



# Professional Standards Bureau

Misconduct Investigations Semi-Annual Report

July 1, 2024 – December 31, 2024

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## Requirement

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

## Executive Summary

The Professional Standards Bureau (PSB) is required to submit a semi-annual public report on misconduct investigations involving Deputy Sheriffs, Detention Officers, Civilian employees, Reserve Deputies, and volunteer Posse members. The purpose of this report is to provide an analysis and aggregate data collected from the IAPro database and supplemental spreadsheets pertaining to misconduct investigations between July 1<sup>st</sup>, 2024, to December 31<sup>st</sup>, 2024.

The MCSO noted a decrease in the overall complaints received from the last semi-annual reporting period. The most common external allegations received were for code of conduct, making up 78% of the allegations. Approximately 26% of external complaints arose from custody operations, and 39% arose from calls for service. The most common external allegations were code of conduct policy violations such as Unbecoming Conduct and Public Demeanor, and Failure to Take Appropriate Action. The most common internal allegations received were Failure to Meet Standards, Unbecoming Conduct and Public Demeanor, and Employee Relationships with other Employees.

Between July 2024 and December 2024, there were a total of 261 administrative investigations initiated. Approximately 8% of the investigations initiated were assigned to divisions outside of the PSB while the remaining 92% were assigned to the PSB.

Between July 2024 and December 2024, there were a total of 559 administrative investigations completed. The average completion time has decreased significantly from the last semi-annual reporting period. The average total completion time of administrative investigations completed outside of PSB was 277. The average total completion time of administrative investigations completed within the PSB was 739 days.

Undeniably, there is still improvement necessary to exceed the requirements of the Court's Orders and exceed the goal of implementing robust, current, transparent, and lasting processes. The MCSO remains committed to improvement relative to the goals and objectives set forth in this report and beyond.

## Response

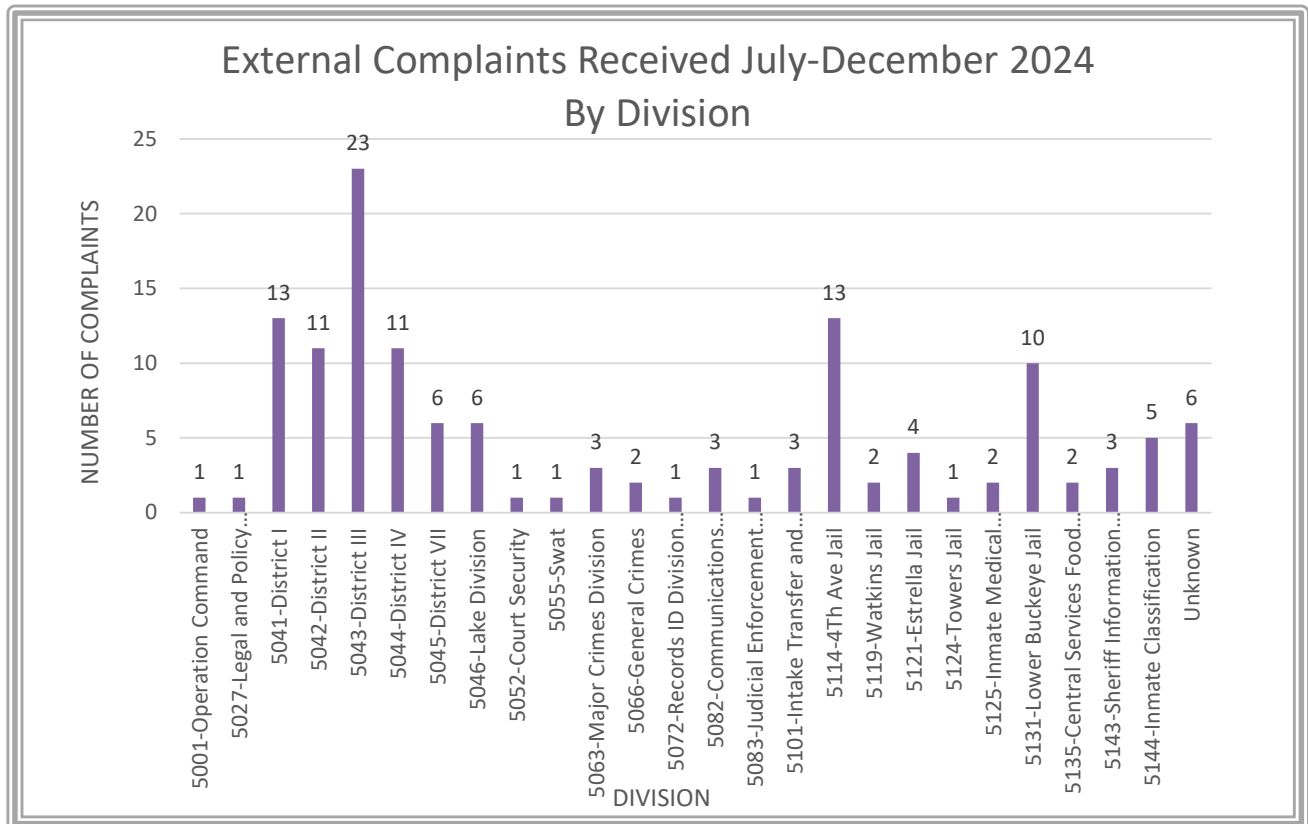
### A. Conflict-of-Interest Sustained Allegations

The Professional Standards Bureau (PSB) did not sustain any allegations of an employee violating conflict-of-interest rules in conducting or reviewing misconduct investigations between July 1, 2024, and December 31, 2024.



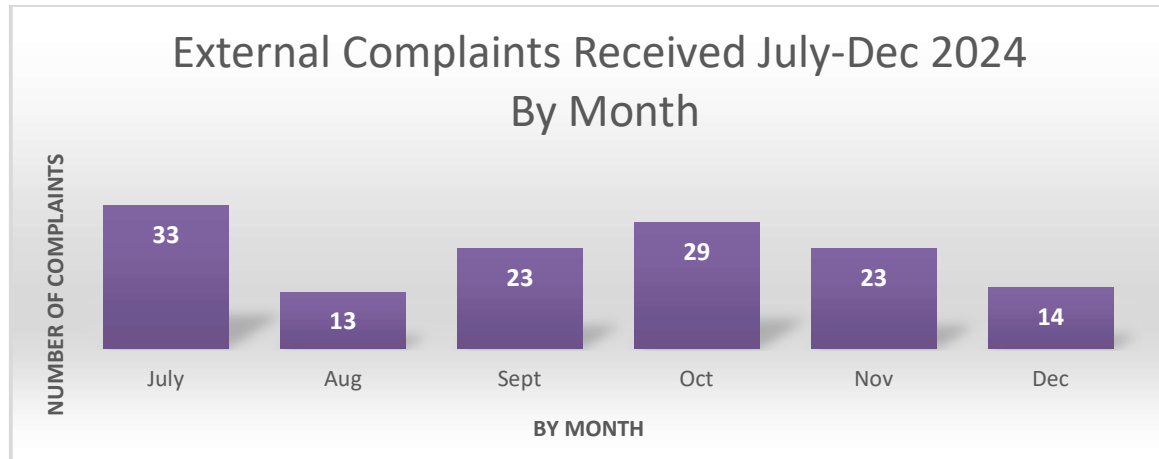
## B. External Complaints

Based on the data, the MCSO received a total of 135 external complaints that resulted in PSB administrative investigations and criminal investigations from July 1, 2024, and December 31, 2024, officewide. The division with the most external complaints was District III, reporting 23 external complaints. Figure 1 depicts the number of external complaints received between July 1, 2024, and December 31, 2024, differentiated by Division.



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

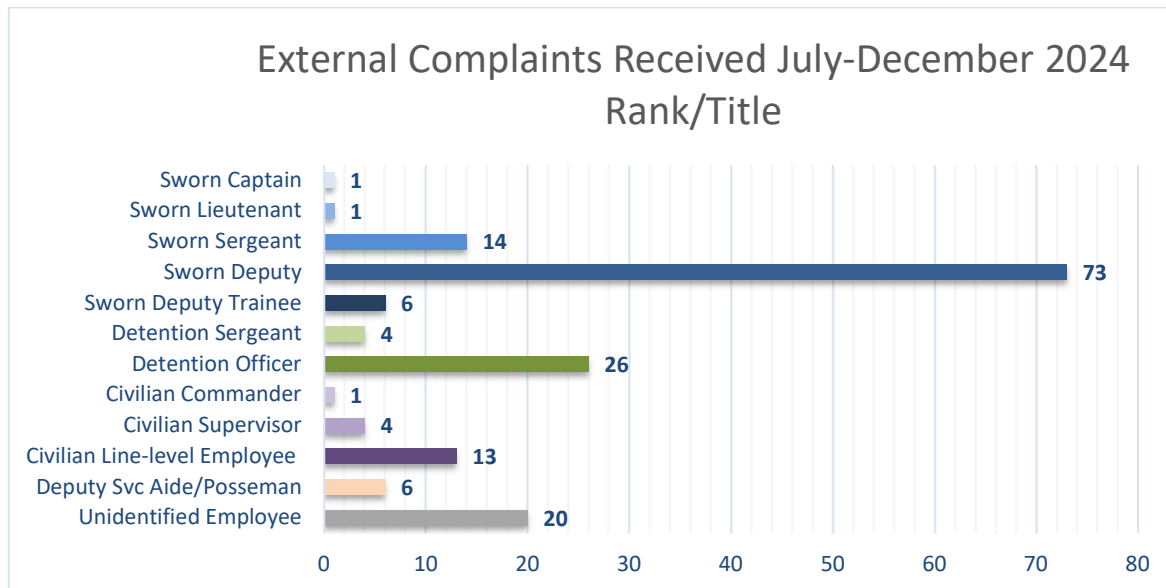
Among the 135 external complaints received, the most common allegations involved Code of Conduct Policy violations (e.g., unbecoming conduct, failure to take appropriate action). The approximate average number of external complaints received each month was 23. Figure 2 depicts the number of external complaints received by month.



