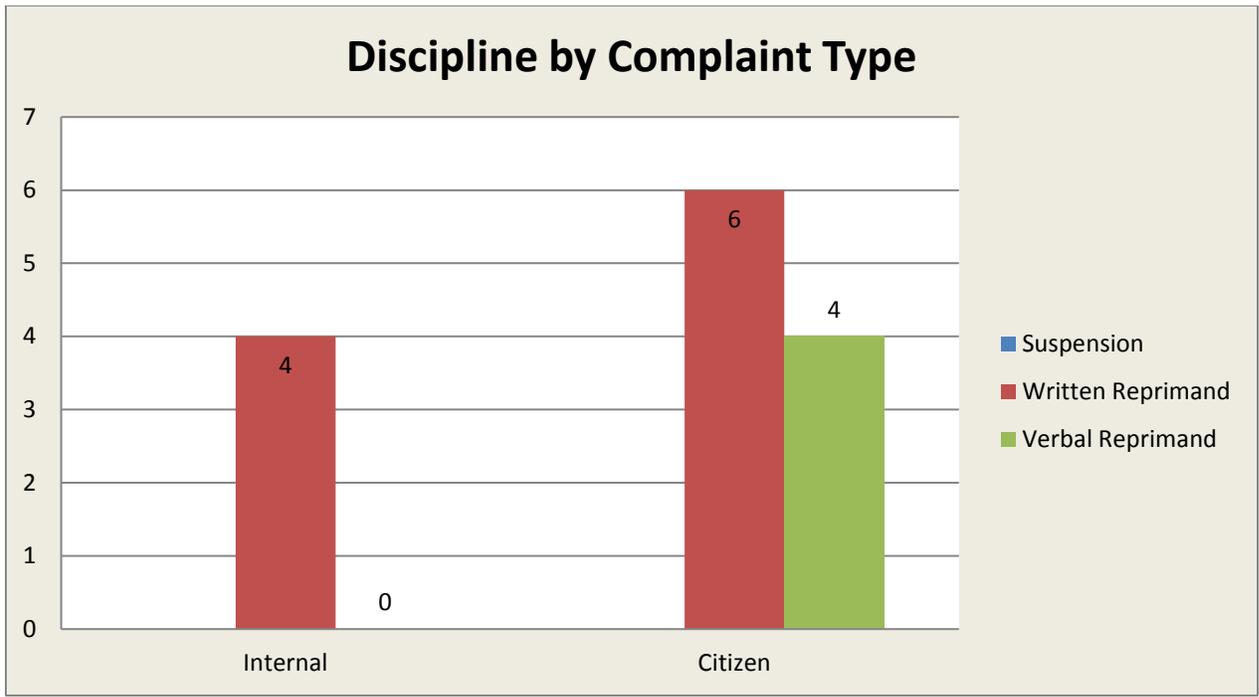
- There were 14 Citizen Complaints against 25 employees. These complaints alleged 45 policy violations
- There were 6 Internal Complaints against 13 employees. These complaints alleged 33 policy violations.
- Exceptional: 4 Officers, accounting for 8 allegations, resigned prior to final disposition.

