

2021

Professional Standards Division Annual Strategic Report



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Overview

The Professional Standards Division Commander is responsible for ensuring that the Port St. Lucie Police Department is operating within the boundaries and established guidelines of public trust and confidence. This division is responsible for the investigation of complaints against department employees, volunteers, and on occasion, other city employees; the verification of compliance of required accreditation standards, inspections; the training of all police personnel; and the recruitment and hiring within the Port St. Lucie Police Department. The Commander of Professional Standards Division reports directly to the Chief of Police.

The Professional Standards Division staff consists of one commander, three sergeants, five police officers, and seven civilian employees.

The Professional Standards Division is comprised of the following sections and units:

- Accountability and Analysis Section
 - Crime and Intelligence Analysis
 - Accreditation
 - Staff Inspections
 - Stratified Policing
- Internal Affairs Section
- Staff Services Section
 - Training
 - Recruiting, Background Investigations and Hiring

Accountability and Analysis

The Accountability and Analysis Section is staffed with one sergeant, one officer, and five civilians. The sergeant is responsible for: Accreditation, Staff Inspections, Crime and Intelligence Analysis, & Accountability Meetings.

Accreditation

An officer is assigned as the Accreditation Manager. Accreditation is a voluntary process through which the Port St. Lucie Police Department receives national and state recognition for meeting and maintaining professionally recognized criteria for excellence in management and service delivery. The name of the accreditation body is Commission on Accreditation for Law Enforcement Agencies, Inc. (C.A.L.E.A.). The Port St. Lucie Police Department is the 193rd law enforcement agency in the United States and the first in St. Lucie County to become nationally accredited. The department successfully achieved national re-accreditation in 1996. In the following year, 1997, the department received accredited status through the Commission for Florida Law Enforcement Accreditation (CFA). The department has most recently been re-accredited in 2020 from CALEA and 2019 from CFA.

Accreditation provides some of the following benefits to the department:

- * Assures governmental leaders of the quality of services delivered by their law enforcement agency
- * Provides a thorough review of the agency's status and readiness
- * Reinforces the agency's ability to maintain the highest standards of law enforcement services that represent current professional practices
- * Assures that agency personnel are trained and functioning according to established policies and procedures
- * Provides a quality work environment for well-trained professionals that aids in recruiting and retaining qualified personnel

The Accreditation Manager is charged with the responsibility of ensuring that the Port St. Lucie Police Department remains in compliance with all the applicable accreditation standards designated by the state and national accrediting agencies between re-accreditation periods. Standards compliance is maintained through a variety of methods, which include continual review and updating of departmental written directives to include the General Guidelines and Standard Operating Procedures.

Staff Inspections

The Accreditation Manager is also the staff inspector. The function of the staff inspections is to ensure that the department's operational and administration functions are executed properly. This section provides the Chief of Police, other commanders, and supervisors with a means of routinely assessing the department's efficiency and effectiveness as well as provides information for current and future planning. The Accreditation Manager conducts staff inspections in a systematic, fair, and

objective manner when examining office facilities, property, equipment, personnel, as well as administration and operational activities outside the normal supervisory and line inspection procedures.

Crime and Intelligence Analysis

Five civilian personnel comprise the Crime and Intelligence Analysis Unit. The Unit conducts an advanced level of analytical work involving the identification of patterns, trends, common characteristics and the underlying causes of crime to assist in the development of law enforcement responses and to improve the effectiveness of criminal apprehension and crime prevention. Crime and intelligence analysis work is reviewed through conferences, conversations, observations, analysis of reports, recommendations, and evaluation of results achieved.

The crime and intelligence analysts perform crime research and analysis for the enhancement and direction of proactive law enforcement operations utilizing manual and automated methods of research and analysis. They prepare daily, weekly, and monthly reports and crime analysis bulletins in order to disseminate crime statistics, suspect information, and crime patterns.

The crime and intelligence analysts also conduct research, gather and compile information, and analyze data to identify crime patterns and trends in the City and surrounding areas; share relevant information with other agencies, as directed; compile and evaluate information; select essential elements and correlates new information with existing information; and provide analytic support to all law enforcement personnel regarding special requests.