**Figure 2:** External Complaints, by month, received from July 1, 2024, and December 31, 2024.

It is important to note a single complaint can result in an investigation with multiple employee principals and allegations. Therefore, the number of external complaints resulting in an investigation (135) will not mirror the number of principals and allegations in this next subsection.

The “Sworn Deputy” rank was identified 73 times out of 169 total principals listed in external complaint investigations during the reporting period listed.



**Figure 3:** Rank of Principals in External Complaint Investigations July 1, 2024, and December 31, 2024.

The information listed in Figures 4, 5, and 6 consists of available demographic information<sup>1</sup> of MCSO employees named as the principal in external complaint investigations.

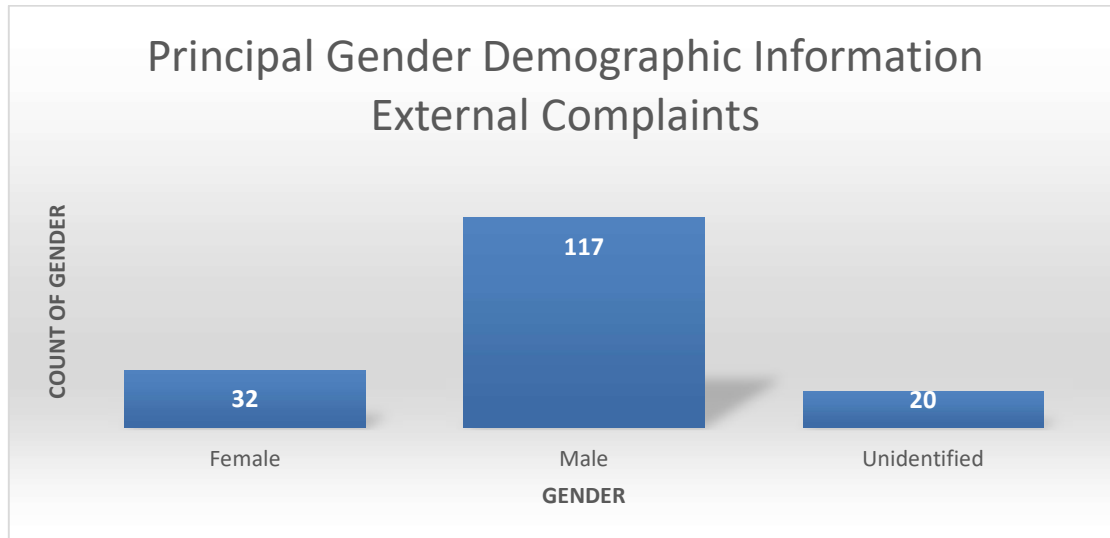


Figure 4 depicts 117 identified male principals in external complaints; approximately 69% of external complaint principals. As of 12/31/2024, males made up 68% of the MCSO workforce.

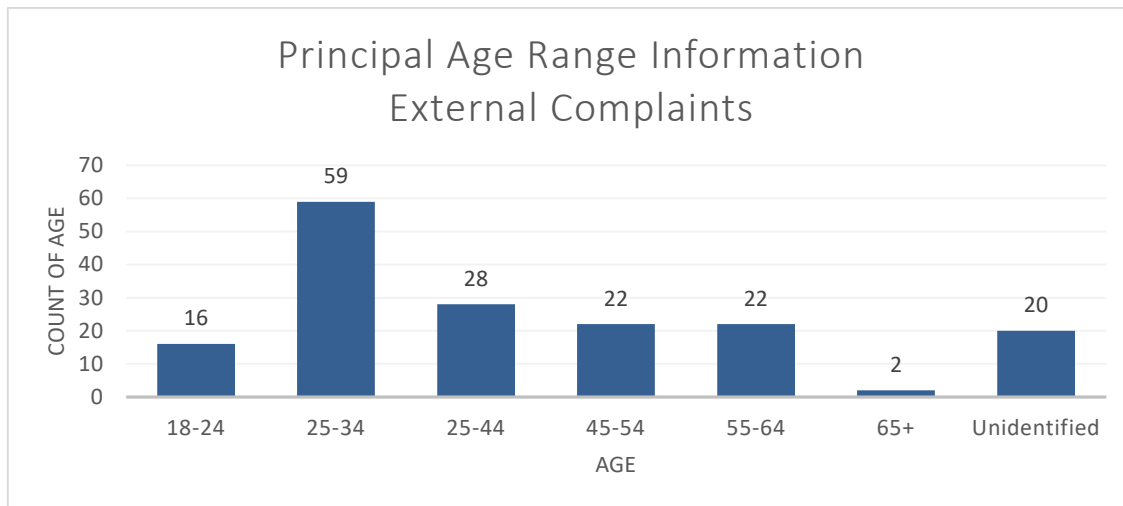
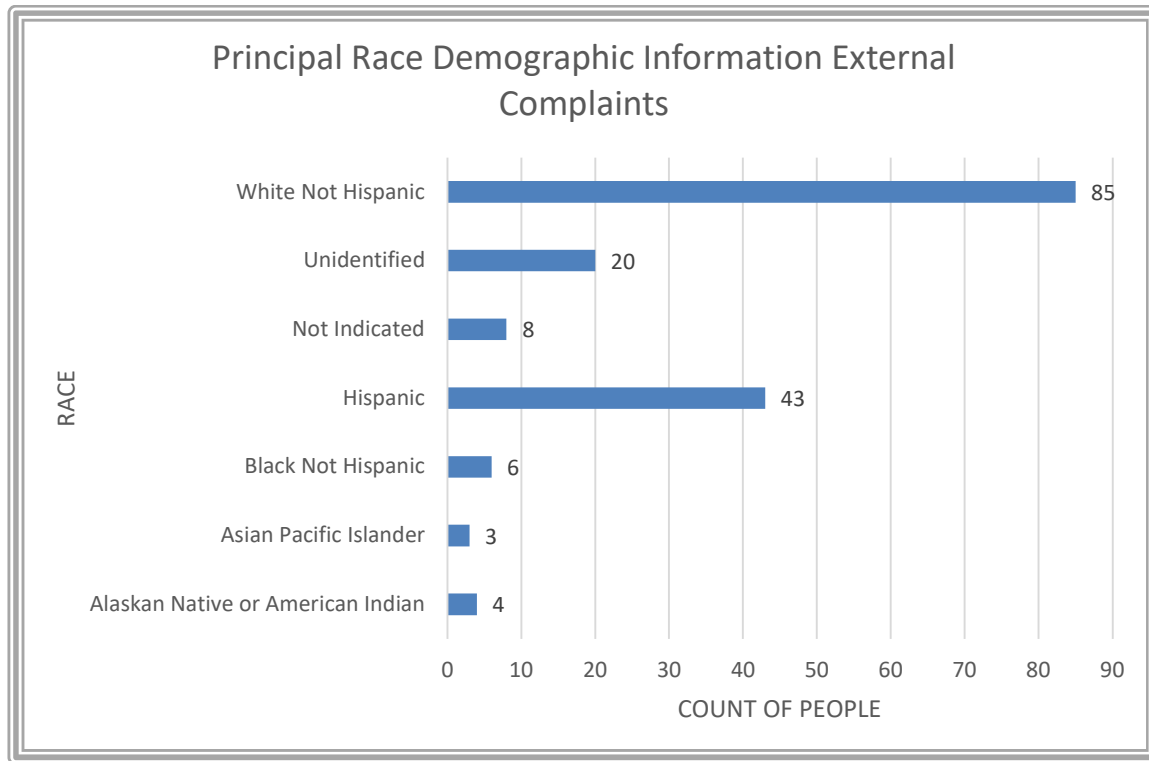


Figure 5 shows known External Complaint Principals are commonly between the ages of 25-34. The average age of a Principal is 42 years old.

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



*Figure 6 depicts 85 identified White (Non-Hispanic) employees named as a principal in external complaint investigations; approximately 50% of the 169 principal employees.*

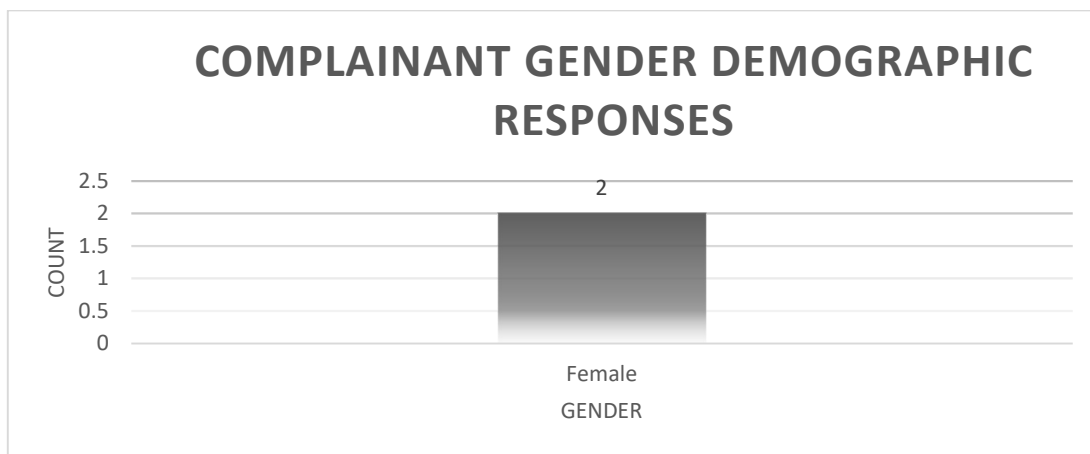
As of 12/31/2024, White (Non-Hispanic) employees made up 56% of the 517 known principal employees. As of 12/31/2024, White (Non-Hispanic) employees made up 51% of the MCSO workforce.



