



## CITY OF GAINESVILLE

*Gainesville Police Department*

# Memo

A large, stylized handwritten signature in black ink, likely belonging to the Chief of Police, is positioned to the right of the memo header.

To: Lee R. Feldman, ICMA-CM, City Manager

Via: Chief Tony Jones

From: Chief Inspector Jorge Campos 

Date: July 16, 2020

Re: Commission Information Request

During the June 13<sup>th</sup>, 2020 City Commission meeting requests for additional information was asked for. The first request was to look at the past three months of Use of Force review reports rose to the level a review by internal affairs or the training unit. This review did not reveal any use of force incidents that were referred to internal affairs or the training unit.

The second request was to have a report on what the outcomes of the internal affairs investigations were for the past three years. This is reported annually in our Internal Affairs Annual Report. Attached are the reports for the past three years.

The third request was to do a comparison of the number of complaints received before the issuance of our body worn cameras with the number of complaints received after they were issued. GPD received delivery of the BWC's in November 2018. The configuration and training for these items with staff occurred for the following two to three months and staff began utilizing them around the beginning of January 2019. Utilizing these dates, the following comparison was completed:

Year	Total Complaints	Internal	External
2020 (To Date)	35	11	24
2019	91	46	45
2018	109	55	54
2017	118	47	71

### **Complaints Received prior to BWC Implementation (2017-2018)**

Total Complaints: 227    Total Internal Complaints: 102    Total External Complaints: 125

### **Complaints Received after BWC Implementations (2019 to Present)**

Total Complaints: 126    Total Internal Complaints: 57    Total External Complaints: 69





# INTRA-OFFICE COMMUNICATION

**TO:** Chief Tony Jones  
**FROM:** Lieutenant Jaret Weiland  
**VIA:** Chief Inspector Jorge Campos  
**DATE:** February 10<sup>th</sup>, 2020  
**RE:** 2019 Internal Affairs Annual Report

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In 2019, the Gainesville Police Department Internal Affairs Unit (IA) staff remained consistent with Lieutenant Jaret Weiland as the IA Director and Sergeant Renee Guyan and Sergeant Dana Strama as the investigators. Ms. Cathy Strivers remained as the Staff Specialist. In addition to the Internal Affairs staff, a new Chief Inspector position was created and filled internally by Jorge Campos. Internal Affairs is a direct report to the Chief Inspector and falls under the Professional Standards Branch.

Another change for Internal Affairs in 2019 was that the Unit relocated to an off-campus location away from the Department headquarters. After being made aware of the need to relocate, several weeks were spent checking potential lease locations. After multiple considerations, the location that was identified that most suited our needs was an office suite at the Wells Fargo Building, 104 N. Main Street. The suite had adequate office space and was within location parameters. After receiving Department and City Commission approval, the unit relocated in July. The transition was relatively seamless with no major issues. The new site has proven to be beneficial and has been well received by both members of the public and Department members overall.

In 2017, Internal Affairs purchased IA Pro Software and implemented its use. All of the data from previous programs, both AIM and RMS, was migrated over. 2018 was the first full year that the IAPRO software was utilized and its use continued in 2019. The IAPRO software captures an abundant amount of information and assists tremendously in creating reports and researching information. Internal Affairs data and information is the regular subject of public records requests and the IAPRO software has reduced staff hours in preparing what can sometimes be very complicated and time intensive information.

In addition, as part of the IA Pro Software, Blue Team is utilized. Blue Team is used in completing Use of Force reviews, Pursuit reviews, damaged vehicle incidents, Counseling/Training, Video reviews, Citizen complaints/referrals and other Bureau level actions. Blue Team works hand in hand with IA Pro and compiles and houses all of the data in one easily accessible location.



# INTRA-OFFICE COMMUNICATION

IAPRO also incorporates a viable Early Warning System. Early intervention has been shown to be effective in reducing misconduct, improving community relations, and reducing turnover. The purpose of the Early Warning System is to correct behaviors through training and intervention.

In 2019, Internal Affairs continued to monitor the suggestion box made available to citizens in the GPD lobby as well as a box that was accessible to GPD Staff so that referrals could be made. Most of the suggestions were directly related to facilities issues. Those were forwarded to the Logistical Support Branch for consideration. No complaints or other Internal Affairs were received.

Currently there are revisions to General Order 26.5, Disciplinary System and Investigative Process that are being considered. The changes are still in the review process and could be implemented in 2020 if there are any updates made.

The remainder of this report will summarize the numbers and types of cases submitted to GPD IA in 2019. Included in the disposition section will be seven cases that were still open from 2018 that had not been completed as of last year's summary. At the time this report is being completed there are eight cases from 2019 that are still open and therefore will not be considered in the disposition/resolution data summaries. That data will be included in the 2020 summary.

## **Overview of 2019 Cases Received**

There were 91 complaints filed with Internal Affairs in 2019. Of the 91 cases received, 46 originated with internal complaints and 45 came from external sources. The total number of complaints received was down overall from the previous two years. External complaints have continued to reduce in comparison to the last two years. Internal complaints also decreased in 2019, primarily as a reduction in missed quasi-judicial proceedings during the year (depositions and pre-trial conferences). In 2018 missed court proceedings accounted for 31 of the internal complaints. In 2019 the court notification process was better monitored and the result was much fewer of those types of violations. 11 cases were associated with preventable crashes.

33 full investigations were completed by the three IA Investigators and 29 cases were completed as Administrative Reviews. An Administrative Review would mean that the complaint was investigated by Internal Affairs but there was enough information uncovered during the preliminary investigation that resolved the complaint and as such a full investigation was not required. 29 of the cases were referred to Bureau Commanders for investigation and/or review.

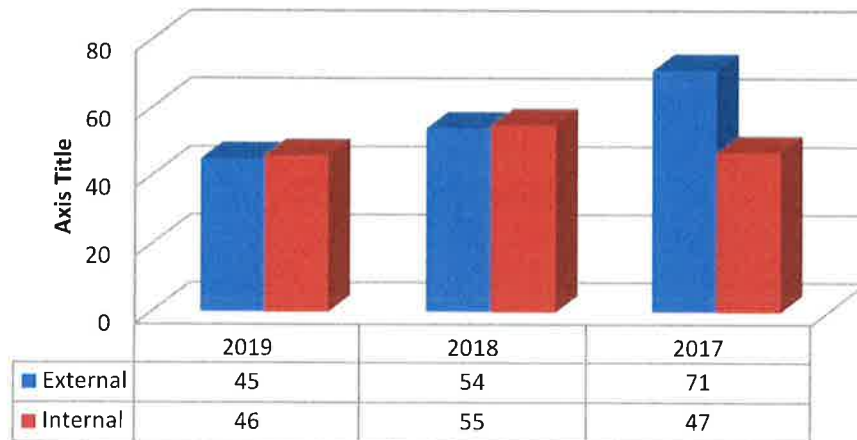
Of the 45 external complainants, 7 began with a traffic stop, 12 resulted in a person (complainant or other) being arrested, 5 started with a crash investigations conducted by GPD, 4 from domestic



# INTRA-OFFICE COMMUNICATION

disturbance cases, 6 were a Baker Act or had some other Mental health nexus and 16 from other types of calls for service. Below are comparisons of the last 3 years for this data:

## Case Overview

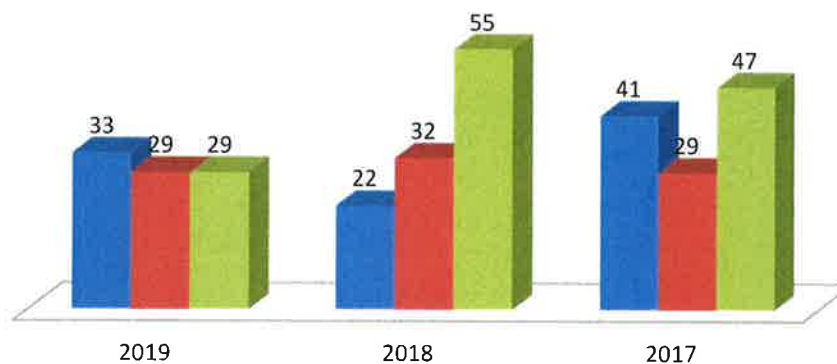


### Total Complaints Received

2019 - 91      2018 - 109      2017 - 118

## How Investigated

■ Internal Investigation   ■ Administrative Review   ■ Bureau Investigation



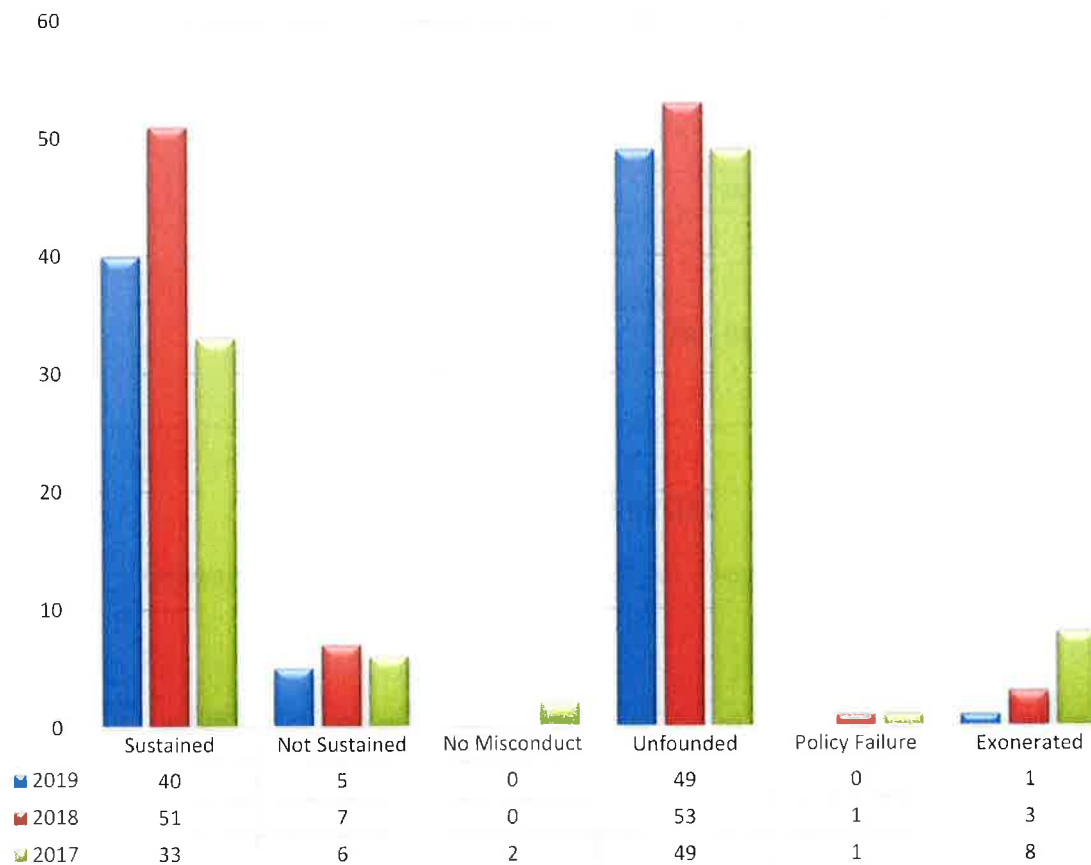


# INTRA-OFFICE COMMUNICATION

## Disposition of Cases

In 2019, the cases were concluded with 40 sustained findings, cleared 5 as not sustained, 49 as unfounded, and 1 as exonerated. Included in this count are the cases from 2018 that closed in 2019. Below are graphs showing a comparison of 2018 to the previous 2 years as well as a breakdown of how internal and external complaints were categorized in each year.

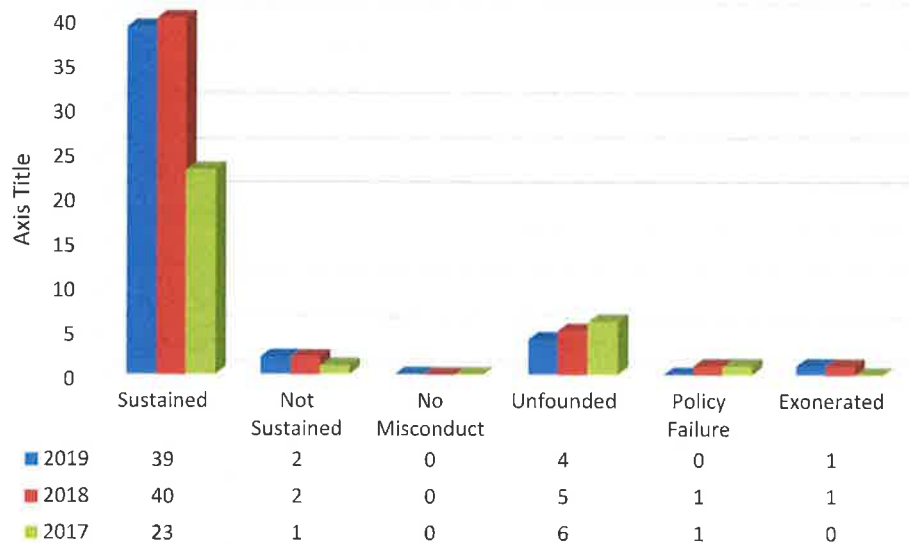
### Case Disposition



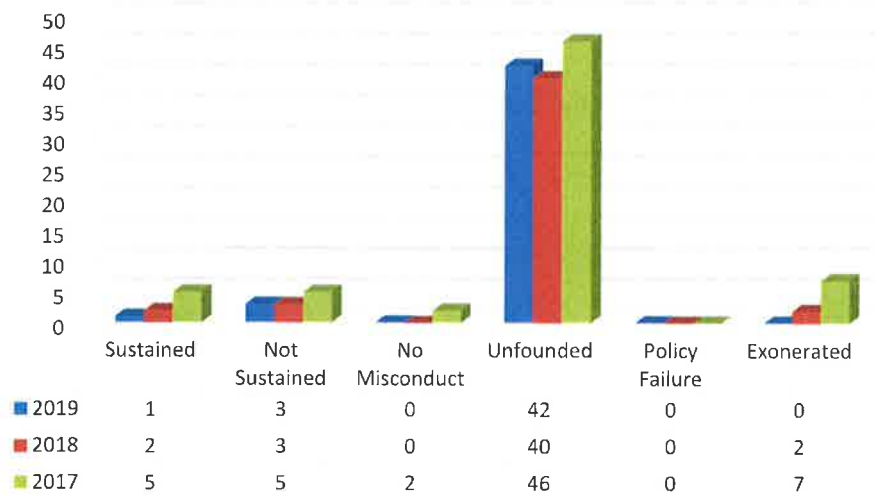


# INTRA-OFFICE COMMUNICATION

## Internal Complaints



## External Complaints





# INTRA-OFFICE COMMUNICATION

## Participation in REDII Process

In 2019, 7 members elected to participate in the Request for Expedited Disposition of Internal Investigation (REDII). 6 made this election in 2017 and 7 in 2016. This is a beneficial option for both the member and the department. Of the cases resolved via the REDII process three were workmanship or performance issues, two were related to At Fault vehicle crashes, and one for an unauthorized absence. To qualify the employee generally has no similar violations or has not participated in the process previously. It still requires Department approval and the employee still would receive some kind of corrective action or reduced discipline.

## Demographic Breakdown of Complaints Received

Below is the demographic breakdown associated with the 91 complaints, 45 External and 46 Internal, received during the 2019 calendar year. The numbers are broken down by both External and Internal categories. In 13 of the External Complaints the complainant did not specify a race or sex. Ten of the 45 Internal Complaints were at fault crashes so there was not a complainant.

### **External Complaints (45 Received)**

<b>White Male</b>	<b>Black Male</b>	<b>White Female</b>	<b>Black Female</b>	<b>Not Provided</b>
6	11	4	11	13

### **Internal Complaints (46 Received)**

<b>White Male</b>	<b>Black Male</b>	<b>White Female</b>	<b>Black Female</b>	<b>VIRB (Crash)</b>
22	4	4	6	10





# INTRA-OFFICE COMMUNICATION

## Activity of Origin

In several complaints, multiple accusations are made against officers. An example of this may be when a citizen alleges rudeness by the officer and a poor investigation in the same contact. The below table also shows a comparison of the previous two years and is an aggregate of both internal and external complaints. It does not show the final disposition of each allegation of misconduct as many of the allegations were determined to be unsubstantiated.

Activity of Origin	2019	2018	2017
Use Of Force Complaint	5	4	4
Profiling Complaint	5	4	6
Pursuit Issue	4	1	1
Equal Opportunity Referral	3	1	2
Database Misuse	2	0	2
Criminal Activity Alleged Against Employee	2	2	2
Fail to Protect Property (Citizen or City Owned)	2	4	3
Handcuffing Complaint	0	1	1
Fail to take Report	2	1	1
Internal Relations Issue	5	1	4
Insubordination	2	2	2
Missed Court	7	31	1
Conduct Unbecoming/Discourtesy/ Rudeness	14	16	19
Juvenile Involved	3	4	1
Off Duty Conduct	3	2	5
Social Media Issues	1	3	2
Overtime Issue	1	1	5
Issue with an Arrest	7	10	
Investigation Issues/Workmanship	16	13	
Improper Contact	6	8	



# INTRA-OFFICE COMMUNICATION

## Discipline and Correction Action resulting From Internal Investigations

There were no terminations served as a result of Internal Investigations in 2019. In one case termination would have been the recommendation but the employee retired prior to the conclusion of the investigation so disciplinary action was not possible.

Four employees received a suspension as a part of their discipline in 2019 which was a slight increase from the previous years. Three were sworn members and one was a civilian employee. One suspension was the result of several crash incidents by an employee that resulted in the suspension as a result of progressive discipline. One for neglect of duty when the employee did not properly investigate an incident. One for transporting an unauthorized civilian in their vehicle and violating the take home car policy. The final for discourteous contact with a fellow employee.

During 2019, more employee notices were issued than in the previous year. This is most definitely the result of the discipline associated with at fault vehicle crashes incidents. There were eleven crashes that resulted in discipline during 2019.

The number of written warnings decreased tremendously during 2019. This was the direct result of the reduction in missed court appearances violations from the previous year. Thirty-one of the written warnings in 2018 were the result of missed court. The Logistical Services Branch took more steps to correct and monitor court appearances during the year and the result as a drastic decrease. The number of missed court infractions reduced to 7 in 2019 which directly decreased the number of written warnings being issued.

Discipline and Correction Actions	2019	2018	2017
Termination (used Dismissal)	0	3	0
Resigned/Retired In Lieu of Termination	1	3	4
Suspension	4	3	3
Demotion	0	0	0
Employee Notice	19	12	15
Written Warning	17	43	18
Verbal Counseling	2	2	2



# INTRA-OFFICE COMMUNICATION

## Preventable Fleet Incidents

In 2019, GPD members had 18 preventable fleet incidents. The total number of preventable incidents was down from previous years but because the damage amounts were more significant, discipline associated with those cases increased. There were 23 preventable crashes in both 2018 and 2017. None of the employee involved crashes in 2019 resulted in significant injury.

