

Columbus Division of Police

Internal Affairs Bureau

Annual Report

2017



Commander Gregory J. Bodker #5027



Letter of Introduction

The Columbus Division of Police has established a reputation as a leading law enforcement agency committed to promoting a diverse, community-minded, and progressive approach to serving the citizens of Columbus. Professionalism, Respect, Integrity, Discipline, Enthusiasm, Attention to Detail and a Sense of Urgency are the core values that provide the foundation for our service in support of Division operations and community relationships.

The Internal Affairs Bureau works diligently to preserve the integrity of the Division of Police, and to maintain the respect and confidence of the public. Internal Affairs personnel conduct independent, fair, efficient and thorough investigations. Impartiality and professionalism form the foundation for investigations and investigators perform their duties absent personal bias. The professionalism and integrity of IAB personnel, and the objectivity of their investigations, should inspire confidence both within the Division of Police and throughout the community. We pledge to foster communication with the citizens we serve, and we are dedicated to promoting an atmosphere of fairness, equal treatment and collaboration. This is the vision of the Internal Affairs Bureau.

As a Bureau, we are committed to identifying and investigating allegations of misconduct, in an effort to improve the City of Columbus and the Division of Police. This report will detail the Bureau's accomplishments and challenges throughout 2017.

Respectfully,

A handwritten signature in blue ink that reads "Comdr. Gregory J. Bodker". The signature is written in a cursive style.

Commander Gregory J. Bodker

Table of Contents

Mission Statements.....	3-4
Internal Affairs Bureau Contact List.....	5
Organizational Chart.....	6
Mission Alignment.....	7-10
Strategic Goals-2017.....	11-12
2017 Bureau Highlights and Accomplishments.....	12-19
Outreach/Community Interaction.....	20-21
IAB Investigative/Complaint Statistics.....	22-25
Production/Complaint Analysis.....	25-32
Video Evidence Analysis.....	33-34
Bias-Based Profiling Complaints.....	35
Complaint Demographics and Citizen Contacts.....	36-47
Equipment, Technology and Facilities.....	48-50
Staffing Analysis/Workload Assessment.....	51-52
Overtime Analysis.....	53-55
2018 Goals/SOP Review.....	55-57
Addendum	59

Division of Police Mission Statement

We are in service with the purpose to protect, the passion to persevere, and the utmost pride in our performance.

Vision Statement

United in the spirit of teamwork, the Columbus Division of Police will be a trustworthy, diverse, progressive, and community-minded organization devoted to providing excellent public service. We will be unyielding in purpose and dedicated to live by our Core Values, which reflect our genuine desire to care for the safety and well-being of our community and our employees.

Internal Affairs Bureau Mission Statement

We, the men and women of the Columbus Division of Police Internal Affairs Bureau, are dedicated to providing the citizens of Columbus and the employees of the Division of Police, the most accurate and objective investigations possible.

We are committed to thoroughness and fairness through dedication and our adherence to constitutional and contractual rights.

We serve as role models for the men and women of the Division of Police in the belief that our integrity reflects that of the Division.

We will work to fulfill our mission, as well as the mission of the Division of Police, in a manner that inspires public trust and confidence.

Our bureau will be organized, staffed, and trained to accomplish our stated mission and to maintain a positive work environment.

We will strive to promote a harmonious work environment both within and outside our bureau.

We recognize we have different strengths and weaknesses, as well as different backgrounds and experiences. Utilizing a teamwork approach, we strive to continually improve our efficiency and quality of work. Either by seeking guidance from others, or offering guidance to others, we will succeed in our common goals.