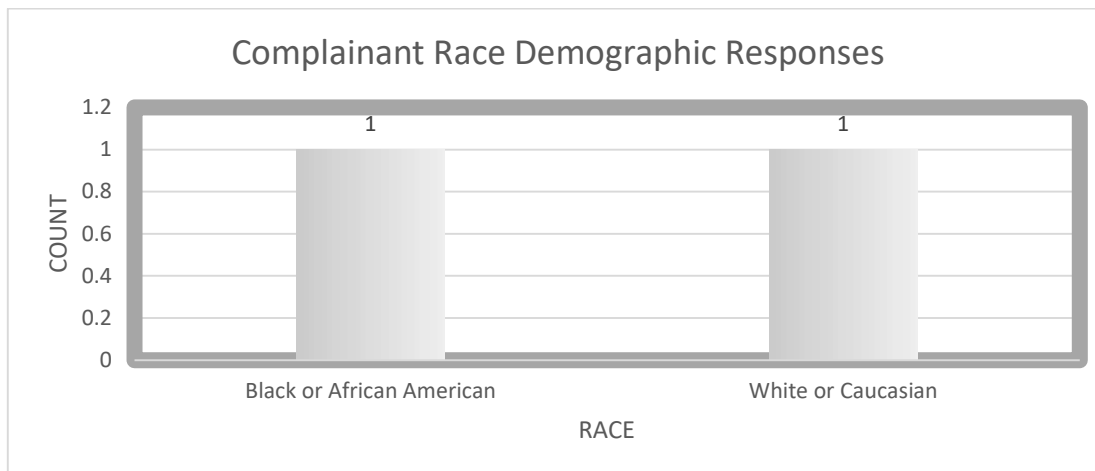
The MCSO does not collect external complainants' demographic information during the complaint intake process. This ensures all complaints are received, processed, and investigated consistently and without bias.

The PSB initiated the collection process of complainant demographic information in January 2020 via a voluntary paper and online survey provided to the complainant at the conclusion of an investigation. During this reporting period, the PSB closed 327 external cases and thus sending complaint surveys to all known external complainants.<sup>2</sup> PSB received 2 survey responses.

The following information in Figures 7, 8, and 9 consists of the demographic information provided voluntarily, by individuals named as a complainant in an external complaint investigation.

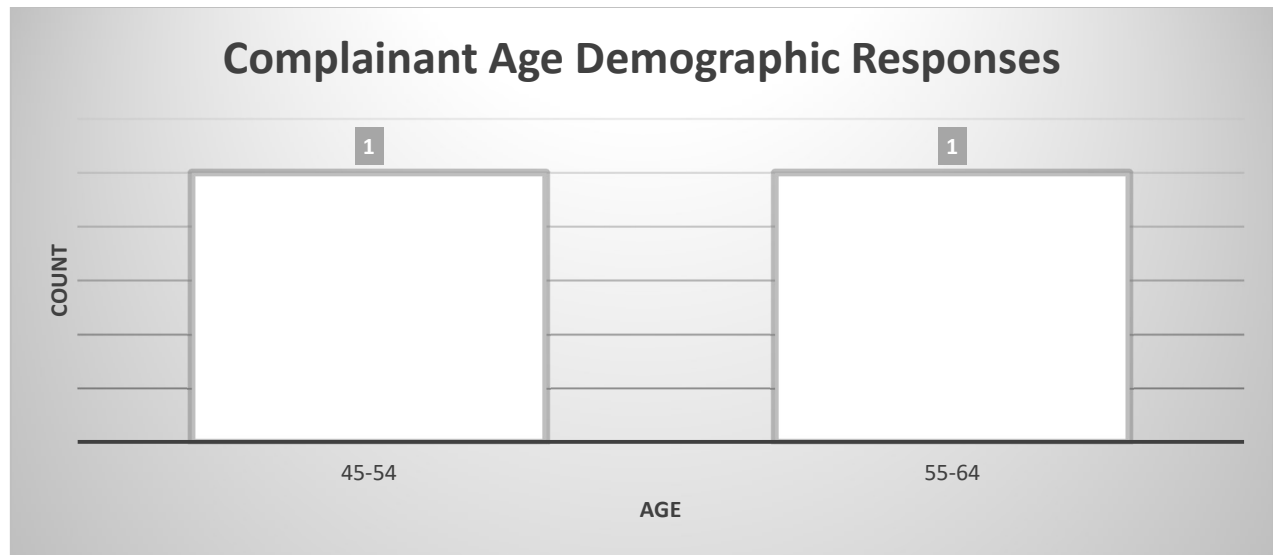


**Figure 7:** Demographic of Complainants between July 1, 2024, and December 31, 2024, by Gender.



**Figure 8:** Demographic of Complainants between July 1, 2024, and December 31, 2024, by Race

<sup>2</sup> Due to the possibility of multiple complainants in a single IA case, one IA case may receive several survey responses. Additionally, anonymous complainants do not receive a demographic survey.



**Figure 9:** Demographic of Complainants between July 1, 2024, and December 31, 2024, by Age.

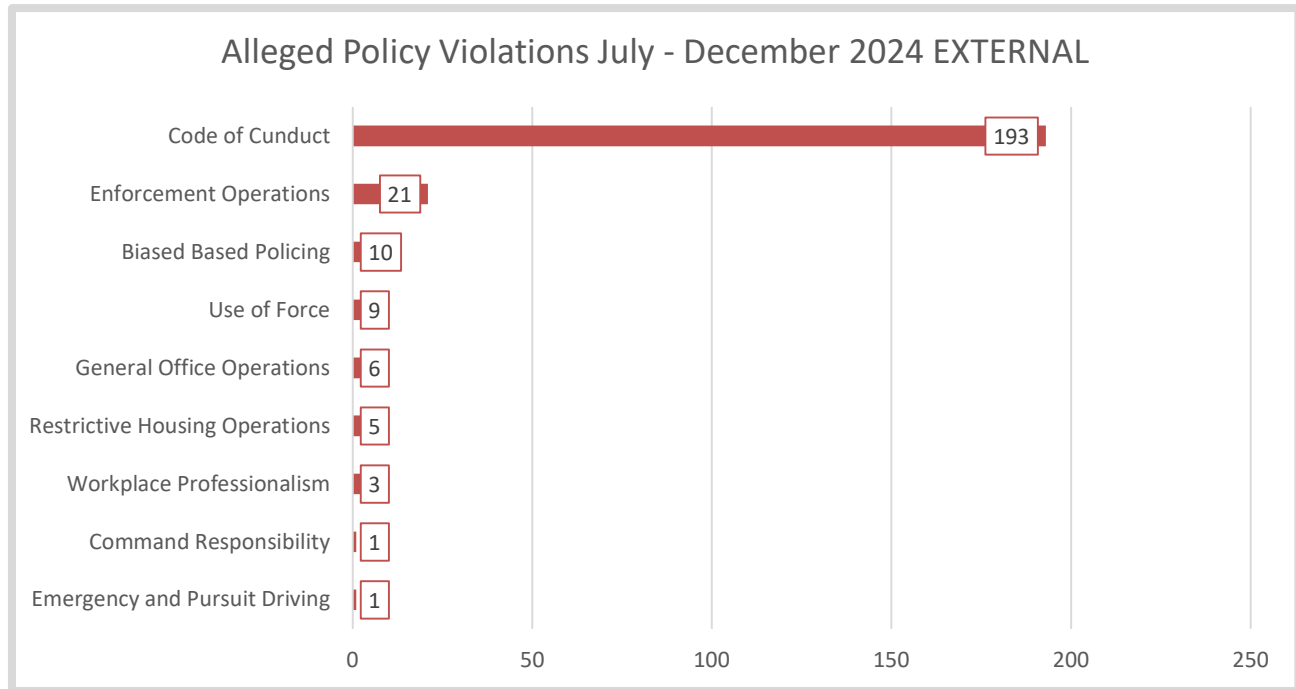
It should be noted, the gender, race, and age demographic categories replicate those listed on the United States Census Bureau survey.

Due to the low response rate, a statistical analysis could not be conducted to determine if any pattern or trend could be identified.

The PSB also tracks external complaints received from anonymous sources. Between July 1, 2024, and December 31, 2024, the PSB received 13 anonymous external complaints resulting in an investigation.

There were 249 alleged policy violations stemming from external complaints between July 2024 and December 2024. Approximately 78% of the allegations were related to violations of conduct (e.g., unbecoming conduct, failure to meet standards, etc.).

Figure 10 depicts the allegation breakdown.<sup>3</sup>



**Figure 10:** Alleged Policy Violations within External Complaint Investigations between July 1, 2024, and December 31, 2024.

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

**Enforcement Operations:** Use/Operations of Vehicles (10), Incident Report Guidelines (5), Body-Worn Camera (6).

**General Office Operations:** Truthfulness (1), Media Relations (2), Court Appearances (1), Criminal Justice Data System (1), Use of Tobacco (1).

The PSB tracks the “nature of contact” that led to the alleged employee misconduct. The PSB has distinguished these into nine categories. Below is the breakdown of each category:

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

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

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

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

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

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

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

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

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

The chart below shows the nature of contact between the complainant and principal for external complaint investigations initiated between July 1, 2024, and December 31, 2024.