The crime and intelligence analysts prepare maps, graphs, charts, tables and other illustrative devices for visual presentation of data; create intelligence reports and statistical analysis; and conduct link analysis, event flow analysis, and activity charting. They also receive, prepare and disseminate intelligence information about criminal activity and officer safety matters via bulletins, case reports, or memoranda. The analysts may provide recommendations for strategies concerning crime prevention or apprehension of criminals, such as directed patrol recommendations, surveillance, or stakeouts. They develop and maintain criminal intelligence sources; as well as establish, maintain and coordinate contacts with various local, state, and federal law enforcement agencies to facilitate a productive information exchange network.

Stratified Policing

The Port St. Lucie Police Department employs Stratified Policing (an organizational model of problem solving, analysis and accountability) as an approach to crime reduction that seeks to overcome the weakness of current policing methods, while at the same time incorporates evidence-based practices. The Stratified Model distinguishes among different types of problems for which crime reduction strategies are implemented and designates responsibility based on the type of problem and resources necessary to address the problem. By separating and distinguishing the types of problems, different analyses, responses, and accountability mechanisms are carried out

by different personnel within the agency which “stratifies” the workload and responsibility for problem solving and crime reduction. The word “problem” is used in its most general sense, as a problem could be a significant incident, a repeat call for service location, a crime pattern, hot spot, a community quality of life issue, a traffic problem, and habitual offender, etc.

Accountability Meeting Structure

Daily Staff Meetings/Roll Call Briefings: Facilitate action-oriented accountability for strategies implemented for immediate and short-term problems. They are used to develop and monitor implementation of strategies for significant incidents, repeat incidents, and patterns, as well as immediately assess the effectiveness of those strategies.

Weekly C.O.A.R. Meetings: C.O.A.R. is an acronym for Collaborative Operational Analysis and Response. C.O.A.R. meetings occur on a weekly basis and facilitate action-oriented accountability within and/or among divisions (e.g., patrol, investigations, crime analysis, crime prevention, and media relations), so that employees can come together to develop, coordinate, and assess strategies implemented for short-term problems.

Monthly S.T.A.R.C.O.M. Meetings: S.T.A.R.C.O.M. is an acronym for Statistical Tracking Accountability and Response through Computer Oriented Mapping. It is a program that was modeled after NYPD’s “CompStat” (i.e., Computerized Statistics) program. S.T.A.R.C.O.M. meetings occur on a monthly basis and facilitate evaluation-oriented accountability within geographic areas and support divisions, as well as across the entire agency. These meetings are used to assess whether short-term crime reduction activities are effective, whether long-term problems are emerging and to monitor the progress of ongoing long-term crime reduction strategies.

Annual Meetings: Facilitate evaluation-oriented accountability for the entire organization. These meetings are used to examine long-term trends to determine the effectiveness of the agency’s overall crime reduction approach and to identify new long-term problems to be addressed over the next year or more, as well as to formulate agency goals and any new or modified strategies for the coming year.