Columbus Division of Police Internal Affairs Bureau 2017 Annual Report

Address

750 East Long Street
Columbus, Ohio 43203

Commander
614-645-4885

Main Office
614-645-4745

Duty Desk
614-645-1660

Commander Gregory J. Bodker #5027

Lt. Aimee A. Haley #5077

Office: 645-0267

Lt. Bela Bernhardt #5072

Office: 645-0024

First Shift IAB Sergeants

Donna Alexander 645-1374

David Barrowman 645-0560

Brett Berman 645-0851

Kenneth Decker 645-0348

Scott Gatton 645-0677

Shannon Johnson 645-0305

Jack King, Jr. 645-0858

Timothy Lewis 645-0747

Roy Lisath 645-1372

Raymond Meister 645-0661

Richard Weiner 645-0796

OAll Sara Anderson 645-0728

OAll Carolyn Young 645-1378

Second Shift IAB Sergeants

Gerald Ehrsam 645-0553

Larry Ferguson 645-0530

Timothy Grimm 645-0458

Carrie Hollis 645-0464

Rebecca Houston 645-0315

Joseph Johnson, Jr. 645-0813

Collins Kane 645-0457

Jeffrey Knight 645-0735

Daniel Pickrell 645-0456

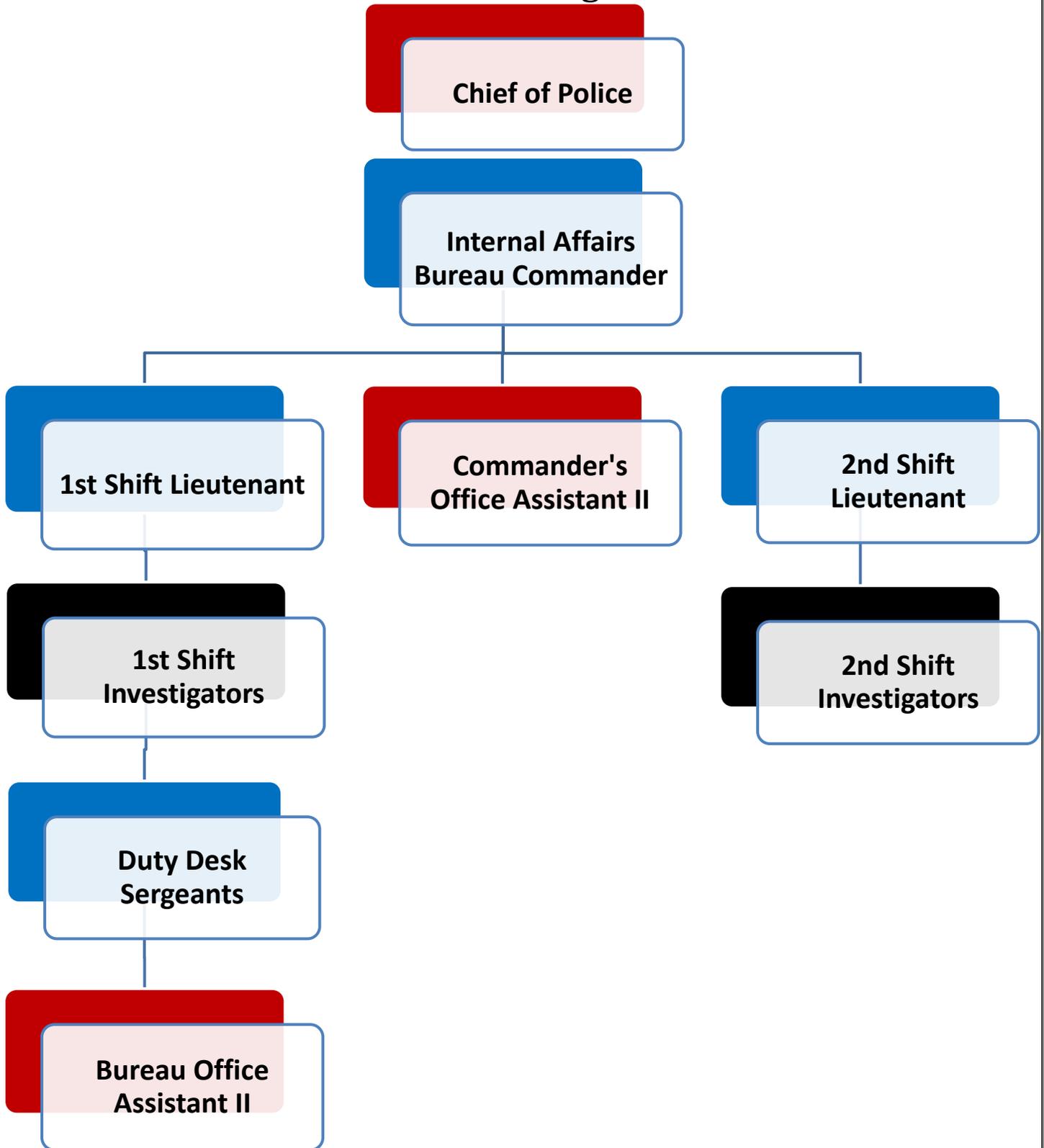
Donald Smith 645-0288

Dan Weaver 645-0270

Michael Wilgus 645-0462

Sean Wyke 645-0482

Internal Affairs Bureau Organizational Chart



Mission Alignment



Lt. Aimee Haley



Lt. Bela Bernhardt

IAB Lieutenants

The IAB Lieutenants are tasked with the assignment, coordination, and management of all citizen complaint and internal investigations for assigned investigators. The goal is to conduct thorough and impartial investigations and to complete a consistent, timely and professional product. IAB Lieutenants are responsible for investigative guidance, identifying trends (investigative and Division-wide) and monitoring the progress of investigations.

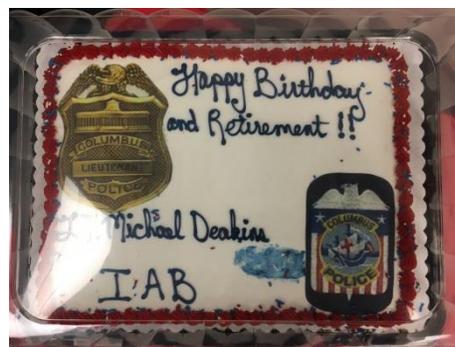
In addition, the IAB Lieutenants review the status of cases on a regular basis. The IAB Lieutenants conduct regular case review meetings to ensure investigations are progressing within the accepted time limits and to discuss investigative hurdles and ideas to improve efficiency. IAB Lieutenants track a number of important statistics related to investigative cases and time lines and regularly assist with public records requests. The IAB Lieutenants also identify training opportunities for IAB Sergeants. Finally, the IAB Lieutenants are accountable for contractual issues that may arise during investigations, as well as investigative questions from chains of command.