Discipline for Investigations with Sustained Findings

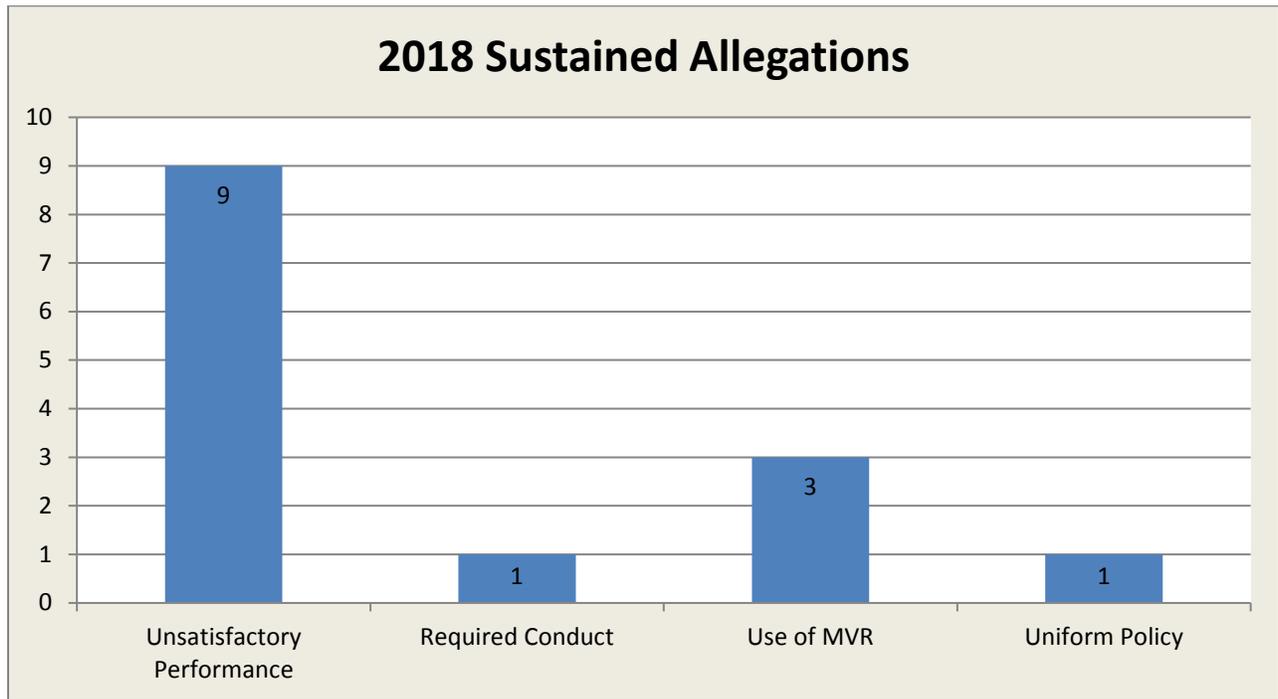


In 2018:

- 10 of the 45 allegations from Citizen Investigations were sustained and discipline issued.
- 4 of the 33 allegations from Internal Investigations were sustained and discipline issued.



This chart compares the type and frequency of discipline issued between Internal and Citizen Complaints.



This chart displays the 14 allegations that were sustained from Citizen and Internal complaints in 2018.

Performance Management Reviews

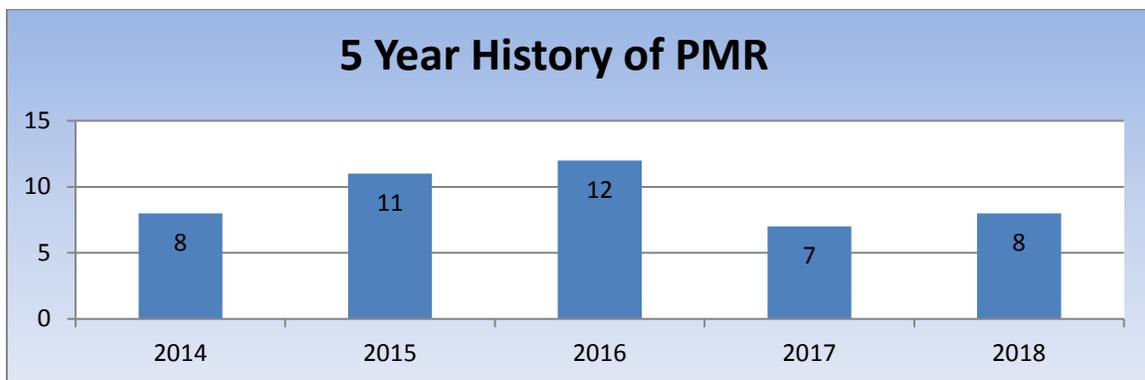
As part of an early warning system the Internal Affairs Unit monitors the number of use of force incidents by officers as well as other indicators that might represent areas of concern regarding employee performance. When certain parameters are met the Internal Affairs Unit prepares a comprehensive report for the officer's lieutenant and command staff. This process is known as Performance Management Review (PMR). In 2018, 8 performance management reviews were conducted on 8 officers.

The Internal Affairs Office monitors the Performance Management Review System and initiates a review any time an officer reaches one of the following thresholds:

- Three use of force incidents in any ninety-day period or seven in any 365-day period,
- Two disciplinary incidents in twelve months,
- Request for review by officer's lieutenant, or
- A member of the Command Staff or the Chief of Police requests a review.

A Performance Management Review Report includes the following data: awards and commendations, training, calls for service, number of arrests, including the ratio of arrests to uses of force, use of force incidents, sick leave usage; motor vehicle pursuits, discipline, overtime and leave usage, cruiser accidents, Internal Affairs complaints, no-complaints from the District Attorney, outside employment, lawsuits and notices of claim, job improvement plans and a numerical comparison of the officer to others on the same patrol team are provided. The report will include an analysis of the data including areas in need of improvement or change, patterns, and performance or training issues.