Internal Affairs

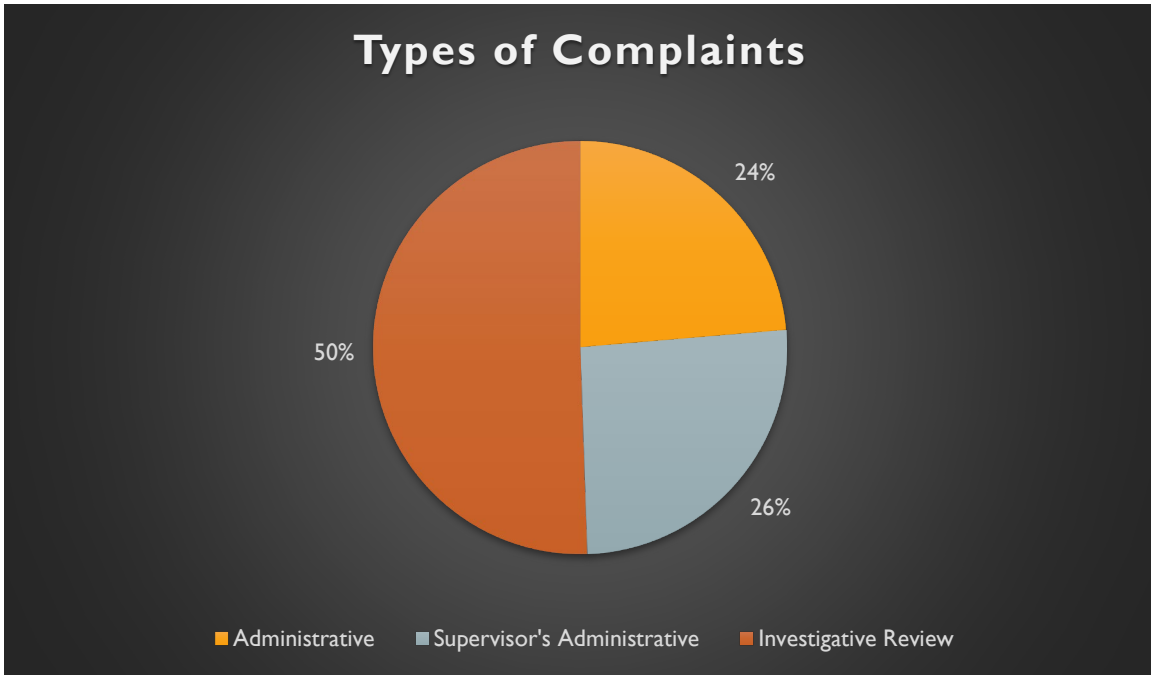
A detective sergeant, detective, and the division commander’s administrative assistant are assigned to the Internal Affairs Section. The Internal Affairs Section is responsible for investigating police employees for the following matters: administrative complaints, supervisor administrative complaints, citizen complaints, police-involved shootings, automobile accidents, use of force, and sexual harassment. Internal Affairs is also responsible to ensure that all police records pertaining to the above-mentioned investigations and discipline are tracked, analyzed for trends, and securely maintained.

The function of the Internal Affairs Section is to provide fact-finding assistance to the Chief of Police. Internal Affairs provides a systematic, objective, and impartial method of investigating complaints of improper behavior by police officers or other personnel that may violate Department or City Rules & Regulations. All complaints, whether made by citizens or City employees, are investigated.

Internal Affairs Complaints

The Internal Affairs Section of the Port St. Lucie Police Department is responsible for the investigation of complaints against department employees, volunteers and on occasion other city employees. This section is also responsible for maintaining employee complaint and disciplinary records.

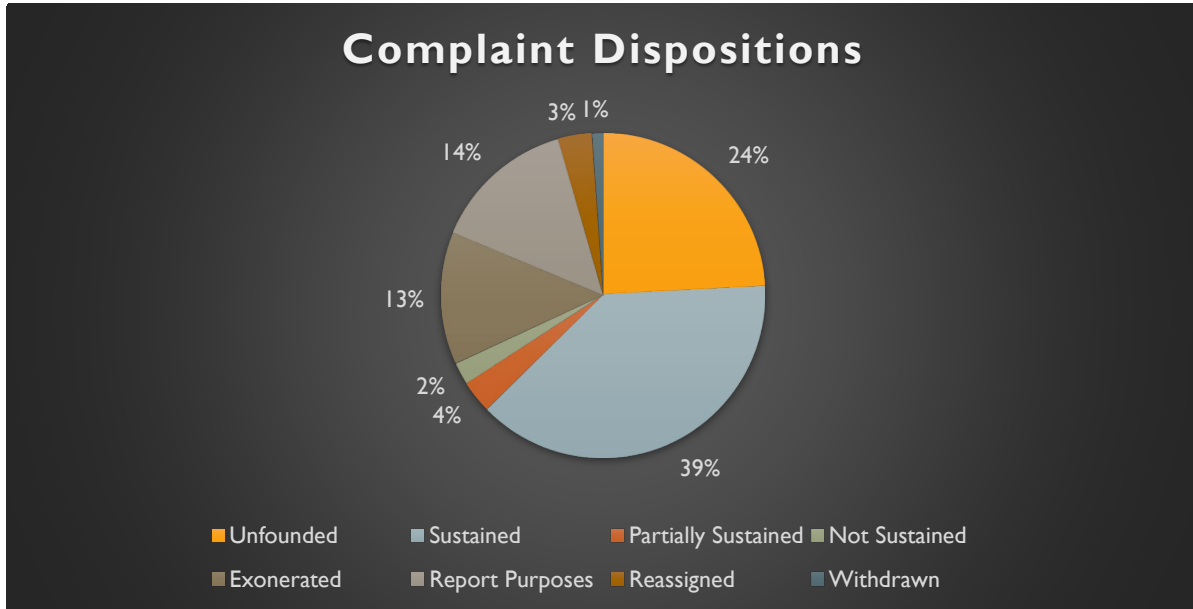
During the year 2021, 93 total complaints were received by the Internal Affairs Section. These complaints are separated into categories to include Administrative, Supervisor’s Administrative and Investigative Review. There was a total of 22 Administrative Complaints, which are formal Internal Affairs Investigations. There was a total of 24 Supervisor’s Administrative Complaints, which are supervisor-initiated complaints. Investigative Reviews comprised a total of 47, which are complaints that did not require a formal investigation.