In 2017, the IAB Lieutenants were asked to improve communication, both internally within the bureau and externally with the Division of Police and the public. Lieutenants began by creating talking points for IAB Sergeants to discuss at patrol roll call meetings. Some of those talking points included integrity of law enforcement, accountability, efficiency and thoroughness of IAB investigations, body-worn camera review, profanity, and social media. IAB leadership also took part in community meetings and discussions about uses of force and internal investigations.



Lt. Michael Deakins

In 2017, the Internal Affairs Bureau saw the retirement of Lt. Michael Deakins who served for 37 years with the Columbus Division of Police; the last 7 years Lt. Deakins was assigned to the Internal Affairs Bureau. Lt. Deakins was dedicated to the success and integrity of the Columbus Division of Police and the Internal Affairs Bureau. His knowledge of investigations and management, as well as his calm demeanor created a standard of investigation within his unit on first shift. His tenure saw high profile criminal and administrative investigations conducted by Internal Affairs Sergeants with his guidance.





Columbus Division of Police-Internal Affairs Bureau-2017

Investigating Sergeants

The IAB Investigating Sergeants are tasked with the fair and impartial investigation of both criminal and administrative investigations related to the conduct of Division personnel. The goal is to conduct a thorough examination of the allegations and to complete an efficient and professional investigation. The IAB Investigating Sergeants conduct investigations by interviewing complainants, witnesses, Division employees and collecting physical evidence such as audio and video recordings, to make appropriate recommendations regarding findings of fact. Should they determine that a criminal investigation should be conducted they consult with the IAB chain of command to determine exactly who should conduct the criminal investigation.

The IAB Investigating Sergeants are accessible to all involved parties to ensure they receive information regarding investigative outcomes. Investigators coordinate efforts with other agencies and investigators as necessary. Finally, IAB investigators update IAB Databases with recent changes and dispositions of assigned cases to ensure the availability of information and statistics related to investigative outcomes.

Duty Desk Sergeants

The Duty Desk Sergeants are tasked with providing a single point of contact for the Division's complaint process. The Duty Desk Sergeants receive formal complaints, draft informational summaries, and perform the initial research necessary to provide assigned investigators with a foundation for investigation. The Duty Desk Sergeants are responsible for answering inquiries and providing assistance and references to citizens contacting IAB.