**Figure 11:** Nature of Contact for External Complaints between July 1, 2024, and December 31, 2024.

### C. Civilian Complaint Analysis

This section is intended to evaluate the implications the complaint intake process had on the number and type of administrative investigations initiated following external civilian complaints. MCSO continued to decrease the number of opened administrative investigations during this reporting period. Complaints received by the PSB are reviewed to determine the most appropriate course of action based on the nature of the allegation. The Office continues to evaluate the complaint intake process to determine the most appropriate way to process and expedite civilian complaints.

## D. Internal Complaints

Based on the data, the PSB received a total of 126 internal complaints from July 1, 2024, and December 31, 2024, office wide. The division with the most internal complaints was 4<sup>th</sup> Ave. Jail, with a total of 20 internal complaints.

Figure 12 depicts the number of internal complaints received during this reporting period, differentiated by Division.

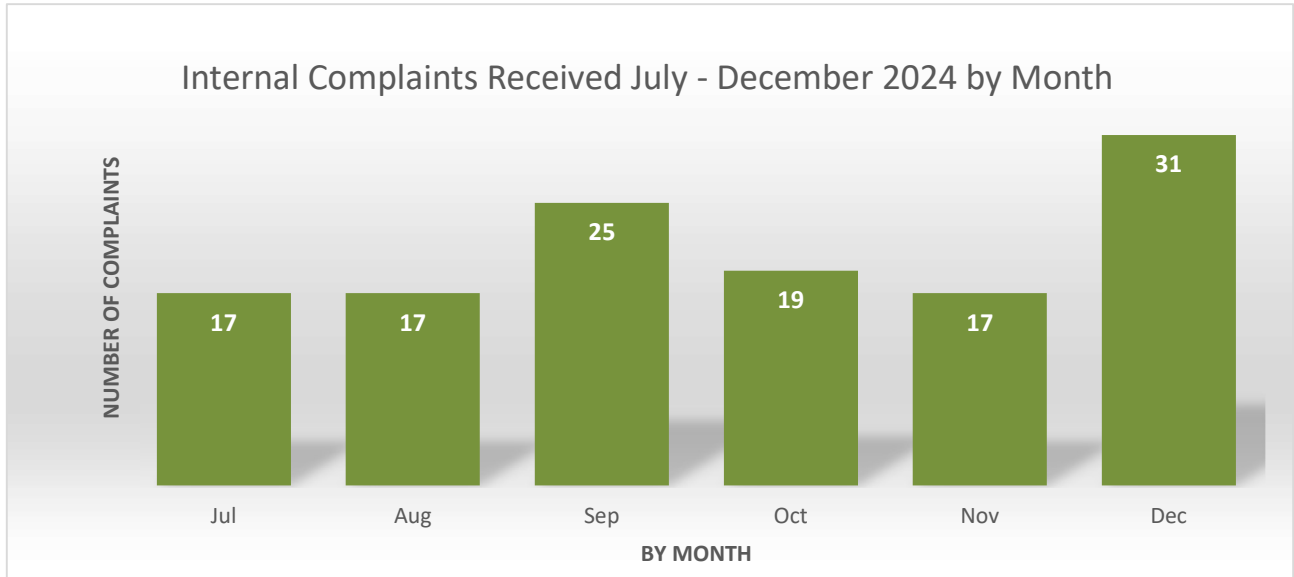


**Figure 12:** Internal Complaints received, by Division, which resulted in an investigation.



The number of internal complaints received has decreased from the prior reporting period, with most of the allegations involving Code of Conduct practices (e.g., unbecoming conduct and failure to meet standards). In December 2024, the MCSO received 31 internal complaints; with an approximate average of 21 complaints received per month.

Figure 13 depicts the number of internal complaints received by month.

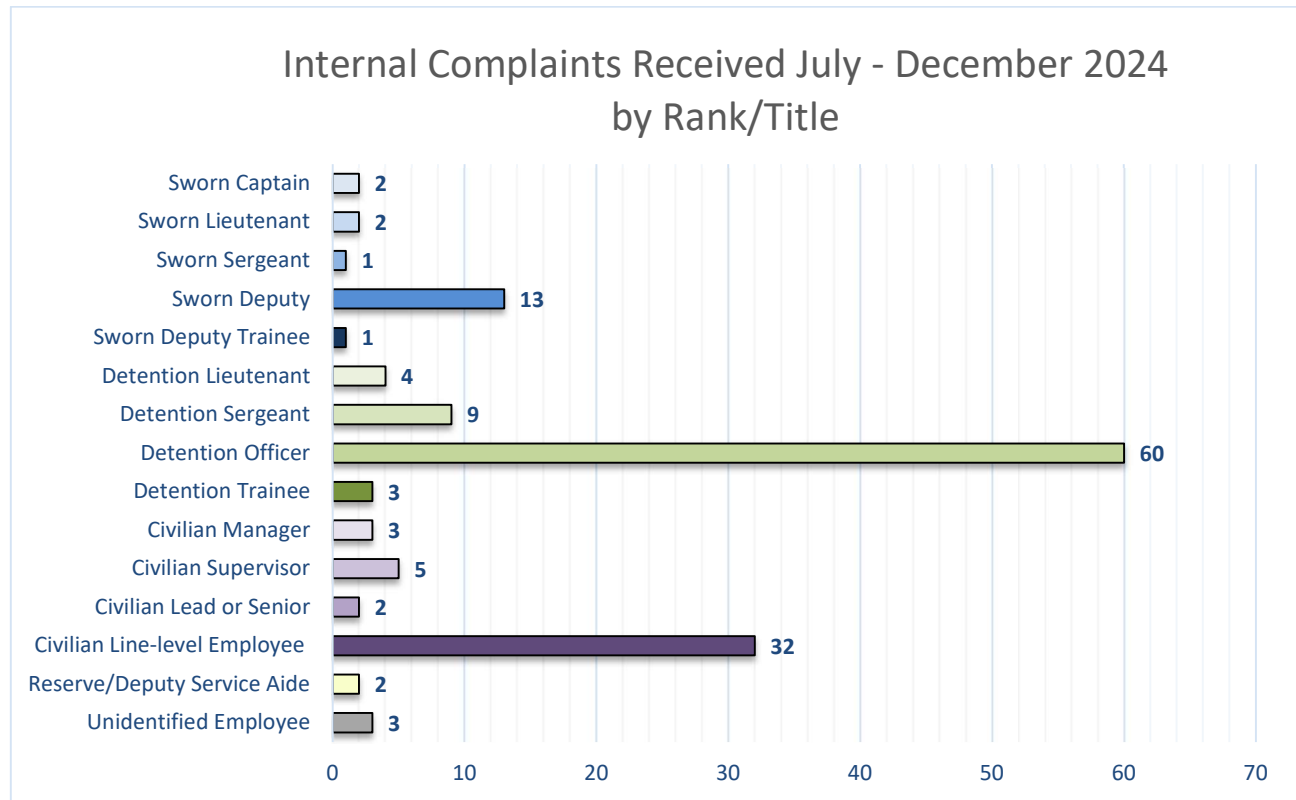


**Figure 13:** Internal Complaints received, by month, from July 1, 2024, and December 31, 2024.

To reiterate, a single complaint can result in an investigation with multiple principals and allegations. Therefore, the number of internal complaints that resulted in an investigation (126) will not mirror the number of principals and allegations in the next subsection.

The “Detention Officer” rank was identified 60 times out of 142 total principals listed in internal complaint investigations between July and December 2024.

Figure 14 depicts the ranks of principals identified in internal complaint investigations during the reporting period.



**Figure 14:** Rank of Principals in Internal Complaint Investigations July 1, 2024, and December 31, 2024.

The following pages consists of demographic information of MCSO employees that have been named the principal and complainant in internal complaint administrative investigations.<sup>4</sup>

It is important to note, from July 2024 through December 2024, the PSB initiated 6 internal investigations with an anonymous complainant. These were handled as internal complaints due to the content being information only an employee would know.

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

### Principal Gender Demographic Information Internal Complaints

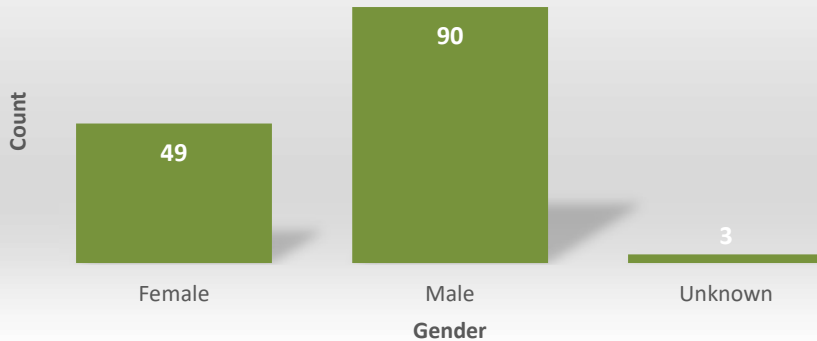


Figure 15 shows 90 identified male principals; almost twice the number of identified female principals. There were three unknown employees identified as principals.