Administrative, Supervisor Administrative, and Investigative Review Dispositions

During the year 2021, 93 Complaints were assigned by Internal Affairs. The dispositions in those investigations were determined to be as follows: – 22 Unfounded, 35 – Sustained, 3 – Partially Sustained, 2 – Not Sustained, 0 – Not Sustained/Unfounded, 0 – Exonerated/Unfounded, 12 –

Exonerated, 1- Withdrawn, 4 - Reassigned and 13 – Report Purposes. There is one case that remains active.

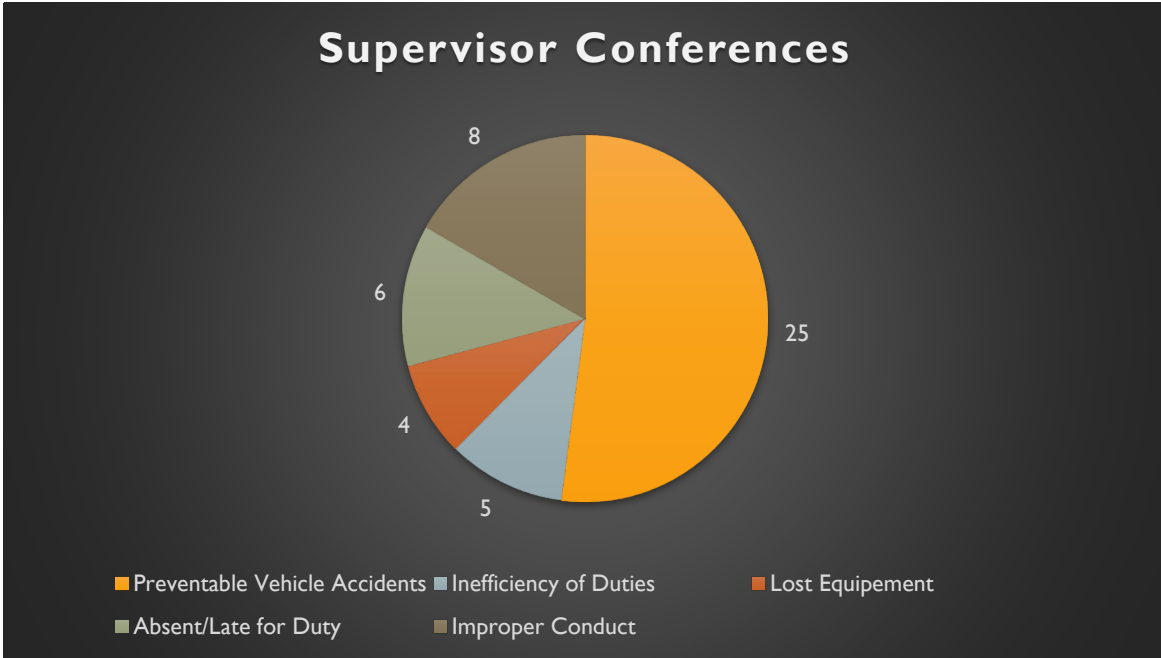


Definition of Case Findings	
Unfounded	The allegation was demonstrably false or there was no credible evidence to support the complaint.
Exonerated	The incident occurred but the individual’s actions were lawful and did not violate written policies.