The Duty Desk Sergeants answer the Citizen Complaint telephone line, assist with walk-in/in person complaints, and receive and process correspondence by fax, email, social media and U.S. mail regarding the Citizen Complaint process. They also enter and retrieve information in the Division computer system and various related databases, and compile various statistics for reports. The importance of the Duty Desk Sergeant cannot be overstated. These IAB professionals work with the public on a daily basis to resolve issues, both large and small. They are able to build bridges with the public by offering information and resources that oftentimes is unavailable anywhere else within the Division.

Administrative Support Personnel

The Administrative Support personnel are tasked with entering information related to complaints, investigations, and discipline into Internal Affairs and applicable Division databases. Administrative Support staff performs a number of critical administrative duties and are responsible for typing or transcribing investigative interviews, reports, and letters.

The Administrative Support personnel complete day-to-day database entry of use of force reports and internal investigations. They respond to and fill a significant number of Public Records requests, as well as requests for information from other internal and external stakeholders.

In 2017, the Administrative Support personnel along with IAB Lieutenants were challenged with creating ways to make the administrative duties more efficient. This challenge led to the suggestion that discipline entry should likely reside with Human Resources, as that is the final destination for all discipline within the Division. This change in procedure will be implemented in the first quarter of 2018.

Strategic Goals-2017

New leadership came to the Internal Affairs Bureau in 2017. Commander Gregory Bodker was transferred into IAB in early 2017, and he was joined by Lt. Aimee Haley from the Professional Standards Bureau in August of 2017. The strategic goals that had been adopted prior to their arrival were evaluated for importance, as well as the impact that those goals may have on bureau efficiency.

Goal 1.11: Pilot test IAB mediation program on Patrol North with the goal of a 25% reduction in IAB and chain of command workload associated with complaint investigations and reviews.

Status: IAB leadership conducted meetings with Community Mediation Services throughout 2017 however the project came to a standstill at the labor relations phase. Once approved, IAB is prepared to move forward with this valuable project.

Goal 3.5: Improve the work product of new sergeants in Patrol by continuing the sergeant mentoring program developed by Deputy Chief Woods and the IAB familiarization program.

Status: Although the work product of new sergeants in Patrol was affected by training conducted by Cmdr. Gregory Bodker and Cmdr. Jennifer Knight on administrative investigations and discipline analysis, the familiarization program in IAB has been put on hold pending a thorough analysis of the program.

Goal 3.8: As traumatic incidents increase, the number of Peer Assistance Team (PAT) members must keep pace. To accomplish this, 18 PAT members will be added in 2017.

Status: In conjunction with Cmdr. Rhonda Grizzell, the co-team leader of the PAT, Cmdr. Gregory Bodker and EAP Director Lisa Callander identified, interviewed, and trained 10 new PAT members.

In 2017, the 70 Peer Assistance Team members who volunteer their time took part in 907 activations. This team of committed volunteers works tirelessly to provide training to Division employees and to act as a bridge to professional clinical assistance when necessary.

Goal 3.10: Develop a 35 hour training program specifically designed for Internal Affairs investigators and supervisors and deliver it to all IAB personnel by August 1, 2017. Host a state-wide IAB/PSB conference by November 1, 2017.

Status: In conjunction with the Chief of Police the lesson itinerary for an IAB training program was created and the first class held on May 10, 2017. At the conclusion of that class the determination was made to attend outside training courses, identify the most valuable foundational IAB training and attempt to send new investigators to the identified training. With changes in IAB and PSB commander positions the possibility of hosting a state-wide conference was put on hold until a later time.

Goal 4.3: Create a UAV/UAS program policy and SOP for possible utilization of this tool if funding is approved by December 31, 2017.

Status: Funding for the program was not obtained and ownership for this goal was transferred to Lt. Jack Harris in the heliport.

2017 Bureau Highlights and Accomplishments

Training



Lt. Bela Bernhardt at FBI-LEEDA Training

In May of 2015, former Mayor Michael Coleman recommended an independent source conduct an audit of the Internal Affairs Bureau. The purpose of the review was to ensure the bureau was operating in a professional and transparent manner by adhering to best practices, and by continually re-evaluating practices in pursuit of its core principles and goals. A comprehensive review of the operations of the Internal Affairs Bureau was conducted in the first quarter of 2016 by the Police Executive Research Forum (PERF).