Nine of the cases would be considered minor in nature. Seven of those resulted in a written warnings. Two employees received progressive discipline in what would be considered a minor crash as a result of previous crash events.

Nine of the preventable crashes resulted in what would be considered significant damage. Eight incidents were considered Enhanced Crashes due to the damage amount being greater than \$2500 but less than \$10,000. One incident fell in to the major crash category because damage was in excess of \$10,000. All of the 9 significant crashes resulted in discipline via an Employee Notice. Seven also resulted in loss of take home care privileges. One resulted in a suspension of pay and loss of vacation leave due to it being third incident within 24 months. That officer also was mandated to attend remedial driver training.

The revision of General Order 61.7, Department Traffic Crash Investigations in 2014, has resulted in more progressive discipline as it created a crash matrix with a point system for separate events. As more officers have had more repetitive minor preventable incidents, discipline had increased. Prior to this policy revision, a member of this agency could have been involved in multiple and frequent minor preventable incidents and continually received a corrective action via a written warning. With the new policy revision, a cumulative point system discourages personnel from repeating minor preventable fleet incidents.

Discipline Issued for Preventable Fleet Incidents	2019	2018	2017
Written Warning	7	17	18
Employee Notice	11	8	7
Suspension	1	1	3
Loss of Take Home Care Privileges	7	9	8

Severity of Crash	2019	2018	2017
Minor Crash	9	19	9
Enhanced Crash due Damage	7	2	5
Enhanced Crash due to Injury	0	1	0
Major Crash	1	2	2

\*Note, the point system was not utilized until September 2014.



# INTRA-OFFICE COMMUNICATION

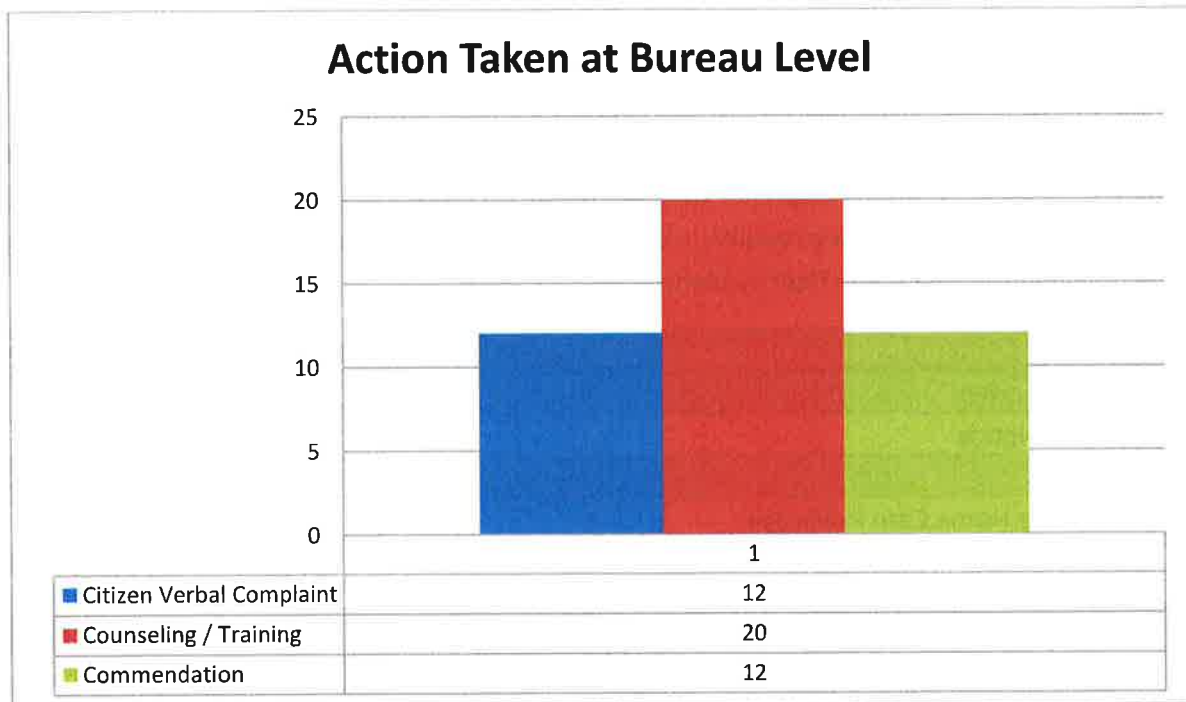
## Officer Involved Shooting / Deadly Force Encounters

In 2019, there were no officer involved shootings or other deadly force encounters involving Gainesville Police Department members.

## Operations Documented Events

Many events of internal concern do not pass through the Internal Affairs Office but instead are directly documented by line level supervisors. Over the last 3 years, the frequency in using the RMS module and now Blue team has increased. This will likely continue as supervisors are now utilizing the systems more consistently.

The graph below shows the types of entries made by supervisors in Blue Team for 2019. This number does not include Internal Affairs Complaints that were sent down to be investigated at the Bureau level.





# INTRA-OFFICE COMMUNICATION

## Early Warning Analysis

One of the main reasons for the implementation of IA PRO and Blue Team was the ability to use Early Warning System function. The incidents being monitored that could trigger an alert were identified as Use of Force events, Vehicle Pursuits, Counseling / Training sessions, Internal and External complaints (Bureau and Internal Affairs) and other disciplinary functions. There are other factors that will be considered as an example, but these are the primary events that will trigger the alerts. Attendance / sick leave usage is a matter that is being considered as it could indicate an issue. Although there is no specific and universal set of incidents that determine the cause of job stress or job performance problems, the above incidents can be an indicator that some kind of intervention is warranted and necessary.

2018 was the first full year that the system was utilized and Internal Affairs was still becoming familiar with the component. Now that Internal Affairs staff became more familiar with the software, the Early Warning System was better utilized in 2019. Overall thresholds were established and when employees would meet this minimum referrals would be made.

In 2019, there were nineteen members that met the early warning threshold. All but one of the employees were sworn officers. A majority were related to either meeting the Use-of-Force or pursuit threshold. Utilizing Blue Team, alerts were forwarded to their direct supervisors, primarily a Lieutenant, so that they could review the situation and determine if there were any underlying issues that needed to be addressed. The supervisors were directed to have a face to face meetings with the employee and address any concerns. None resulted obvious concerns that required further intervention or training. That be said, it did give the reviewing supervisor and employees the opportunity to discuss importance of professionalism and encourage compliance with existing policies and procedures.

It was discovered that some incidents require multiple entries into Blue Team for a single event. An example would be a pursuit that also involved a damaged vehicle and a use of force. Because it required three separate entries into Blue Team it would sometimes cause the overall threshold category to be affected. When identified these situations will be treated as one event in order to not create false alerts. Overall, upon reviewing the Personnel Early Warning system it was determined that the system is functioning as designed and has provided information for proper review of employees involved in trackable events.





# INTRA-OFFICE COMMUNICATION

## **Policy recommendations for Early Warning:**

Currently, the Early Warning Systems is part of General Order 26.5, "Disciplinary System and the Investigative Process." Although Early Warning has a disciplinary nexus, there are more factors than just discipline that are addressed. It is recommend that the Early Warning System be removed from the above policy and a stand-alone policy be created. A separate policy would be beneficial, in particular because of the usage of the Blue Team software, to better specify required protocol, guidelines and expectations for the supervisor and the affected employee when threshold parameters are reached and an alert is generated.

## **Grievance Issues / Analysis**

During 2019, there were five grievances filed compared to six in 2018. Only two were associated with a disciplinary matter related to an Internal Affairs case. The remaining three were associated with contractual issues. All of the grievances filed were by Fraternal Order of Police members whom represent the Officers, Corporals and Sergeants. All been resolved as of this writing.

The first grievance was filed by an employee who claimed the loss of compensation related to outside employment. A complaint had been filed on the GPD member for actions that occurred while he was an instructor at the police academy, off duty. After receiving the complaint, it was requested by the Department that the employee not instruct this particular class while the investigation was on-going as the complaint was filed by a GPD sponsored recruit. The employee claimed he lost compensation as a result and filed a grievance. In the end it was determined that there was no actual loss of compensation as the academy offered other assignments while the internal investigation was being completed. It was also determined that final decision to not allow him to teach the class was that of the police academy administration and not GPD.

The second grievance that was disciplinary related was associated with action taken for a workmanship issue. The employee was disciplined for not taking appropriate action during a domestic violence investigation as a result of an Internal Affairs investigation. The sustained finding resulted in an Employee Notice (written reprimand) being issued. The employee disagreed with the recommended discipline and filed a grievance. In the end the discipline was upheld and the recommended discipline remained.

The remaining grievances were contract related and will be discussed below:

A grievance was filed related to specialty pay compensation for FTO Sergeants. Each shift rotation has a designated FTO Sergeant. The FTO Sergeants would oversee trainees on their



# INTRA-OFFICE COMMUNICATION

respective shifts and take on other associated administrative responsibilities on top of their normal shift duties. Because of the added work, compensation similar to that received by Field Training Officers was requested. The initial request was denied because it was determined that pay was specific to Field Training Officer but not to the FTO Sergeants. A grievance was filed. The resulting decision was that FTO Sergeant would receive compensated based the added responsibilities that required for the assignment. All FTO Sergeants now receive the FTO Specialty pay.