Not Sustained	Investigation failed to disclose sufficient evidence to prove or disprove the allegation.
Sustained	The allegation is supported by sufficient evidence.

Five Year Complaint Findings Comparison					
	2017	2018	2019	2020	2021
Unfounded	26	5	5	29	22
Exonerated	10	17	16	15	12
Not Sustained	5	1	3	2	1
Not Sustained/Unfounded	0	0	1	1	0
Sustained	59	57	42	37	35
Partially Sustained	1	4	5	4	3
Exonerated/Unfounded	0	2	4	1	0
Exonerated/Not Sustained	1	4	0	0	0
Record Purposes	2	6	3	6	13
Policy Issue	0	1	1	0	0
Total # Findings	108	97	80	95	86
Total # Complaints	100	98	89	98	93

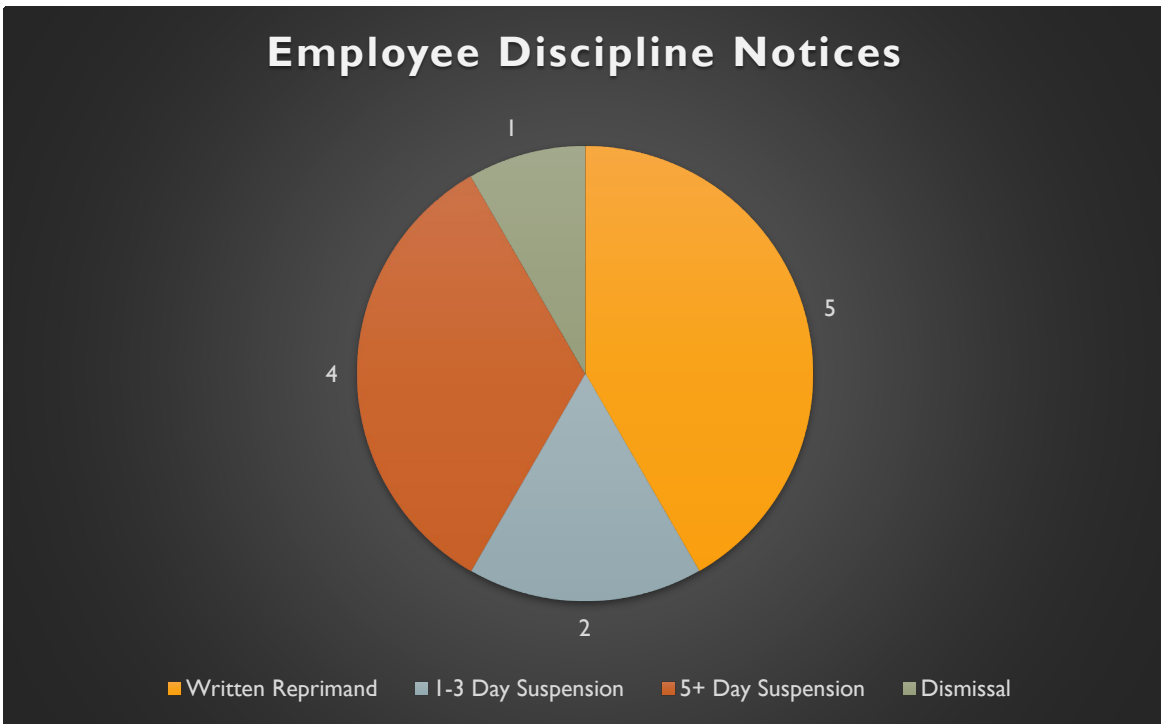
Disciplinary/Corrective Action

In 2021, 26 Supervisor Conferences and 9 Employee Discipline Notices were issued. The Employee Discipline Notices include Written Reprimands, Suspensions, and Dismissal.