### Principal Race Demographic Information Internal Complaints

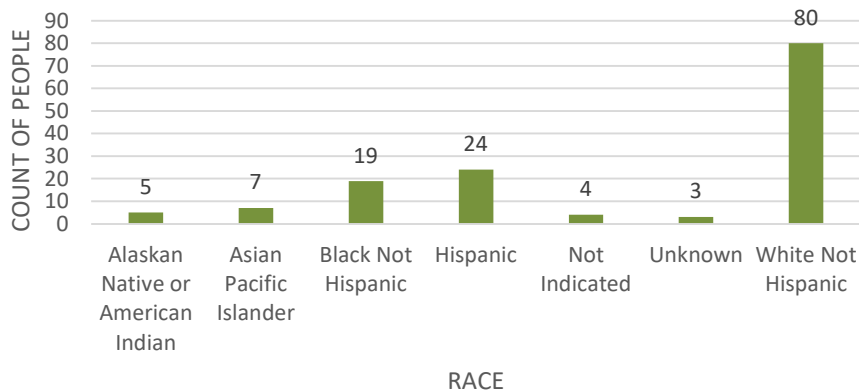


Figure 16 depicts 80 identified White (Not Hispanic) employees named as the principal in Internal Complaint Investigations; approximately 63% of the 126 employees.

### Principal Age Range Information Internal Complaints

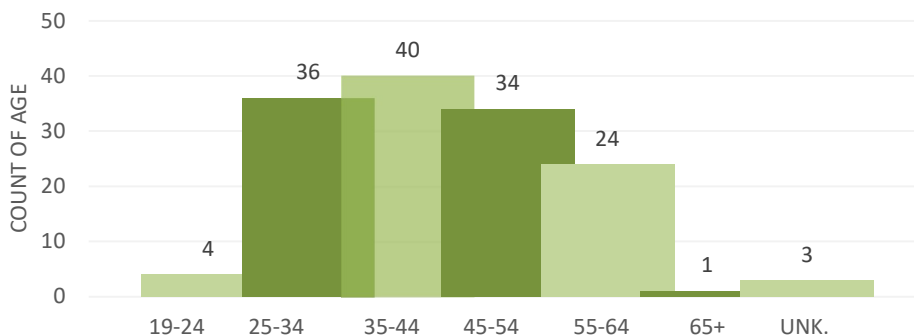


Figure 17 shows known Internal Complaint Principals are commonly between the ages of 25-44, with 76 principals. The largest segment of principals was between the ages of 25-34. The average age of all known principals was 42 years old.

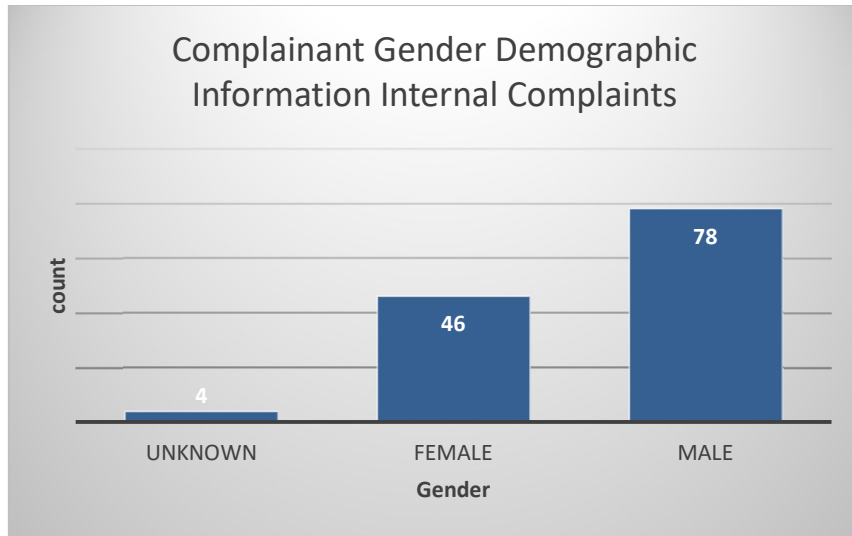


Figure 18 shows 78 identified male complainants and 46 female complainants. Gender could not be identified for the 4 unknown complainants.

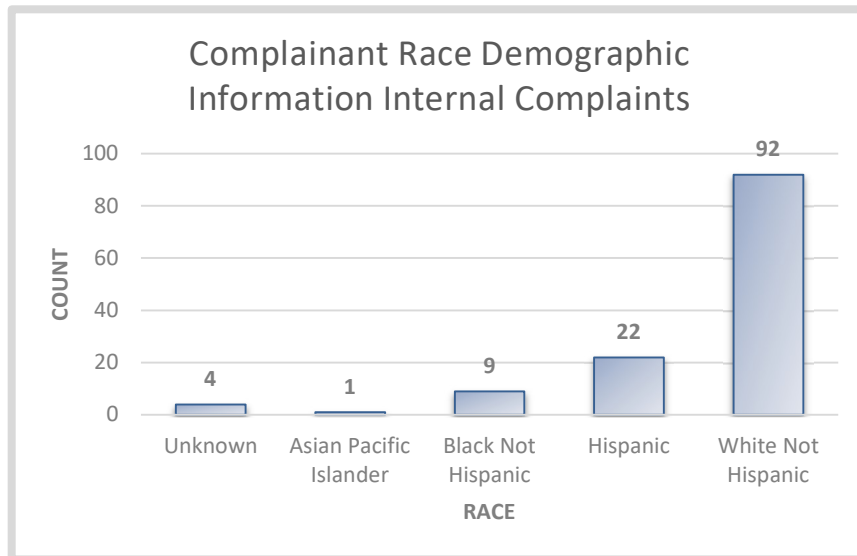


Figure 19 depicts 92 identified White (Not Hispanic) employees named as the complainant in Internal Complaint Investigations; approximately 73% of the 126 complainants. Race could not be identified for the 4 complainants.

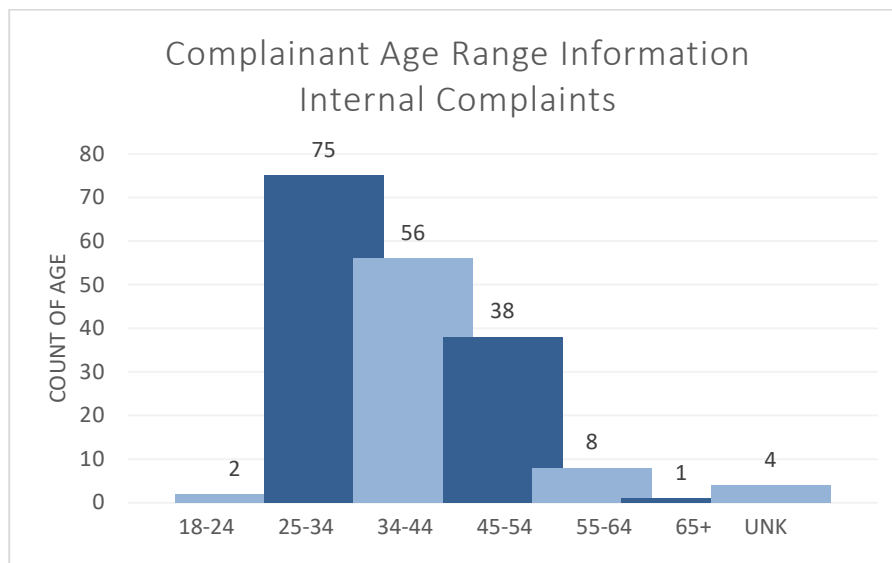
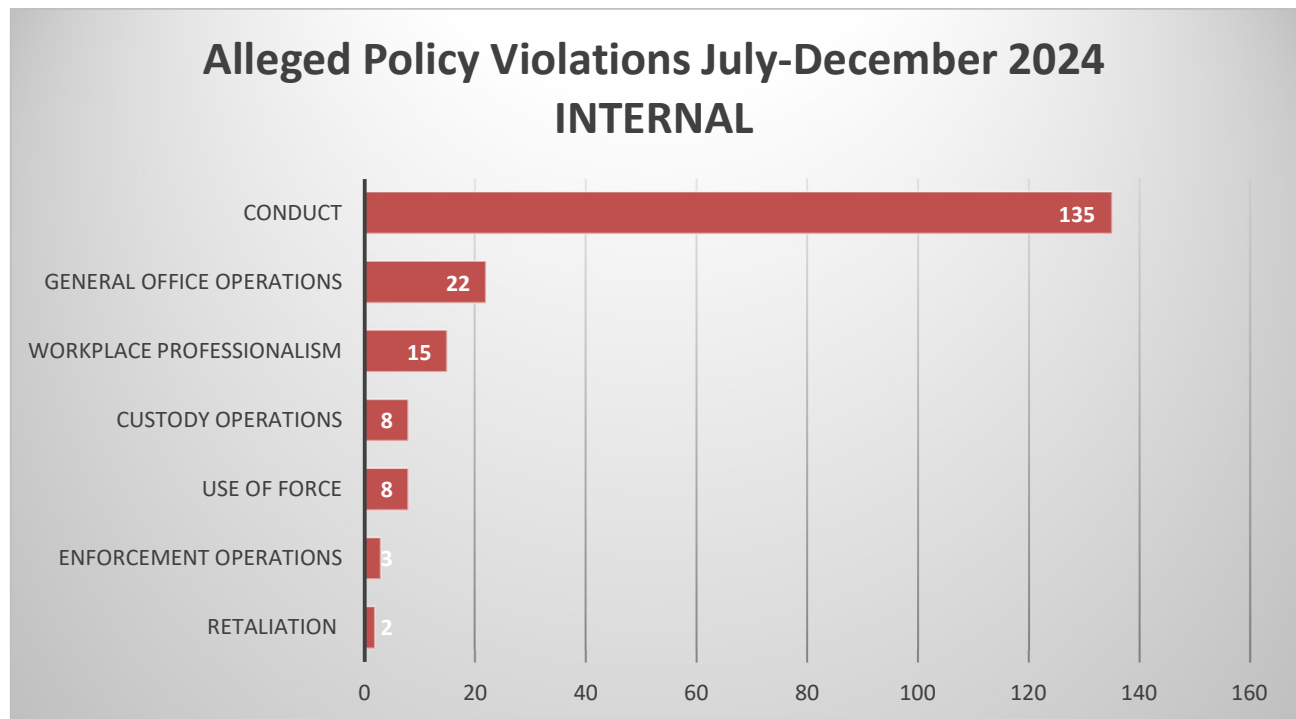


Figure 20 shows that known complainants in Internal Complaint cases are commonly between the ages of 25 and 44, which coincides with an average age of 42 years old. Age could not be identified for the 4 unknown complainants.