Another grievance was filed on behalf of the Fraternal Order of Police associated related to staffing concerns created when an officer was offered part-time assignment while attending law school. The concern of the FOP was that officers being placed into sworn part-time assignments could reduce the number full time sworn positions. This, in turn, could create potential staffing issues if it did affect full time positions. In the end it was determined that part-time positions would not affect the number of full times and the overall full time numbers would not be impacted. The decision resolved the grievance.

The final grievance filed was related to an employee having their probationary period extended for alleged subpar performance during the evaluation period. The employee claimed that proper protocol was not followed during the evaluation period to extend the probationary period. The determination of the grievance was that the necessary steps to extend the probation period were not properly documented nor completed within time parameters as required by the bargaining agreement. The result of the grievance was that the probationary evaluation was changed and the recommendation for extending the probationary period overturned.

## ANALYSIS

The result of this grievance analysis is that there were no patterns of concern identified. It was also determined that the agency is committed to the grievance process as outlined in both Department policy and applicable bargaining unit agreements.










# INTRA-OFFICE COMMUNICATION

**TO:** Chief Tony Jones

**FROM:** Lieutenant Jaret Weiland 

**VIA:** Chief Inspector Jorge Campos, Assistant Chief Terrence Pierce 

**DATE:** February 10<sup>th</sup>, 2019

**RE:** 2018 Internal Affairs Annual Report 

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In 2018, the Gainesville Police Department Internal Affairs Unit (IA) began with Lieutenant Jaret Weiland as the IA Director and Sergeant Joy Robinson and Sergeant Steven Hayes as investigators. Ms. Cathy Strivers remained as the Staff Specialist. In May Sergeant Robinson was selected and promoted to the rank of Lieutenant resulting in her transfer. A selection process was held and an eligibility list established. In July, Sergeant H. Renee Guyan was selected to fill the vacancy and transferred to Internal Affairs. In November, Sergeant Hayes was transferred to the Investigations Bureau to fill an existing vacancy. Sergeant Dana Strama was chosen to fill the vacancy from the established eligibility list replacing Sergeant Hayes.

Internal Affairs purchased IA Pro Software and implemented its use in March of 2017. All of the data from previous programs, both AIM and RMS, was migrated over to IAPRO so that all cases would be available in the new system. 2018 was the first full year that the IAPRO software was utilized. There were some minor issues identified related to the migration some of the data that was brought over from the previous applications. Most of the issues were related to creating duplicate entries and/or case numbers being changed. Ms. Strivers worked diligently with the support staff from the company and resolved a majority of the issues.

IAPRO was also selected to incorporate a more viable Early Warning System. Early intervention has been shown to be effective in reducing misconduct, improving community relations, and reducing turnover. The purpose of the Early Warning System is to correct behaviors through training and intervention.

In addition, as part of the IA Pro Software, Blue Team was also purchased. The Department transitioned from RMS to Blue Team effective in November of 2017, so this too was the first full year utilizing the program. Blue Team is used in completing Use of Force reviews, Pursuit reviews, damaged vehicle incidents, Counseling/Training, Video reviews, Citizen complaints/referrals and other Bureau level actions. Blue Team works hand in hand with IA Pro and compiles and houses all of the data in one easily accessible location.

In 2018, Internal Affairs continued to monitor the suggestion box made available to citizens in the GPD lobby as well as a box that was accessible to GPD Staff so that referrals could be made. This box was checked regularly and most of the suggestions were directly related to facilities



# INTRA-OFFICE COMMUNICATION

issues. Those were forwarded to the Administrative Services Bureau for consideration. A few suggestions pertaining to patrol operations, in particular shift scheduling, were forwarded accordingly. No complaints or other Internal Affairs matters were part of the review.

In 2018 revisions to General Orders 26.1, Rules of Conduct, and 26.5 Disciplinary System and Investigative Process were completed. This included the proposed implementation of an Internal Affairs Panel. The policy recommends Internal Affairs cases be presented to an internal panel that reviews disciplinary cases to ensure consistency and fairness. These changes which take effect in 2019 once the policies make it through the review and approval process.

The remainder of this report will summarize the numbers and types of cases submitted to GPD IA in 2018. Included in the disposition section will be 15 cases that were still open from 2017 that had not been completed as of last year's summary. At the time this report is being completed there are seven cases from 2018 that are still open and therefore will not be considered in the disposition/resolution data summaries. That data will be included in the 2019 summary.

## **Overview of 2018 Cases Received**

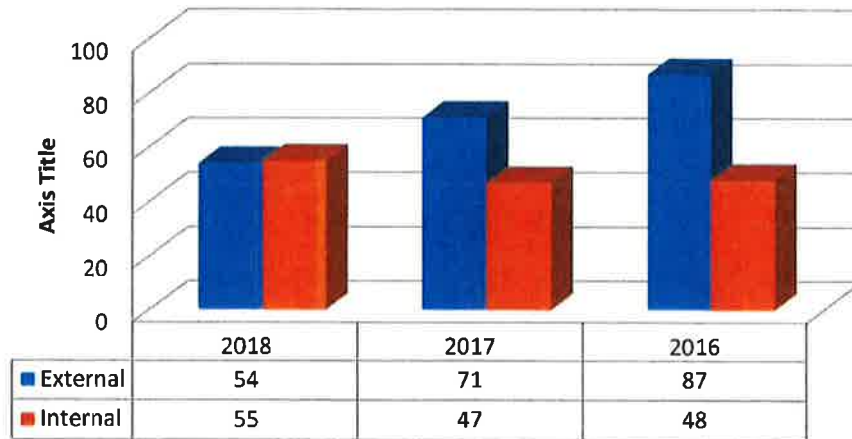
There were 109 complaints filed with Internal Affairs in 2018. Of the 109 cases received, 55 originated with internal complaints and 54 came from external sources. The total number of complaints received was down overall from the previous two years. External complaints have continued to reduce in comparison to the last two years. Internal complaints increased from in 2018, primarily as a result of missed quasi-judicial proceedings (depositions and pre-trial conferences). Missed court proceedings accounted for 31 of the 55 internal complaints. Corrective action, via a written warning, was taken on a majority of those cases and the issue has improved through the year.

22 full investigations were completed by the three IA Investigators and 32 cases were completed as Administrative Reviews. An Administrative Review would mean that the complaint was investigated by Internal Affairs but there was enough information uncovered during the preliminary investigation that resolved the complaint and as such a full investigation was not required. 55 of the cases were referred to Bureau Commanders for investigation and/or review.

Of the 54 external complainants, 12 began with a traffic stop, 14 resulted in a person (complainant or other) being arrested, 4 came from crash investigations conducted by GPD, 6 from domestic disturbance cases and 18 from other types of calls for service. Below are comparisons of the last 3 years for this data:

# *INTRA-OFFICE* COMMUNICATION

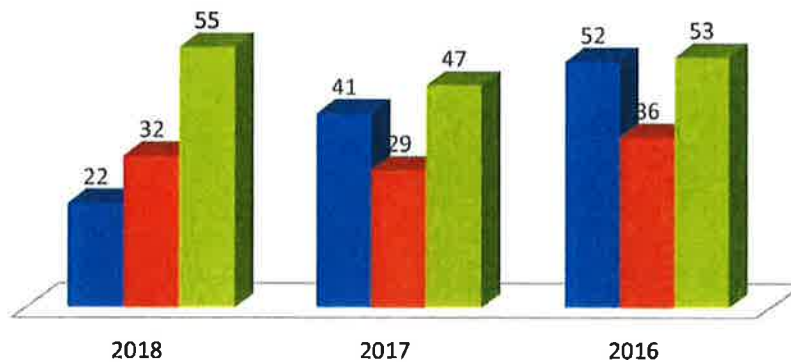
## Case Overview



**Total Complaints Received**  
2018 - 109      2017 - 118      2016 - 141

## How Investigated

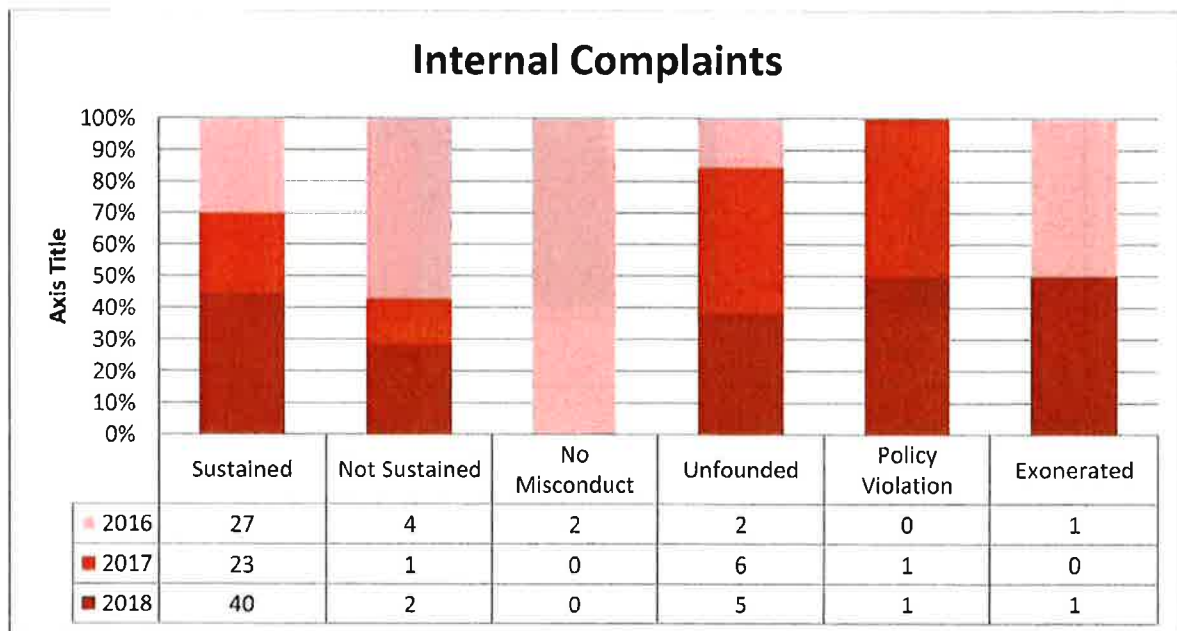
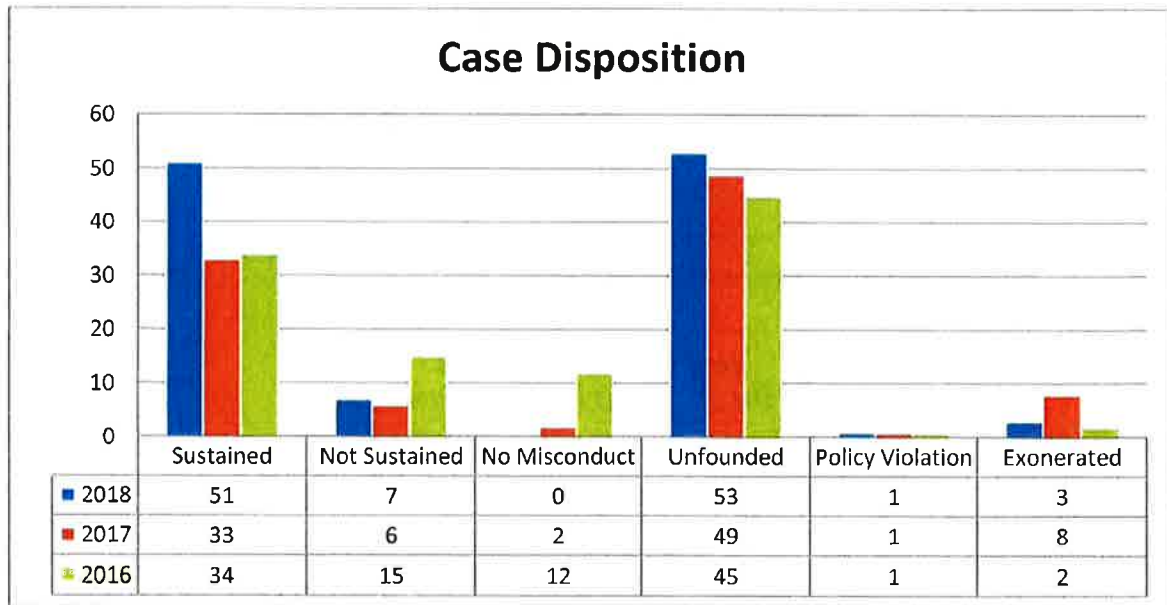
Internal Investigation    Administrative Review    Bureau Investigation



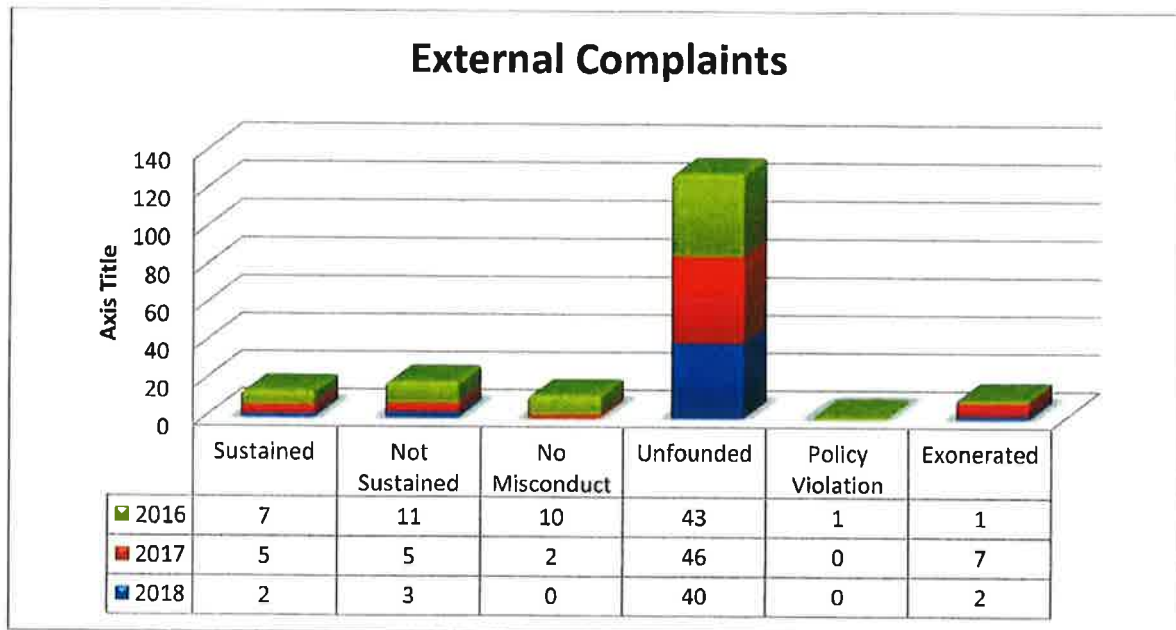
# **INTRA-OFFICE COMMUNICATION**

## Disposition of Cases

In 2018, the cases were concluded with 51 sustained cases, cleared 7 as not sustained, 53 as unfounded, 1 as a policy violation and 3 as exonerated. Below are graphs showing a comparison of 2018 to the previous 2 years as well as a breakdown of how internal and external complaints were categorized in each year.



# **INTRA-OFFICE COMMUNICATION**



In 2018, 6 members elected to participate in the Request for Expedited Disposition of Internal Investigation (REDII). 7 made this election in 2017 and 7 in 2016. This is a beneficial option for both the member and the department. Of the cases resolved via the REDII process three were related to At Fault vehicle crashes and three were workmanship or performance issues.

## **Demographic Breakdown of Complaints Received**

Below is the demographic breakdown associated with the 109 complaints, 54 External and 55 Internal, received during the calendar year in 2018. The numbers are broken down by both External and Internal categories. The numbers reflect the fact that there were three external complaints that had more than one complainant; as such there are 57 complainants. Six of the 55 Internal Complaints were at fault crashes so there was not a complainant.

### **External Complaints (54 Received)**

White Male	Black Male	White Female	Black Female
10	29	8	10

### **Internal Complaints (55 Received)**

White Male	Black Male	White Female	Black Female	VIRB (Crash)
34	2	11	2	6





# INTRA-OFFICE COMMUNICATION

## Activity of Origin

In several complaints, multiple accusations are made against officers. An example of this may be when a citizen alleges improper language by saying the officer cursed at them and then used excessive force on them and also possibly conducted an incomplete investigation. The below table shows how many times misconduct was alleged to have occurred in 2018 and in the 2 previous years. The chart shows an aggregate of both internal and external complaints and does not show the final disposition of each allegation of misconduct.

Activity of Origin	2018	2017	2016
Use Of Force Complaint	4	4	10
Profiling Complaint	4	6	9
Pursuit Issue	1	1	3
Equal Opportunity Referral	1	2	3
Database Misuse	0	2	4
Criminal Activity Alleged Against Employee	2	2	7
Fail to Protect Property (Citizen or City Owned)	4	3	9
Handcuffing Complaint	1	1	1
Fail to take Report	1	1	5
Internal Relations Issue	1	4	4
Insubordination	2	2	0
Missed Court	31	1	3
Conduct Unbecoming/Discourtesy/ Rudeness	16	19	30
Juvenile Involved	4	1	3
Off Duty Conduct	2	5	5
Social Media Issues	3	2	3
Overtime Issue	1	5	4
Issue with an Arrest	10		
Investigation Issues/Workmanship	13		
Improper Contact	8		



# INTRA-OFFICE COMMUNICATION

## Discipline and Correction Action resulting From Internal Investigations

There were three terminations served as a result of Internal Investigations in 2018, two being sworn members and the other a civilian. The sworn members were terminated for untruthfulness related to damage not reported on their assigned vehicle and the other for inappropriate posts that were discovered on their Facebook page. The civilian termination was the result of them being arrested for a misdemeanor during an off duty incident. There were three employees that would have likely faced dismissal had they not resigned prior to the intended discipline being served. The case did not involve sworn personnel but police recruits who were involved in a cheating / academic dishonesty case while attending the police academy. All resigned prior to any disciplinary action taking place

Three officers received a suspension as a part of their discipline. More written warnings were issued in 2018 than in the previous year. This is most definitely the result of the both at fault Vehicle Crash/Damage incidents and missed court complaints.

Discipline and Correction Actions	2018	2017	2016
Termination (used Dismissal)	3	0	0
Resigned/Retired In Lieu of Termination	3	4	1
Suspension	3	3	11
Demotion	0	0	0
Employee Notice	12	15	5
Written Warning	43	18	13
Verbal Counseling	2	2	3



# INTRA-OFFICE COMMUNICATION

## Preventable Fleet Incidents

In 2018 GPD had 23 preventable fleet incidents. Most of the cases were minor in nature with resulting in a written warning. Four of the preventable crashes that occurred involved significant damage. Three of those cases resulted in discipline and loss of car privileges. One resulted in a written warning and loss of take home car privileges as the employee had no history and participated in the REDII process. Two employees received progressive discipline in what would be considered a minor crash as a result of previous crash events. The number of preventable crashes in 2018 was the same as 2017. There were four cases that carried over from 2017 that resulted in discipline. One of those also resulted in a suspension. Those numbers are reflected in the disposition numbers in the first table below.