PERF was founded in 1976 as a nonprofit organization. PERF is a police research and policy organization and a provider of management services, technical assistance, and executive-level education to support law enforcement agencies. PERF helps to improve the delivery of police services through the exercise of strong national leadership, public debate of police and criminal justice issues, and research and policy development.

The IAB review placed emphasis on the citizen complaint and investigative processes, as well as an assessment of the Internal Affairs Bureau. The information gained through the review provided objective feedback concerning the strengths and weaknesses of these processes, alignment with nationally recognized best practices, and allowed for recommendations for adjustments and improvements, both operationally and administratively.

One of the important recommendations from the PERF review was strengthening IAB Investigator training. With that in mind, IAB leadership began 2017 with a goal to identify valuable training for IAB personnel, send personnel to attend that training, and assess the value of the training for future IAB attendance. The following training courses were attended by IAB personnel:

- Risk Management in Public Safety-Gordon Graham
- Internal Affairs, Professional Standards and Ethics-Institute for Law Enforcement Administration
- Risk Management and Liability Prevention for Law Enforcement Leaders-Randy Means and the Ohio Association of Chiefs of Police
- Interviewing and Interrogation-The Reid Group
- Discipline and Internal Investigations-Americans for Effective Law Enforcement (AELE)
- Internal Affairs Training-Public Agency Training Council (PATC)
- Telematics Training-Columbus Division of Police
- Uber Investigations 101- Public Agency Training Council (PATC)
- Social Media and Technical Skills-NW3C
- Understanding and Applying the Principles of Force Science-Force Science Institute
- Developing Leadership Skills of Excellence-Public Agency Training Council (PATC)
- Managing and Conducting Internal Affairs Investigations-FBI-LEEDA
- Basic Use of Force and Body Worn Cameras-Force Science Institute
- Essential Lessons for HR Managers and Supervisors in the Workplace-OHPELRA
- Shaping Your Safety Forces to Be Heroes-OHPELRA
- Trends and Techniques in Internal Affairs-Southern Police Institute
- Emerging Trends in Fraud Investigation and Prevention-Ohio Auditor of State
- Investigating Citizen Complaints and Officer Misconduct-Public Agency Training Council
- National Internal Affairs Investigator Association-NIAIA
- Police Internal Affairs Investigations-Institute of Police Technology and Management (IPTM)
- Attorney General's Conference-State of Ohio
- Certified Law Enforcement Executive Training-Ohio Association of Chiefs of Police (OACP)

The training and lessons taught by the preceding courses of instruction have added to the quality of investigations being conducted by IAB Sergeants.

Communication



Sgt. Roy Lisath speaks to recruits at CPD Academy

Prior to 2016, IAB maintained several different unconnected databases, resulting in inefficiencies, redundancy, and difficulty in retrieving information effectively. Lt. Bernhardt was tasked with a transition project to consolidate the databases by moving data collection, case management, and report writing into PremierOne (P1). Although that project was completed in late 2016, the practice of regularly communicating some IAB information within Premier 1, was absent. In 2017, the goal of getting back to basic communication became a priority.

Projects that were initiated in IAB to enhance communication included the following:

- Major Case Briefings- These briefings were specifically provided to Executive Staff members, in person, at Executive Staff meetings during the first Wednesday of every month. The briefings allowed IAB Lieutenants to present important information to the Chief and Deputy Chiefs and allowed those executives to ask clarifying questions regarding some of the most important cases being investigated by IAB.
- Commander Roundtables- Meant to proactively address questions by the individual chains of command, IAB leadership met with patrol commanders and lieutenants in order to address any concerns or misunderstandings that existed regarding IAB investigations or procedures.

- Patrol Roll Calls- IAB personnel were required to meet with patrol personnel on a regular basis to provide information on pre-established talking points. Some of those conversations revolved around complaint dispositions, body-worn camera policy, and the importance of video evidence in IAB investigations.
- Internal Case Review Meetings- Productivity briefings were initiated within IAB so that IAB personnel and leadership were familiar with investigative trends and any timeline issues that may arise.