It should be noted the IAPro system does not track the nature of contact that led to an internal complaint.

There were 193 alleged policy violations generated from internal complaints July 2024 through December 2024. Approximately 70% of the allegations were related to violations of conduct (e.g. unbecoming conduct, failure to meet standards, etc.); this is a decrease in allegations from the last semi-annual reporting period.

Figure 21 depicts the allegation breakdown.<sup>5</sup>



**Figure 21:** Alleged Policy Violations within Internal Complaint Investigations between July to December 2024

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

**Enforcement Operations:** Emergency and pursuit driving (1), body-worn cameras (1), Law Enforcement Extra Duty and Off-Duty Employment (1).

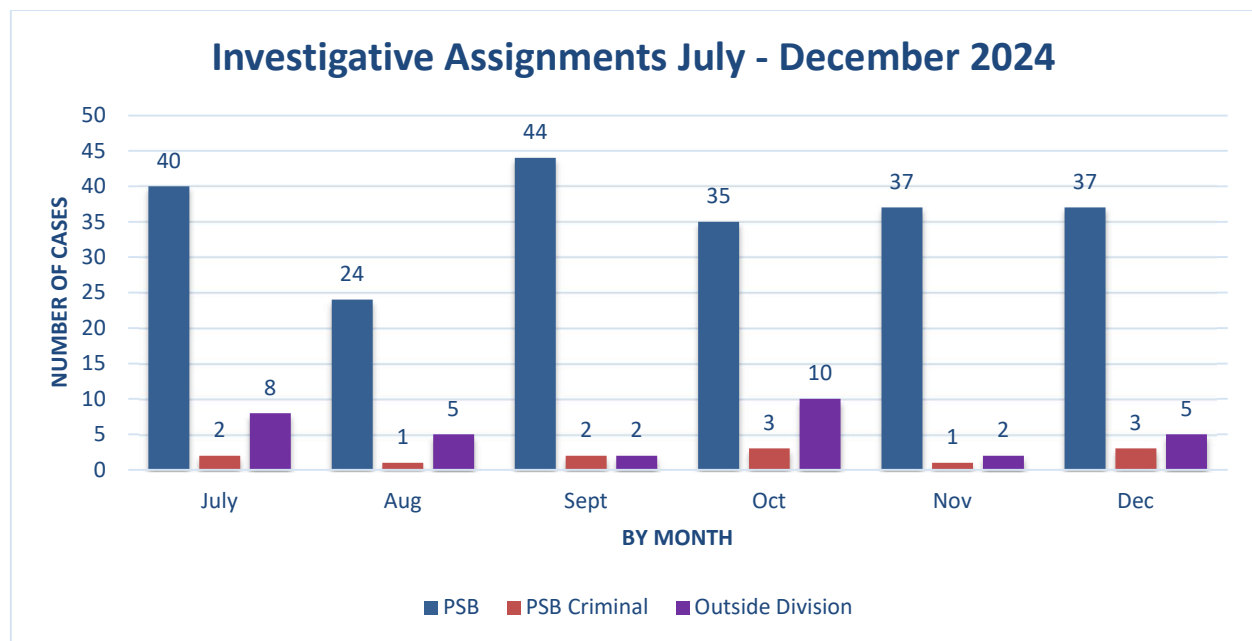
**Custody Operations:** Operations Journal & Logbooks (2), Inmate Supervision, Security Walks and Headcounts (4), Property Control (1), Inmate movement (1).

**General Office Operations:** truthfulness (8), leave and absences (4), command responsibility (1), Compensation and the ADP System (1), Injury of employee or volunteer (1) Use of Tobacco (1), Property Mgmt (3), Operation of Vehicles (1), Criminal Justice Data System (2).

## E. Processing of Misconduct Cases

The Professional Standards Bureau Commander determines whether an administrative investigation will be conducted at the division level or within the PSB<sup>6</sup>. The decision is based on the severity and type of offense, the complexity of the investigation, the rank of the employee, and the alleged principal's disciplinary history. Once it has been decided that an investigation can be handled at the division level, it is assigned an investigator to conduct interviews, review all the information provided, and recommend the proper finding for the alleged violation to the Division Commander. Assistance and guidance from the Professional Standards Bureau are provided throughout the division level investigation.

Between July 1<sup>st</sup>, 2024, and December 31<sup>st</sup>, 2024, the PSB opened a total of 261 misconduct investigations<sup>7</sup>; 217 were assigned to the Professional Standards Bureau investigators, 12 were assigned to the Professional Standards Criminal Investigations Section, and 32 were assigned to investigators throughout the Sheriff's Office. Figure 22 depicts a monthly report of assigned cases and Figure 23 depicts the investigation assignment, broken down by Non-PSB Division.



**Figure 22:** Investigation Assignment breakdown between PSB and Non-PSB Division

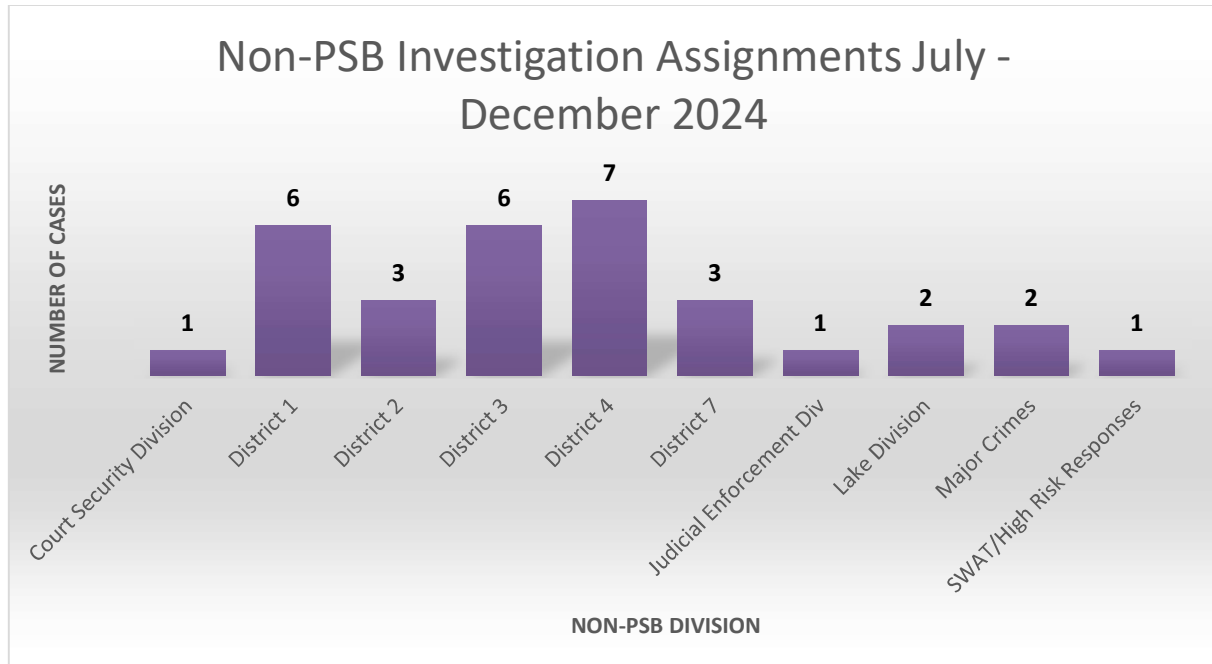
From July 2024 through December 2024, there were a total of 36 investigations completed outside of the Professional Standards Bureau, or otherwise known as division cases. The average time from the initiation of a division investigation to its completion to final closure was 298 days.<sup>8</sup>

<sup>6</sup> Following the issuance of the Court's Third Order in November 2022, the intake, routing, and assignment decisions are reviewed and ultimately made by the Court Appointed Monitor.

<sup>7</sup> This includes misconduct investigations into external complaints, internal complaints, external criminal complaints, and internal criminal complaints.