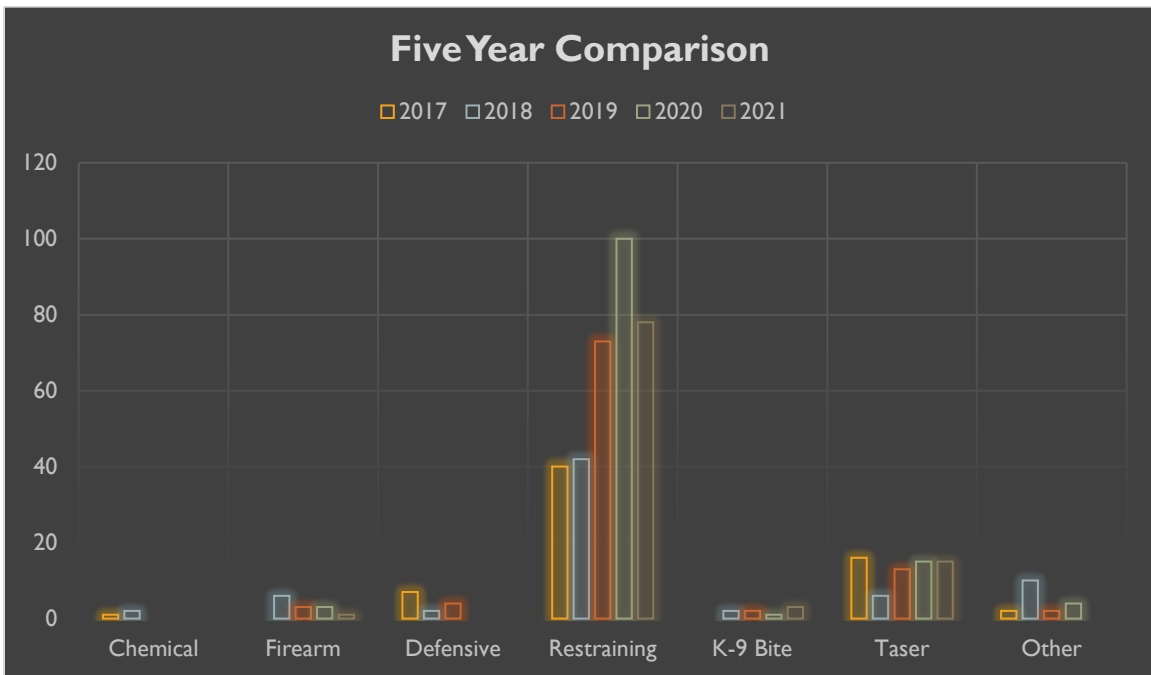
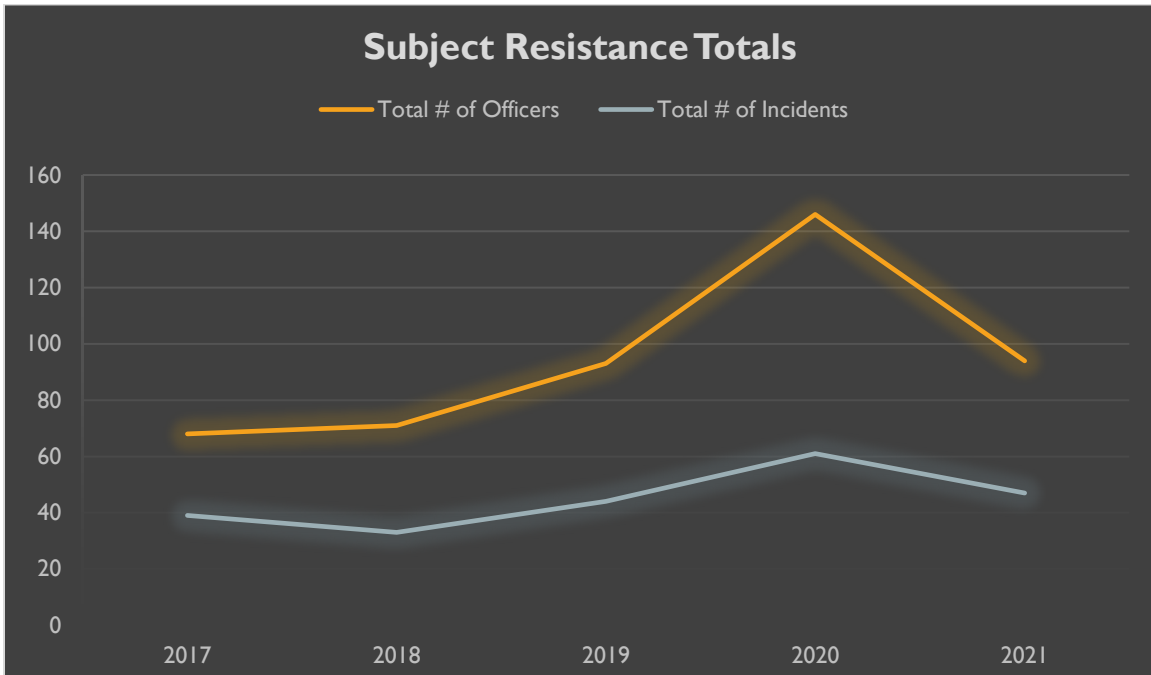
Notes:

1. This graph represents the top five allegations, not the total number of Supervisor Conferences.



Subject Resistance

In 2021, Professional Standards received 47 Subject Resistance reports; 47 suspects were involved. Out of the 47 separate incidents, a total of 94 officers were involved. Of the 47 incidents, 15 resulted in officer injuries. All 47 incidents were classified as “Justified/Authorized”. All incidents were reviewed through the chain of command up to Professional Standards. The following chart is a five-year comparison of the type of response used and the total number of officers.



Notes:

1. In most cases, the firearm was drawn, pointed, and not fired. Injured animals could have been terminated.
2. According to General Guideline #710, documenting the use of restraining force is not required in all instances.
3. "Defensive" includes the use hands/elbow, knees/feet, and fist.
4. "Other" includes the use of SWAT's specialized canister, Special Weapon Ferret Munitions/Multi Launcher and Explosive Breach.
5. Data does not include "Pending" cases.

Injuries & Exposures

In 2021, there were a total of 125 injury reports filed involving 125 police employees and volunteers compared to 147 in 2020. Those reports include:

- 114 sworn employees and 11 civilians
- 21 were reports of exposures
- 35 were reports of **possible** COVID 19 exposure

The reported injuries, *excluding exposures*, resulted from:

- Training – 5
- Subject Resistance – 19
- Vehicle Accidents – 9
- Insect or Animal Bites – 3
- Other/Accidental – 33

Vehicle Pursuits

In 2021, there were three police vehicle pursuits. Of the three, two were justified. One pursuit was not justified. On May 19, 2021 officers were involved in a vehicle pursuit that was initiated in Martin County by the Martin County Sheriff's Office and their Air Unit. Dispatch advised that the Martin County Sheriff's Office was following a vehicle having a stolen license plate out of Martin County into the Port St. Lucie Police Department jurisdiction. Our officers attempted a traffic stop but the driver refused to stop. Our officers pursued the vehicle. The pursuit was terminated when the vehicle entered I-95. The driver was eventually apprehended by the Martin County Sheriff's Office. Due to the fact that Port St. Lucie Police officers were involved in a pursuit which was not initiated for a forcible felony, the pursuit was "Not Justified".

Below is a five-year comparison of pursuits.

Vehicle Pursuit – Five Year Comparison					
Year	2017	2018	2019	2020	2021
Pursuits	3	6	5	4	3
# Justified	2	5	4	3	2

Vehicle Crashes

Professional Standards received 56 reports of traffic "crashes" involving Police Department vehicles. Of the 56 reports, 33 were "Preventable," 21 were "Non-Preventable," and 2 were "Preventable/Excusable".