The officer's sergeant and lieutenant review the report before it is discussed with the officer. After consulting with the officer a written action plan is devised to address any areas of concern or ensure continued monitoring if no issues are readily apparent. The Performance Review Committee must approve all action plans before implementation. The Performance Review Committee consists of the Chief of Police, Assistant Chief, Commander, Major, Internal Affairs Lieutenant, Training Sergeant, Police Attorney, and the Lieutenant of the officer.

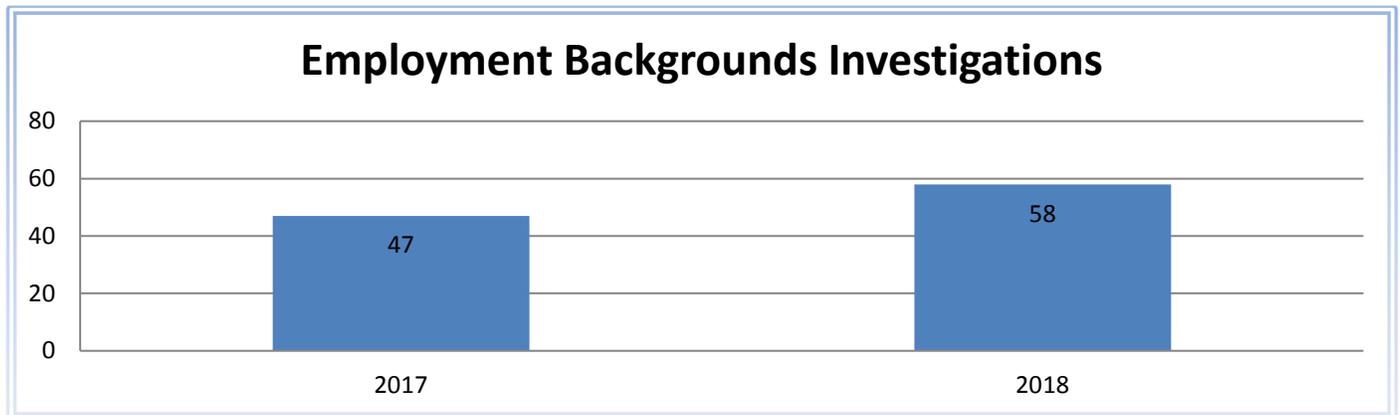


Background Investigations

Pre-Employment Background Investigations

The Internal Affairs Unit conducts pre-employment background investigations on police officer and emergency communications candidates. While investigators from other divisions will assist in this task when there are numerous candidates, the majority are done by Internal Affairs. Investigations include querying criminal, credit and driving histories databases, along with interviews of employers, references, relatives, friends and co-workers. Every attempt is made to verify all applicant information for truthfulness and completeness. A written report is compiled for use by the Chief and Human Resources in making employment decisions.

The Internal Affairs Unit conducted 58 Background Investigations in 2018.



Conclusion

The duties of the Internal Affairs unit are varied but generally revolve around risk management. The work of the unit helps to maintain public confidence in the police department by conducting investigations into citizen complaints that are fair, thorough, timely, and objective.

2018 saw a slight overall decrease in the number of complaints. This continues a trend since 2016 of the total number of complaints decreasing slightly each year. The significance of this is probably minimal given the low total numbers of complaints coupled with the very small reductions being seen. It is difficult to draw conclusions about the number of citizen versus internal complaints investigated each year since they can vary significantly while the total number of complaints seem consistent. If a conclusion can be drawn that most complaints arise from a Call for Service, there is approximately one complaint per every 3,899 calls. This is constant with 2017's complaint rate of one per 3,895 calls.

In 2018 we continued efforts to improve supervisory training and encourage more direct oversight of officer field work and general performance. Sergeants and lieutenants are more accountable for officer performance and given more authority to address performance issues at their level. We hope that doing this will strengthen the role of supervisors and prevent mistakes that lead to citizen complaints. One of the outcomes of this has been that when a training need is identified it is addressed as soon as possible. Training to correct a deficiency, or simply refresh skills, can occur while the complaint is being investigated and before a final investigative finding. This is one reason formal training was not required as part of discipline in 2018. In other instances training is not necessary to correct behavior. Correction is achieved through officers being held accountable.

As of July 2019 the department has begun full implementation of a body worn camera program. Other agencies have recorded reductions in complaints with the wide spread use of these cameras. We will monitor officer compliance with policy and await results of the effectiveness of cameras to build even more trust in our police department.

End of Report