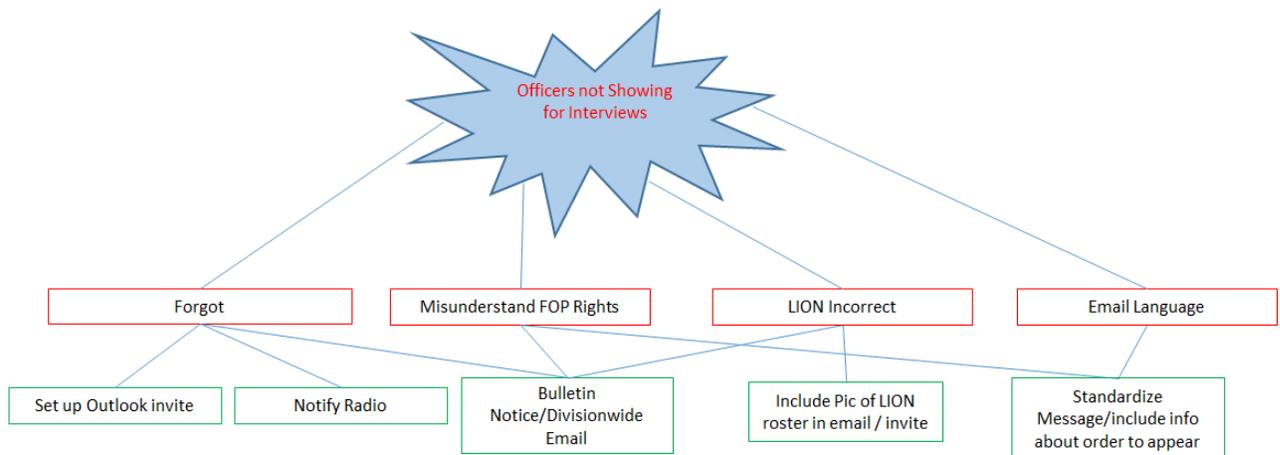
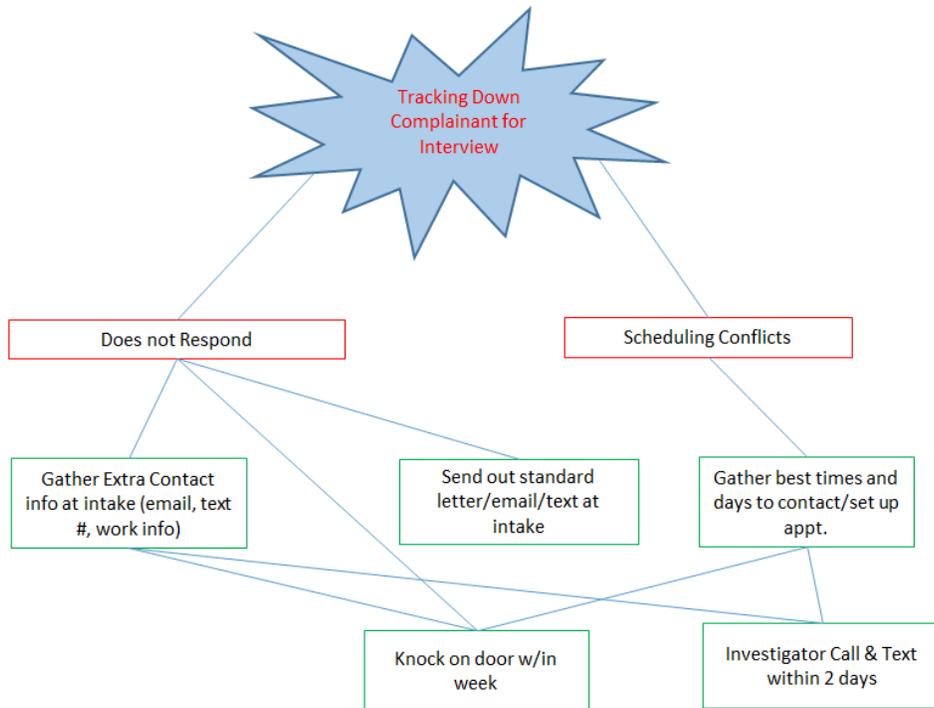
Efficiency