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





**Figure 23:** Non-PSB Division Assignment breakdown, by Division.

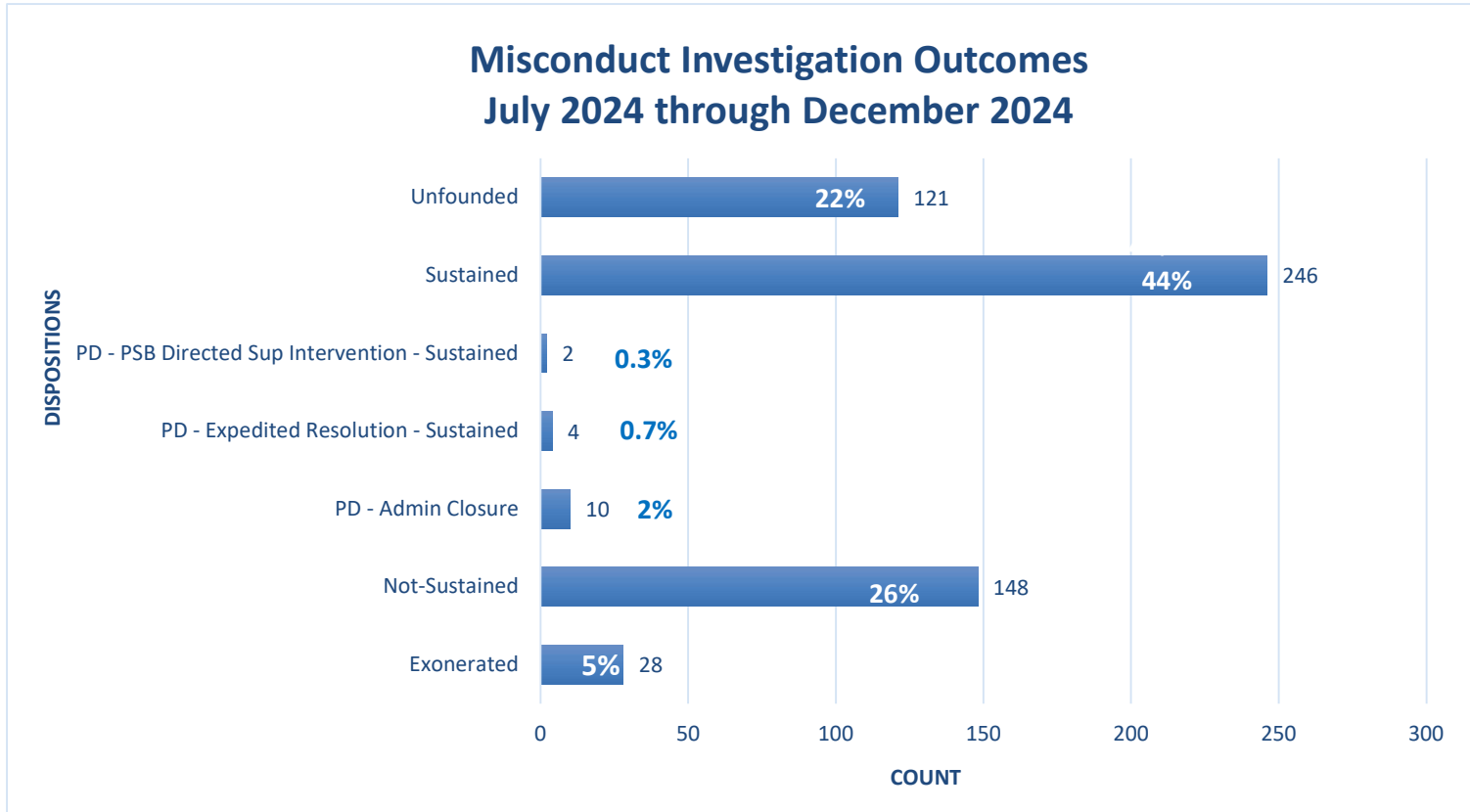
Of the 36 division cases, no case was returned for further investigation. After review by PSB, 5 division investigations were considered deficient due to conclusions not being supported by the evidence, or allegations needing to be adjusted. The remaining 31 cases did not require any revisions.

From July 2024 through December 2024, there were a total of 531 administrative investigations completed within the Professional Standards Bureau (PSB). The average total completion time (initiation to final closure) of PSB investigations was 733 days.

Of the 531 PSB cases, there were zero cases returned due to the conclusions not being supported by the evidence or investigation.

## F. Outcomes of Misconduct Investigations

A total of 559 administrative misconduct investigations were completed between July 2024 to December 2024; 246 completed investigations had sustained dispositions, 148 had not-sustained dispositions, 28 had exonerated dispositions, 121 had unfounded dispositions, and 10 cases had administrative closure dispositions. Additionally, there were 4 cases with dispositions of Expedited Resolution – Sustained, and 2 cases with PSB Directed Supervisor Intervention – Sustained dispositions. Figure 24 shows the number of outcomes as well as each section’s approximate percentage.



**Figure 24:** Misconduct Investigation Outcomes from July to December 2024.

According to MCSO Policy GC-17 Employee Disciplinary Procedures, when a single act of alleged misconduct would constitute multiple separate policy violations, all applicable policy violations shall be charged, but the most serious policy violation shall be used for determining the category of the offense and discipline. The paragraph below includes the discipline count for the 246 sustained misconduct investigations closed from July to December 2024.

The following is a breakdown of the disciplinary and non-disciplinary actions for the 246 closed sustained cases<sup>9</sup>: 74 non-disciplinary (coaching) actions; 77 written reprimands; 41 suspensions; 0 demotions; 7 terminations; 5 resignations in lieu of termination; and 3 probationary releases. 64 employees retired or resigned prior to the conclusion of the investigation and/or discipline determination.

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

From July 1, 2024, through December 31, 2024, there was one case where the findings were changed after a Pre-Determination Hearing (PDH.) The initial finding of one of the allegations for the principal in this case was changed from sustained to not sustained.

There were two cases in which the Appointing Authority, regarding discipline, deviated from the established matrix after the PDH. The Discipline Range indicated a suspension; however, a Written Reprimand was imposed, in both cases.

From July 1, 2024, through December 31, 2024, there were no cases in which the Maricopa County Merit System Council altered or overturned the Findings of an investigation. No cases were withdrawn from the appeal process. There were two cases where the findings were upheld by the Merit System.

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<sup>9</sup> Listed numbers reflect the discipline action for each employee principal involved; numbers will not match the total number of closed sustained cases.

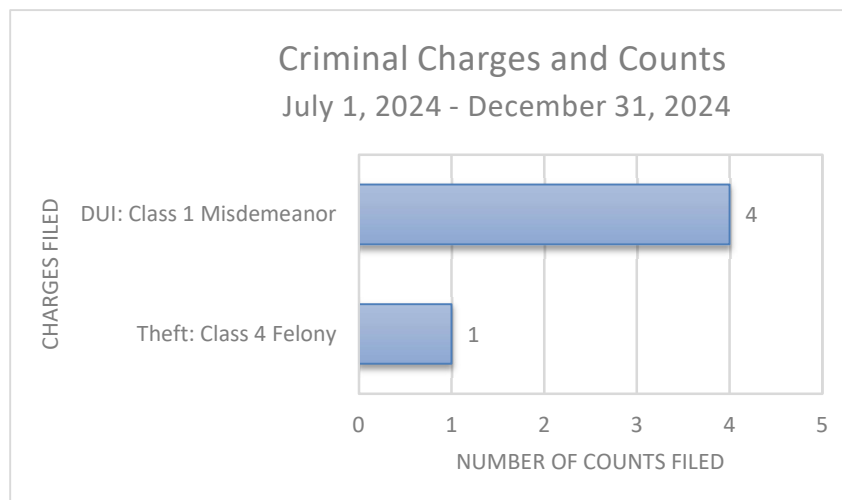
## G. Persistent or Serious Misconduct

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

In the previous 12 months (January 1<sup>st</sup>, 2024, through December 31<sup>st</sup>, 2024), 39 employees were listed as the subject of more than two misconduct investigations, out of a total of 160 investigations. The 39 employees have been broken down and categorized by their most serious discipline. Of the 39 employees, 4 received major discipline, and 3 received minor discipline<sup>10</sup>. 1 received non-discipline coaching. 7 separated from MCSO prior to discipline being determined. 12 employees have ongoing active investigations<sup>11</sup>.

There were 8 employees, from July 1<sup>st</sup>, 2023, through June 30<sup>th</sup>, 2024, that have had more than one sustained allegation that resulted in **minor** discipline. Those 8 employees had a combined total of 26 sustained allegations. In that same timeframe, 9 employees had more than one sustained allegation that resulted in **serious** discipline. 4 employees with more than one sustained allegation retired before the discipline could be determined. There were 47 sustained allegations among the 17 employees who had more than one sustained allegation.

Between July 1, 2024, through December 31, 2024, 2 employees were the subject of criminal prosecutions, resulting in 5 charges being filed.



**Figure 25:** Types of Criminal Charges filed, with the number of Counts.

<sup>10</sup> Serious discipline is categorized as discipline equal to or greater than an employee suspension. Minor discipline is categorized as discipline less severe than a suspension, not to include coaching.

<sup>11</sup> A distinct employee may be classified into several categories. The number of employees will not equal the sum of the category numbers.

## H. Patterns and Trends

The Professional Standards makes assessments of the types of complaints received to identify problematic patterns and trends quarterly. The PSB conducted an assessment for the first quarter (July 2024 through September 2024) and for the second quarter (October 2024 through December 2024).

### **First Quarter Assessment:**

#### **Divisions Receiving the Most Complaints**

The PSB identified the 4<sup>th</sup> Avenue Jail facility and patrol District 3-Surprise Division as receiving the most complaints between July 1, 2024 and September 30, 2024.

The 4<sup>th</sup> Avenue Jail facility received 15 complaints resulting in misconduct investigations; four with alleged failure to follow Office procedures; three with alleged inappropriate language/actions (use of profanity or vulgar language; sexual comments, actions, or gestures; and threats); three with alleged time and attendance issues; and two with alleged rudeness associated with dismissive or demeaning behavior. The remaining three allegations did not follow a pattern or trend we could identify at this time.

The patrol District 3- Surprise Division received 14 complaints resulting in misconduct investigations; three allegations of mishandled investigations/calls for service; and two with alleged rudeness associated with dismissive or demeaning behavior. The remaining nine allegations did not follow a pattern or trend we could identify at this time.

#### **Notable Patterns and Trends Identified within MCSO Divisions**

July 1, 2024 and September 30, 2024, multiple divisions were not identified as having the most complaints; however, the PSB identified a pattern or trend of complaints received.

The patrol District 2 - Avondale received 8 complaints resulting in misconduct investigations; two with allegations of mishandled investigations/calls for service; and two with alleged biased law enforcement action. The remaining four allegations did not follow a pattern or trend we could identify at this time.