The revision of General Order 61.7, Department Traffic Crash Investigations in 2014, has resulted in more progressive discipline as it created a crash matrix with a point system for separate events. As more officers have had more repetitive minor preventable incidents, discipline had increased. Prior to this policy revision, a member of this agency could have been involved in multiple and frequent minor preventable incidents and continually received a performance infraction corrective action. With the new policy revision, a cumulative point system discourages personnel from repeating minor preventable fleet incidents.

Discipline Issued for Preventable Fleet Incidents	2018	2017	2016
Written Warning	17	18	22
Employee Notice	8	7	4
Suspension	1	3	2
Loss of Take Home Care Privileges	9	8	

Severity of Crash	2018	2017	2016
Minor Crash	19	9	23
Enhanced Crash with Damage	2	5	2
Enhanced Crash with Injury	0	0	1
Major Crash	2	2	2

\*Note, the point system was not utilized until September 2014.

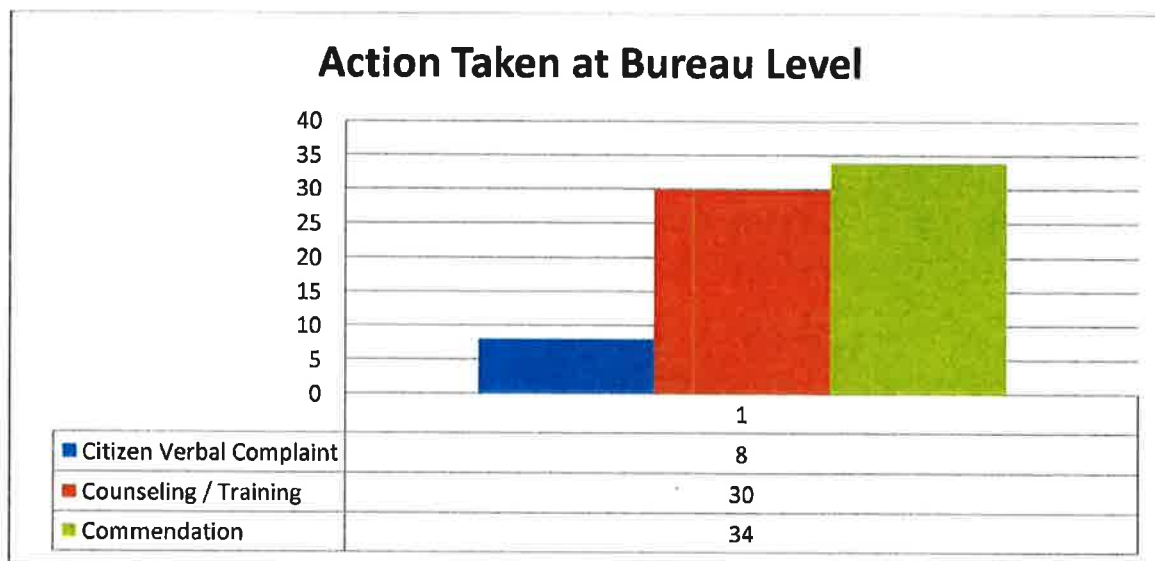


# **INTRA-OFFICE COMMUNICATION**

## Operations Documented Events

Many events of internal concern do not pass through the Internal Affairs Office but instead are directly documented by line level supervisors. Over the last 3 years, the frequency in using the RMS module and now Blue team has increased. This will likely continue as supervisors are now utilizing the systems more consistently.

The graph below shows the types of entries made by supervisors in Blue Team for 2018. This number does not include Internal Affairs Complaints that were sent down to be investigated at the Bureau level.





# *INTRA-OFFICE* COMMUNICATION

## **Early Warning Concerns**

One of the main reasons for the implementation of IA PRO and Blue Team was the ability to use Early Warning System function. 2018 was the first full year that the system was utilized and Internal Affairs was still becoming familiar with the component. The incidents being monitored that could trigger an alert were identified as Use of Force events, Vehicle Pursuits, Counseling / Training sessions, Internal and External complaints (Bureau and Internal Affairs) and other disciplinary functions. There are other factors that will be considered as an example, but these are the primary events that will trigger the alerts. Attendance / sick leave usage is a matter that is being considered as it could indicate an issue.

Because 2018 was the first year that the EWS component associated with IAPRO was utilized, Internal Affairs was still becoming familiar with the program and monitored the alerts. There were referrals forwarded to the respective bureaus based upon the employees meeting certain thresholds and those employees were monitored. In 2019, Internal Affairs will coordinate with other entities at GPD (Bureau Command Staff and Supervisors, Personnel, etc.) to address issues of frequency that cause alerts. Training will be also be provided to front line supervisors and managers so that they can monitor their employees more directly and intervene when factors may be present. General Order 26.5 will also be revised to better define what will be monitored and the expectations of the supervisors will be for the involved employee.

The goal of the Early Warning Systems is to identify factors that may indicate an intervention is beneficial and is not necessarily a disciplinary function. It has been determined that the system is functioning as designed and provides information for the proper review of employees involved in multiple incidents. Now that Internal Affairs staff has become more familiar with the software, the Early Warning System will be better utilized in 2019.

## **Officer Involved Shooting / Deadly Force Encounters**

In 2018, there were no officer involved shootings or other deadly force encounters involving Gainesville Police Department members.



# INTRA-OFFICE COMMUNICATION

## Grievance Issues / Analysis

During 2018, there were six grievances filed at the Department. Only two were discipline matters related to Internal Affairs cases. Three were associated with contractual issues. The other was related to how an employee was separated. All but one of the cases in 2018 has been resolved. The resolution for the remaining grievance case that will be discussed in the 2019 Internal Affairs report.

Of the four contractual / personnel related grievances mentioned above, two were related to compensation during special duty assignments, one was associated with the on-going contract negotiation impasse with the Fraternal Order of Police, and the other was related to changing the classification of how an employee was separated from employment after it was determined they no longer met job requirements. The FOP grievance was withdrawn. The other three were settled at Step 2 (Chief of Police) level. The two special duty assignment pay matters were granted to the petitioner resolving the matter. In the other case an employee was terminated after it was determined they were unable to perform required job functions. The grievance was filed to change the separation classification from termination to retirement as the employee was eligible to retire when the decision was made. The request was granted and the separation type changed.

The other two cases were discipline related. In the first case the subject officer was noticed of the potential violation and filed the grievance prior to the case being concluded. The grievant argued that the policy violation that was being alleged was not well defined. The Chief reviewed the circumstance and agreed that the policy need better clarification. The complaint was closed as a policy failure and a recommendation made to better define the policy. The second discipline related grievance was filed based upon actions taken that the employee felt were punitive while the complaint was still being investigated. That grievance is still on going and has not been resolved.

### **Resolutions in 2018 from grievances filed in previous years**

There were five grievances resolved in 2018 that had been filed in previous years. Four of the cases were related to discipline that was handed down. The other was associated with an employee who tried to rescind their retirement after a request was denied. Three of the cases went to arbitration with a decision being made as a result of the hearing. Those three arbitration cases sided with the petitioners.

Two of the arbitration cases were discipline related. In one case the sustained finding was overturned to unfounded. In the other the employee was terminated for a sustained Internal investigation. The arbitrator agreed with sustained finding but felt that suspension was more



# INTRA-OFFICE COMMUNICATION

appropriate. The City was going to appeal the decision but in the end the employee agreed to retire, resolving the matter.

The final arbitration case was related to the rescinded retirement request. When the employee submitted the request to retire they were on administrative suspension for an ongoing investigation. After the retirement paperwork was submitted the employee requested to rescind the retirement. The request was denied. The employee inevitably filed the grievance. This case also went to arbitration. The arbitrator ruled in favor of the petitioner which resulted in the employee being reinstated.

The other two resolved grievances were discipline cases and with a resolution being implemented. One case resulted in the discipline being changed from a suspension to corrective action. In the other the employee received a 40 HR suspension with a recommendation and an EAP referral. The employee was not disagreeing with the sustained finding or a 40 hour suspension. The employee just did not agree that an EAP referral was included in the discipline recommendation. In the end an agreement was made to remove the EAP referral from the disciplinary history. The sustained finding and suspension remained.

Based upon this analysis it established that there were no patterns of concern identified and confirmed that the GPD was committed to the grievance process as outlined in department policy and contractual agreements.



# INTRA-OFFICE COMMUNICATION

**TO:** Chief Tony Jones  
**FROM:** Lieutenant Jaret Weiland  
**VIA:** Assistant Chief Terrence Pierce  
**DATE:** February 1<sup>st</sup>, 2018  
**RE:** 2017 Internal Affairs Annual Report

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In 2017, the Gainesville Police Department Internal Affairs Unit (IA) began with Lieutenant Whitney Stout, as the IA Commander and Sergeant Joy Robinson as an Investigator. Sergeant Stephen Hayes was transferred to Internal Affairs in January, replacing Sergeant Michael Fitzgerald who retired in November 2016. Ms. Cathy Strivers remained as the Staff Specialist. In October, Lieutenant Jaret Weiland replaced Lieutenant Stout as the IA Commander.

In 2016, IA was directed to find a better and more advance software package that would incorporate a viable "Early Warning System." After much vetting, the software determined to be the best fit moving forward was IA Pro. The software was purchased and implementation started in March of 2017. All of the data from previous programs, both AIM and RMS, was migrated over to IA Pro so that all cases would be available in the new system.