Grievances

In 2021, the Office of Professional Standards received 2 notices of grievance filed by police personnel. Both grievances were resolved and withdrawn by the complainant.

Findings	2017	2018	2019	2020	2021
Sustained	0	0	0	0	0
Not Grievable	0	0	0	1	0
Denied	0	2	0	0	0
Withdrawn	0	1	0	1	2
Conclusively Abandoned	0	0	0	0	0
Pending	2	0	1	0	0
Employee Resigned	0	1	0	0	0
Total	2	4	1	2	2

Staff Services

Staff Services

The Staff Services Section is staffed with one Sergeant, four Officers, three Civilian Background Investigators and one Administrative Assistant. The Sergeant is responsible for the following items:

Training

Two full-time officers along with several other officers (as an auxiliary position) comprise the Training Unit. The Training Unit coordinates the entire department's training needs and records. The Training Unit works in conjunction with the Indian River State College Criminal Justice Center in designing mandatory and specialized retraining courses. The Training Unit also coordinates the delivery of those courses and specialized in-service training to department members. In addition, the Training Unit oversees all agency training, coordinates the training schedule and maintains the appropriate documentation.

The Training Unit maintains all training records and provides those records either to the Florida Department of Law Enforcement's (FDLE) Criminal Justice Standards and Training Commission (CJSTC) for inspection or for legal defenses relating to the various disciplines applied by the department personnel. The Florida Department of Law Enforcement's Automated Management Training System database is updated accordingly for all sworn officers.

In 2021, the Training Coordinators conducted in-service trainings on eleven (11) topics totaling 11,400 hours. In addition to all-day in-service trainings, we conducted micro training on various topics in order to train officers periodically. These micro trainings were conducted in hour blocks and all officers were able to complete the training in 1-2 days. Training Coordinators also created twenty-four (24) Training Briefs on numerous topics, such as policy changes, state statutes, city ordinances, and other legal changes.

Recruitment

The Recruitment Unit provides one of the most important functions for the department. The recruiting function is important because the selection of suitable personnel applying for positions within the department is necessary to ensure that the best-qualified individuals are hired. Therefore, much effort and scrutiny are put into this process.

The recruitment specialists travel to college campuses, attend local career fairs, and visit regional law enforcement academies to identify candidates who may be interested in careers in law enforcement. In addition, they field online and telephone inquiries of interested individuals. Through this initial contact they learn about each applicant in an attempt to recruit the most suitable candidates for the department.

The recruitment specialists also work in conjunction with the city's Human Resources Department to process candidates through the written examination. Extensive background investigations and professional testing are conducted preceding employment. Many candidates may be screened in order to fill one officer position. The recruitment specialists also conduct orientation of all new employees.

The department continues to recruit a wide range of diverse applicants. The recruitment staff travels to different academies and job fairs throughout the state. For the past year, the agency continued its recruiting efforts by participating in job fairs and community events to promote interest in the employment of police officers and civilian personnel. We participated in a virtual REID online background course on February 16, 2021. Attended the annual St Lucie County Safety Fest April 24, 2021. Held a booth at the TC Business Summit on May 13, 2021, which is held annually. Lastly, we participated in National Night Out on October 5, 2021, which is held here in the Police Department parking lot. In addition to this, we visited academy classes and attended several graduation ceremonies at Indian River State College, Palm Beach State College and Eastern Florida State College. On February 27, 2021, we went live with our new recruiting website. This website is a great tool for our job postings, gives information about our civilian and sworn positions, and highlights our accomplishments and specialized units.

In 2021, Staff Services received 387 applications for sworn positions, with 24 being hired. A total of 398 applications for non-sworn positions were received, with 19 being hired. Below is the demographics of applicants for the last three years for police officers only.

Sex	2019	2020	2021
Male	335	348	328
Female	79	83	55
Not Identified	20	17	5

Race	2019	2020	2021
White	201	176	180
Black	103	142	92
Hispanic	103	112	111
Asian	4	1	0
Other	7	16	0
Not Identified	20	1	4
Total	434	448	387