The Lower Buckeye Jail facility received 8 complaints resulting in misconduct investigations: two with alleged off/on duty crime and two with allegations of inappropriate language/actions (use of profanity or vulgar language; sexual comments, actions, or gestures; and threats). The remaining four allegations did not follow a pattern or trend we could identify at this time.

The patrol District 1 – Mesa received 7 complaints resulting in misconduct investigations; two with alleged inappropriate language/actions (use of profanity or vulgar language; sexual comments, actions, or gestures; and threats); two with allegations of mishandled investigations/calls for service; and two with alleged rudeness associated with dismissive or demeaning behavior. The remaining one allegation did not follow a pattern or trend.

**All Misconduct Allegations Categorized**

There were 123 complaints received between July 1, 2024 and September 30, 2024. The Professional Standards Bureau identified 24 investigations alleging inappropriate language/actions (use of profanity or vulgar language; sexual comments, actions or gestures, and threats). There were 20 investigations with alleged failure to follow Office procedures; 15 allegations of rudeness associated with dismissive or demeaning behavior; and 12 with allegations of failure to act/take appropriate action.

The following allegation categories received 10 or less mentions each. There were 10 allegations of conflicts between employees; 10 with alleged mishandled investigations/calls for service; nine with alleged off/on duty crime; six with alleged time and attendance issues; six allegations of excessive force; and six with alleged workplace professionalism.

Although not high in numbers overall, the following are a list of notable categories of investigations: five allegations of biased law enforcement action; five with alleged vehicle driving issues; and four with alleged property management issues.

**Employee Potential Problematic Patterns and Trends**

The following employees have been identified as MCSO personnel with potential problematic patterns or trends of misconduct from investigations initiated between July 1, 2024 and September 30, 2024.

An employee was named in three investigations regarding allegations of time and attendance issues; specifically for taking unauthorized/unapproved leave.

An employee was named in two investigations regarding allegations of excessive use of force.

An employee was named in two investigations regarding allegations of rudeness associated with dismissive or demeaning behavior.

An employee was named in two investigations regarding allegations mishandled investigations/calls for service.



**Second Quarter Assessment:****Divisions Receiving the Most Complaints**

The PSB identified the 4<sup>th</sup> Avenue Jail facility and patrol District 3-Surprise Division as receiving the most complaints between October 1, 2024 and December 31, 2024.

The 4<sup>th</sup> Avenue Jail facility received 17 complaints resulting in misconduct investigations; seven with alleged inappropriate language/actions (use of profanity or vulgar language; sexual comments, actions, or gestures; and threats); three with alleged time and attendance issues; two with alleged failure to follow Office procedures; and two with allegations of sleeping on duty. The remaining three allegations did not follow a pattern or trend we could identify at this time.

The patrol District 3- Surprise Division received 15 complaints resulting in misconduct investigations; three with alleged rudeness associated with dismissive or demeaning behavior; three with alleged punctuality issues; two allegations of mishandled investigations/calls for service; and two with allegations of inappropriate language/actions (use of profanity or vulgar language; sexual comments, actions, or gestures; and threats). The remaining five allegations did not follow a pattern or trend we could identify at this time.

**Notable Patterns and Trends Identified within MCSO Divisions**

Between October 1, 2024 and December 31, 2024, multiple divisions were not identified as having the most complaints; however, the PSB identified a pattern or trend of complaints received.

The patrol District 1 – Mesa received 11 complaints resulting in misconduct investigations; six with allegations of inappropriate language/actions (use of profanity or vulgar language; sexual comments, actions, or gestures; and threats); and two with alleged vehicle driving issues. The remaining three allegations did not follow a pattern or trend we could identify at this time.

The patrol District 4 – Anthem received 11 complaints resulting in misconduct investigations: four with alleged mishandled investigations/calls for service; and two with allegations of inappropriate language/actions (use of profanity or vulgar language; sexual comments, actions, or gestures; and threats). The remaining four allegations did not follow a pattern or trend we could identify at this time.

The Intake, Transfer, and Release facility received 8 complaints resulting in misconduct investigations; three with alleged inappropriate language/actions (use of profanity or vulgar language; sexual comments, actions, or gestures; and threats); two with alleged failure to follow Office procedures. The remaining three allegations did not follow a pattern or trend.

**All Misconduct Allegations Categorized**

There were 126 complaints received between October 1, 2024 and December 31, 2024. The Professional Standards Bureau identified 34 investigations alleging inappropriate language/actions (use of profanity or vulgar language; sexual comments, actions or gestures, and threats). There were 14 investigations with alleged mishandled investigations/calls for service.

The following allegation categories received 10 or less mentions each. There were 10 allegations of failure to follow Office procedures; 8 with alleged rudeness associated with dismissive or demeaning behavior; seven with alleged conflicts between employees; six allegations of time and attendance issues; six with allegations of sleeping on duty; and six with alleged workplace professionalism.

Although not high in numbers overall, the following are a list of notable categories of investigations: four allegations of vehicle driving issues; four with alleged inappropriate social media posts; three with alleged excessive use of force; three with alleged truthfulness issues; three with allegations of improper security walks; and three with alleged inaccurate deputy reports.

### **Employee Potential Problematic Patterns and Trends**

The following employees have been identified as MCSO personnel with potential problematic patterns or trends of misconduct from investigations initiated between October 1, 2024 and December 31, 2024.

An employee was named in three investigations regarding allegations of time and attendance issues.

An employee was named in three investigations regarding allegations of time and attendance issues.

An employee was named in two investigations regarding allegations of sleeping on duty.

An employee was named in two investigations regarding allegations of workplace professionalism.

## I. Semi-Annual PSB Reviews of Investigations

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

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

Cases investigated by the Divisions have improved in quality and timeliness after the reinstitution of divisional investigations. There are still areas of opportunity for improvement. Within this reporting period, the following concerns have been identified as areas needing improvement for District investigations: improper policies for allegations, improper findings, leading questions, and administrative issues.

During this reporting period, there were 5 investigations where the District Division Commanders failed to identify issues within the report, prior to submitting them to the PSB. These issues mainly included incorrect allegations and unsupported findings.

With the initial 40-hour training on Conducting Misconduct Investigations, the annual 8-hour training on Conducting Misconduct Investigations, and the continued practice of conducting investigations, the PSB expects to see continued improvement of misconduct investigations completed at the District level.

The PSB continues to track any cases with investigative concerns or corrections identified within division-investigated cases and address them through various mechanisms. Identified deficiencies with division level investigations stay relatively unchanged. The quality of investigations submitted by district level investigators still has room for improvement in terms of investigative thoroughness, avoiding leading questions, and identifying proper findings.

## Conclusion

Since the previous report, the Maricopa County Sheriff's Office (MCSO) has continued to improve processes to ensure misconduct investigations are completed thoroughly, accurately, and in a timely manner. The MCSO saw a decrease in the number of external complaints and internal complaints being initiated. The MCSO continues to identify allegations of misconduct regarding Code of Conduct Practices (e.g., unbecoming conduct and failure to meet standards) as the top issues resulting in the initiation of administrative misconduct investigations. The Professional Standards Bureau (PSB) continues to work with various entities within the organization with the goal of improving employee conduct office-wide. The Professional Standards Bureau (PSB) did not identify a reason for the continued allegations of misconduct regarding Code of Conduct Practices during this review period. Although the PSB has attempted to collect complainant demographic information from voluntary complainant surveys as one piece to further evaluate patterns and trends, due to the low response, additional information could not be identified at this time.

The data analysis shows an average of 21 internal complaints were initiated and 23 external complaints were generated per month during this reporting period. This is a slight decrease from the prior reporting period.

From July 1, 2024, through December 31, 2024, the MCSO completed 559 investigations, demonstrating the concentrated focus and improvement, to resolve the number of open/pending misconduct investigations. This overall decrease in the number of open/pending misconduct investigations is attributed to a combination of the revised complaint intake process, the utilization of supervisor-initiated interventions, which allows supervisors to address minor misconduct to improve performance or behavior to prevent their progression to a misconduct investigation, and the processes further implemented during this reporting period relative to the Court's Third Order pertaining to PSB Operations.

From July 1, 2024, through December 31, 2024, the MCSO completed 252 misconduct investigations that contained one or more sustained violations of MCSO Policy. This relates to approximately 45% of the investigations completed during this reporting period.

From July 1, 2024, through December 31, 2024, the average total completion time of administrative investigations completed outside of PSB was 297 days and the median was 248 days. The average total completion time of administrative investigations completed within the PSB was 733 days and the median was 489 days.

The MCSO PSB continued the implementation of additional administrative changes that were included in the PSB 8 training tailored specifically to administrative tools to assist with the efficiency of the investigative process. These processes include the further assistance by the PSB administrative support staff to prepare cases, research, and provide further information/assistance at the onset of the investigation for cases assigned to PSB as well as district/division cases assigned outside of the PSB. Administrative support staff assist investigators on the front-end and throughout the cases with preparation of interview forms, uploading documents, and other administrative tasks that investigators previously completed themselves. Additional steps utilized during this period included elimination of repetitive forms relative to those individuals not being interviewed, and those individuals which merely

provided information/data relative to a case. These processes are an additional step toward the continued efforts to deploy administrative tools to improve efficiency.

This report also helps MCSO achieve its goal of transparency with the community. While continued progress has been made during this reporting period relative to administrative investigations, there are still steps necessary to exceed the Court's Orders requirements and accomplish the goal of implementing robust, current, transparent, and lasting processes. The MCSO remains committed to improvement relative to the goals and objectives set forth in this report and beyond.