In addition, as part of the IA Pro Software, Blue Team was also purchased. Blue Team was purchased to replace the Bureau level reporting system that was currently being completed in the RMS. This included inputting Use of Force reviews, Pursuit reviews, damaged vehicle incidents, Counseling/Training, Video reviews, Written Warnings and Citizen complaints/referrals. Blue Team works hand in hand with IA Pro and compiles and houses all of the data in one easily accessible location. The Department transitioned from RMS to Blue Team effective on November 1<sup>st</sup>, 2017. The data from RMS completed in prior years was also migrated over into IAPRO.

In 2017, Internal Affairs continued to monitor the suggestion box made available to citizens in the GPD lobby as well as a box that was accessible to GPD Staff so that referrals could be made. This box was checked regularly and most of the suggestions were directly related to facilities issues such as parking complaints and other housekeeping issues. Those were forwarded to the Administrative Services Bureau for consideration. A few suggestions pertaining to investigations or patrol operations were also received and forwarded accordingly. None of the suggestions were related to Internal Affairs issues.

In 2017 revisions to General Orders 26.1 Rules of Conduct, and 26.5 Disciplinary System and Investigative Process were completed which likely take effect in 2018 once the policies make it through the review and approval process.

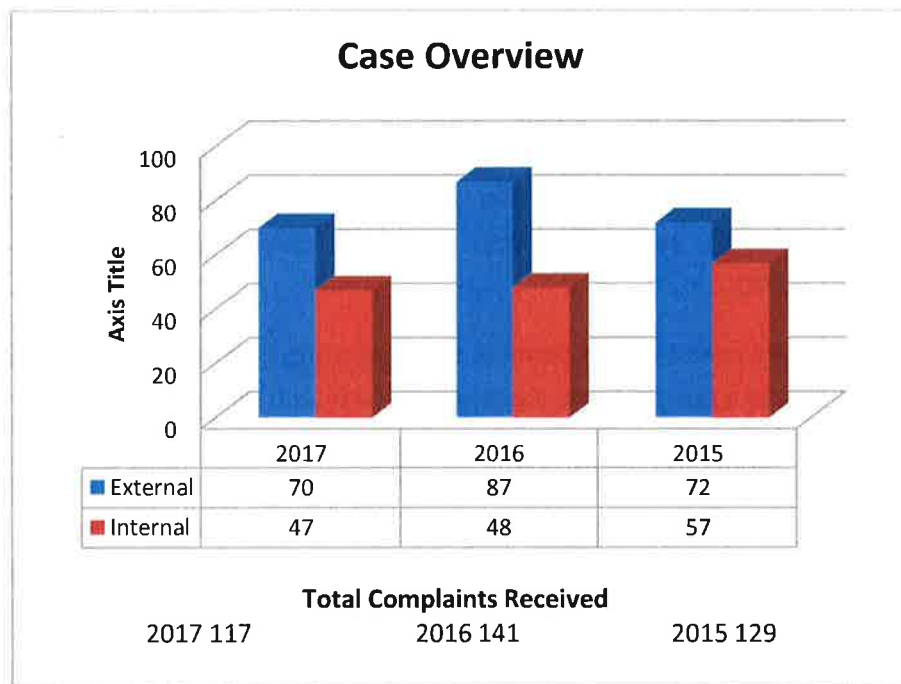
# INTRA-OFFICE COMMUNICATION

The remainder of this report will summarize the numbers and types of cases submitted to GPD IA in 2017. At the time this report is being completed there are 15 cases still open and active and therefore will not be considered in the disposition/resolution data summaries. That data will included in the 2018 summary.

## Overview of 2017 Cases Received

There were 117 complaints filed with Internal Affairs in 2017. Of the 117 cases received, 47 originated with internal complaints and 70 came from external sources. This was down from the previous two years. 41 full investigations were completed by the three IA Investigators and 29 cases were completed as Administrative Reviews. An Administrative Review would mean that the complaint was investigated by Internal Affairs but there was enough information uncovered during the preliminary investigation that resolved the complaint and as such a full IA investigation was not required. 47 of the cases were referred to Bureau Commanders for investigation and/or review.

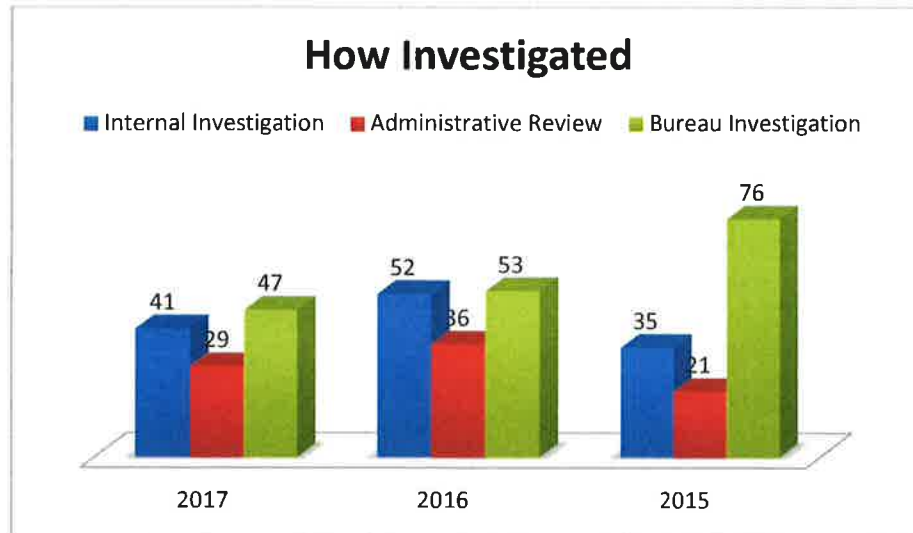
Of the 70 external complainants, 12 began with a traffic stop, 14 resulted in a person (complainant or other) arrested, 4 came from crash investigations conducted by GPD, 6 from domestic disturbance cases and 19 from other types of calls for service. Below are comparisons of the last 3 years for this data:





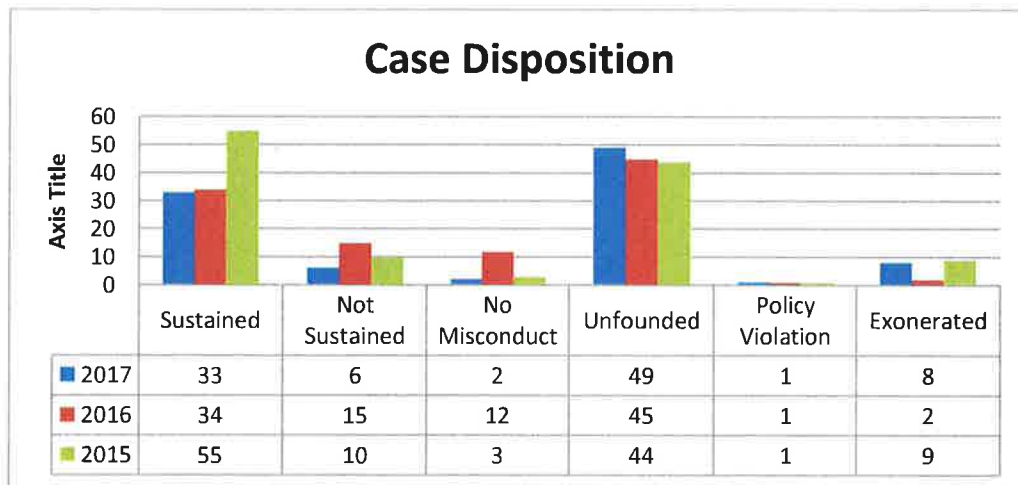


# INTRA-OFFICE COMMUNICATION



## Disposition of Cases

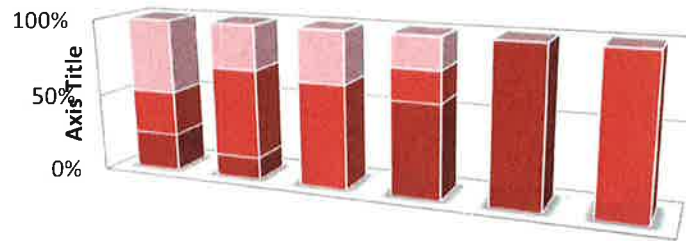
In 2017, IA sustained 33 cases, cleared 6 as not sustained, 2 with no misconduct, 49 as unfounded, 1 as a policy violation and 8 as exonerated. Below are graphs showing a comparison of 2017 to the previous 2 years as well as a breakdown of how internal and external complaints were categorized in each year.





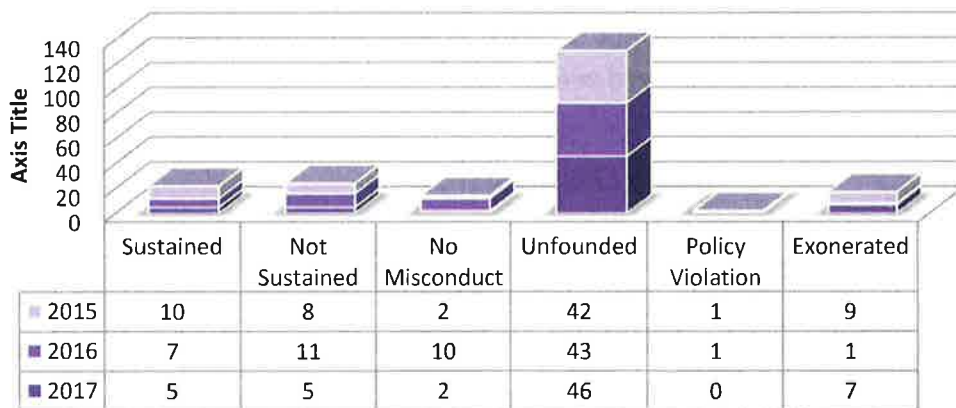
# INTRA-OFFICE COMMUNICATION

## Internal Complaints



	Sustained	Not Sustained	No Misconduct	Unfounded	Policy Violation	Exonerated
2015	45	2	1	2	0	0
2016	27	4	2	2	0	1
2017	23	1	0	6	1	0

## External Complaints



	Sustained	Not Sustained	No Misconduct	Unfounded	Policy Violation	Exonerated
2015	10	8	2	42	1	9
2016	7	11	10	43	1	1
2017	5	5	2	46	0	7

In 2017, 7 members elected to participate in the Request for Expedited Disposition of Internal Investigation (REDII). 4 made this election in 2016 and 6 in 2015. This is a beneficial option for both the member and the department. Of the cases resolved via the REDII process five were related to At Fault vehicle crashes and two were workmanship issues.





# INTRA-OFFICE COMMUNICATION

## Activity of Origin

In several complaints, multiple accusations are made against officers. An example of this may be when a citizen alleges improper language by saying the officer cursed at them and then used excessive force on them and also possibly conducted an incomplete investigation. The below table shows how many times misconduct was alleged to have occurred in 2017 and in the 2 previous years. The chart shows an aggregate of both internal and external complaints and does not show the final disposition of each allegation of misconduct.

Activity of Origin			
	2017	2016	2015
Use Of Force Complaint	4	10	6
Profiling Complaint	6	9	3
Pursuit Issue	1	3	0
Equal Opportunity Referral	2	3	0
Database Misuse	2	4	3
Criminal Activity Alleged Against Employee	2	7	2
Fail to Protect Property (Citizen or City Owned)	3	9	0
Handcuffing Complaint	1	1	1
Fail to take Report	1	5	5
Internal Relations Issue	4	4	3
Insubordination	2	0	0
Missed Court	1	3	17
Conduct Unbecoming/Discourtesy/ Rudeness	19	30	28
Juvenile Involved	1	3	4
Off Duty	5	5	4



# INTRA-OFFICE COMMUNICATION

## Discipline and Correction Action resulting From Internal Investigations

Although, GPD had no terminations that were served in 2017, there were two employees that would have likely faced dismissal had they not resigned prior to the intended discipline being served. In both of these cases, the employees resigned prior to the Internal Affairs investigation being concluded. There was also one case that would have resulted in discipline but the officer retired prior to the discipline being served. The resulting discipline would not have led to termination and the retirement was likely coincidental.

Suspensions occurred less frequently in 2017 as compared to 2016 and 2015. Only three officers received a suspension as a part of their investigation. Conversely, more written warnings were issued in 2017 than in the previous year. This is likely the result of the updated policy associated with Vehicle Crash/Damage incidents which will be addressed in the next section.

Discipline and Correction Actions	2017	2016	2015
Termination	0	0	1
Resigned/Retired In Lieu of Termination	2	1	2
Suspension	3	11	3
Demotion	0	0	1
Employee Notice	15	5	8
Written Warning	18	13	30



# INTRA-OFFICE COMMUNICATION

## Preventable Fleet Incidents

In 2017 GPD had 23 preventable fleet incidents. This is a slight reduction from 28 in 2016 and 30 in 2015. Discipline issued as a result of these incidents has increased over the last 3 years which is to be expected with the revision of General Order 61.7, Department Traffic Crash Investigations. As more officers have had more repetitive minor preventable incidents, discipline has been proportionate. Prior to this policy revision, a member of this agency could have been involved in multiple and frequent minor preventable incidents and continually received a performance infraction corrective action. With the new policy revision, a cumulative point system discourages personnel from repeating minor preventable fleet incidents.

<b>Discipline Issued for Preventable Fleet Incidents</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
<b>Performance Infraction</b>	NA	NA	NA
<b>Verbal Warning</b>	0	0	1
<b>Written Warning</b>	16	22	25
<b>Employee Notice</b>	7	4	3
<b>Suspension</b>	3	2	0
<b>Loss of Take Home Car Privileges</b>	8		

<b>Severity of Crash</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
<b>Minor Crash</b>	15	23	24
<b>Enhanced Crash with Damage</b>	6	2	4
<b>Enhanced Crash with Injury</b>	0	1	0
<b>Major Crash</b>	2	2	1

\*Note, the point system was not utilized until September 2014.

## Operations Documented Events

Many events of internal concern do not pass through the Internal Affairs Office but instead are directly documented by line level supervisors. Over the last 3 years, the frequency in using the RMS module and now Blue team has increased. This will likely continue as supervisors are now utilizing the systems more consistently.

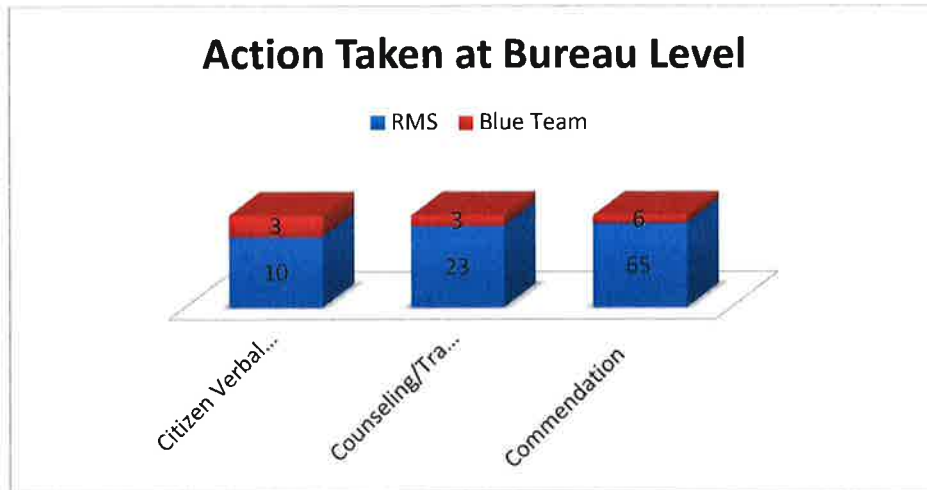
Below shows the types of entries made by supervisors in the supervisor administrative module of RMS (Note, this module is referred to as the Citizen Complaint module, but is used for numerous types of line level supervisory functions) and Blue Team for 2017. This number does not include Internal Affairs Complaints that were sent down to be investigated at the Bureau level.



# INTRA-OFFICE COMMUNICATION

## Action Taken at Bureau Level

	RMS	Blue Team
Citizen Verbal Complaint	10	3
Counseling/Training	23	3
Commendation	65	6



## Early Warning Concerns

One of the main reasons for the implementation of IA PRO and Blue Team was the ability to use Early Warning System function. Now that system is fully operational and Internal Affairs staff has become more familiar with the software, the Early Warning System will be utilized more thoroughly in 2018. Internal Affairs will coordinate with other entities at GPD (Bureau Command Staff and Supervisors, Personnel, etc.) to address issues of frequency that cause alerts. Considered will be complaints, damaged vehicle incidents, use of force situations, pursuit involvement and attendance. There are other factors that will be considered but these are the primary events that will trigger the alerts. Early Warning Systems are not necessarily a disciplinary function but try and identify factors that may indicate an intervention is beneficial.

Although the EWS was not fully operational in 2017, there were four staff members that had multiple damaged vehicle incidents over a 24 month period. As a part of the final disposition associated with some of those incidents the Bureau supervision for the individuals did take action. They did coordinate with the Operational Skills Unit and the employee received remedial driver training addressing the area of concern. Two of the members received forty hours of remedial training and two received ten hours. These efforts will continue in 2018 as a part of the EWS protocol.



# INTRA-OFFICE COMMUNICATION

## **Officer Involved Shooting**

In 2017, there was a single deadly force incident. On February 19th, officers were investigating the report of four subjects in a vehicle that were heading to TB McPherson Park to shoot an individual that was involved in another shooting the previous night. A vehicle description was provided. An officer located the vehicle as it was approaching the location. Upon sight of the marked unit the driver made an abrupt turn into Woodland Park Apartments and began driving erratically. The officer initiated a high risk stop. The vehicle stopped and the suspect exited his vehicle with a gun in hand and he turned towards the officer. The driver started to run then turned towards the officer with the gun still in hand when the officer fired two shots at the subject. The subject was not struck and fled on foot. The suspect was later arrested that night. A gun was eventually recovered as well. This was investigated by the GPD Criminal Investigations Bureau, reviewed by the State Attorney's Office and finally by Sergeant Robinson as an Internal Affairs Administrative Review. On October 14<sup>th</sup>, 2017, the matter was closed internally with a finding that the use of force was appropriate by the involved GPD employees and that no policy violations occurred during the incident. The suspect in case was charged with multiple offenses to include aggravated assault on a Law Enforcement Officer.

## **Grievance Issue**

During 2017, there were four Internal Affairs cases that resulted in a grievance being filed. One of the grievances was resolved by the Chief of Police and will be addressed below. The remaining three cases were not overturned at both the Chief of Police and City Manager levels and are currently in Arbitration. The level of discipline applied is what is being grieved. In addition to the grievances associated with 2017 Internal Affairs cases there is currently a case from 2016 that is still being reviewed. It is at the Arbitration level also.

The grievance that was resolved by the Chief of Police was associated with the recommended discipline for the case. The case was related to an Officer Involved Crash where the involved officer had previous similar incidents. The discipline was reduced as one of the previous case that was being considered as a part of the progressive discipline likely should not have been included in considering compounding points. The disposition for the case was still a sustained finding and the employee still received discipline as a result, just the recommendation for suspension was not applied.

If there is a resolution for the remaining grievance cases that will be discussed in the 2018 Internal Affairs report.