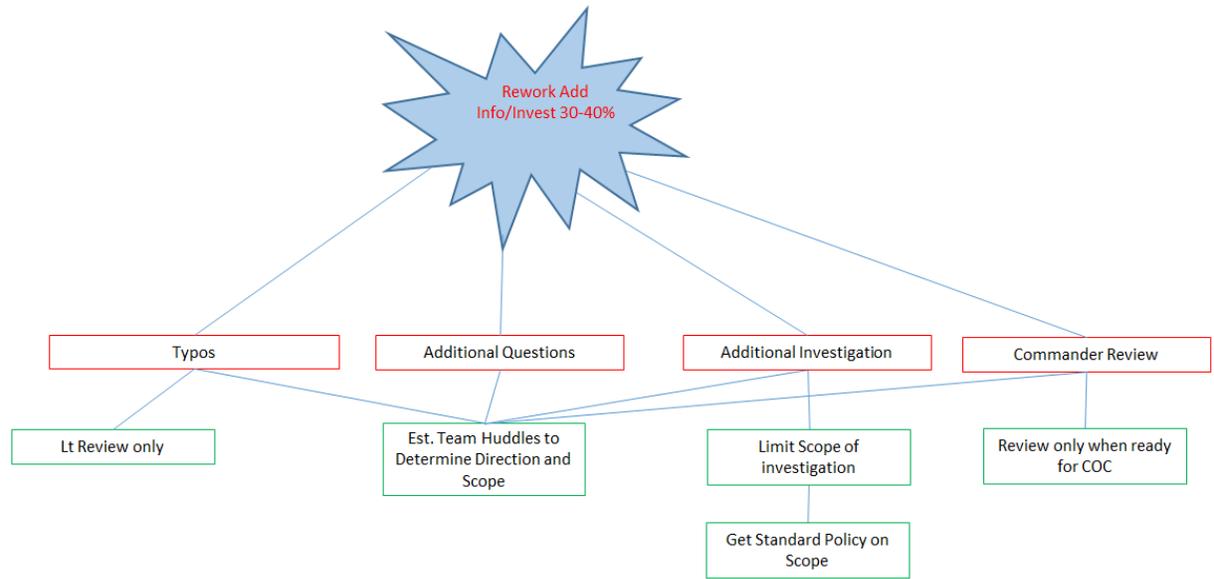


Strategy Notes from Six Sigma Efficiency Assessment

Based upon the feedback that was received from Patrol roll calls, Commander Roundtables, and Major Case Briefings, it was evident that IAB efficiency was a topic of discussion and potentially an issue that could be improved. IAB leadership examined the investigative timelines from 2016 and asked the entire bureau if completion times could be improved. Based upon this communication, IAB leadership initiated a project to improve investigative timelines.

The project began with an efficiency study led by Lt. David B. Griffith #5078 and Lt. Bela Bernhardt #5072. Lt. Griffith had expertise in operational analysis based upon his graduate studies at the Ohio State University in Lean Six Sigma principles. The two lieutenants formed a team of IAB Sergeants to identify areas of improvement within IAB and provide suggestions on how to be more efficient. The following areas of inefficiency were identified by the team of IAB Sergeants:





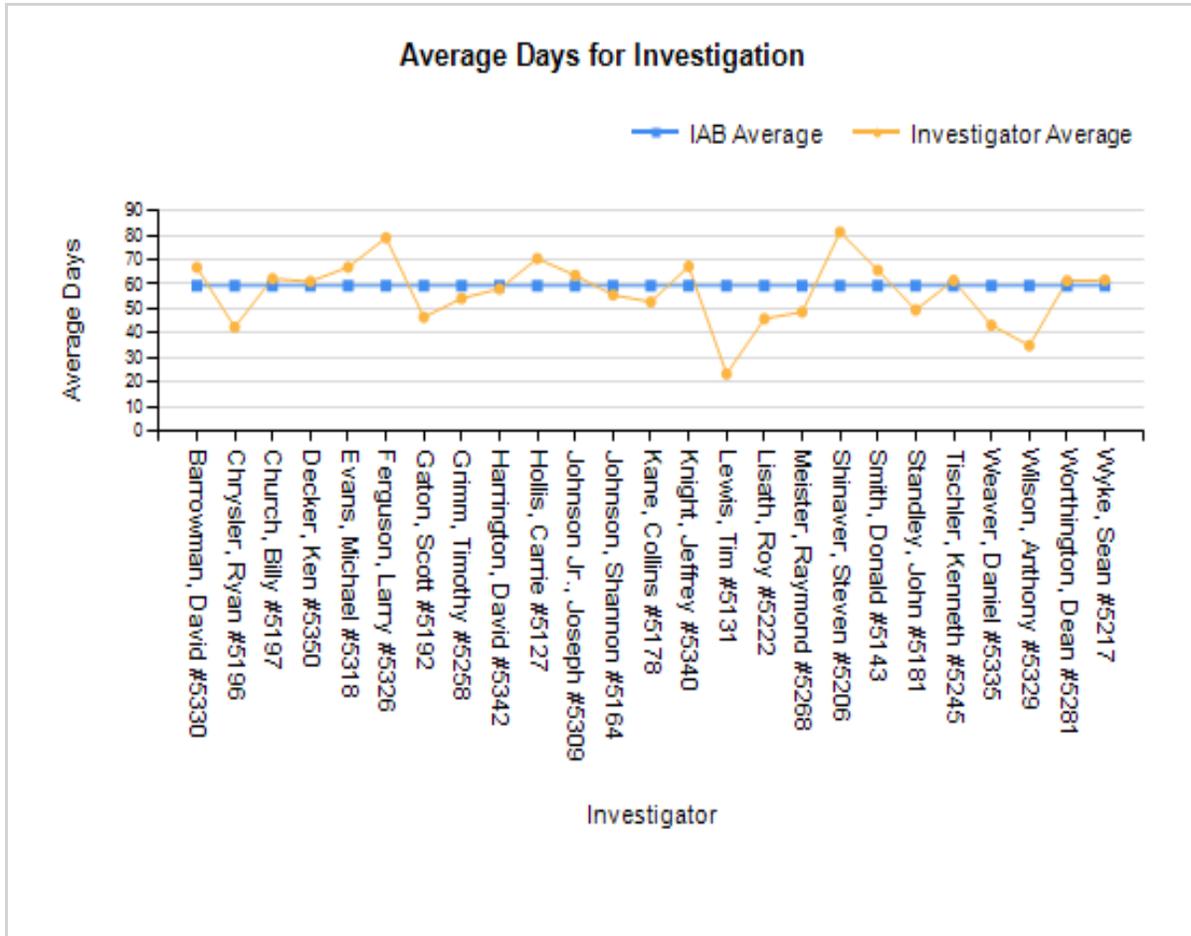
Goal	Shift	Level	Days to Assign	Days to Letter Sent	Days to Complainant	Days to First Witness	Days to First Witness Officer	Days to First Focus Officer	Days to IAB Lt	Days to IAB Commander	Days to CoC	Days in CoC
45/90 day	A/B	1	2.17	4.89	24.47	28.86	40.30	36.66	54.06	59.09	64.52	26.37
	A	1	1.97	4.61	20.26	25.36	36.59	30.96	50.01	53.50	61.72	23.52
	B	1	2.39	5.19	28.20	31.60	43.01	41.73	58.27	61.97	67.29	28.91
60/120 day	A/B	2	2.86	8.75	25.25	38.09	42.31	66.47	76.64	76.88	78.78	36.21
	A	2	3.43	6.50	28.80	35.00	38.00	48.00	47.67	54.00	59.50	35.20
	B	2	1.00	3.50	19.33	37.17	40.75	66.50	98.38	95.22	103.11	32.57
15/30 day	A/B	4	2.32	3.63	6.79	9.67	11.40	12.27	14.76	16.67	18.06	3.15
	A	4	2.29	4.50	6.50	10.50	6.33	14.64	15.12	17.76	19.71	12.71
	B	4	2.44	3.07	7.50	8.00	19.00	9.91	14.38	15.93	16.81	15.69

In addition to regularly discussing investigative timelines at internal case review meetings, IAB Sergeants and Lieutenants discussed the importance of communication while attending Patrol roll call meetings. IAB also standardized the IAB interview notification that is sent to officers. Additionally, an attempted in person interview with each complainant was mandated during each IAB investigation.

The results were significant. The average days to complete a case dropped by more than a week from 57.02 days in 2016, to 49.17 days in 2017. All of IAB has worked diligently to decrease the average days needed to complete an investigation. Those same personnel continue to work on this goal, identifying inefficiency and recommending solutions.

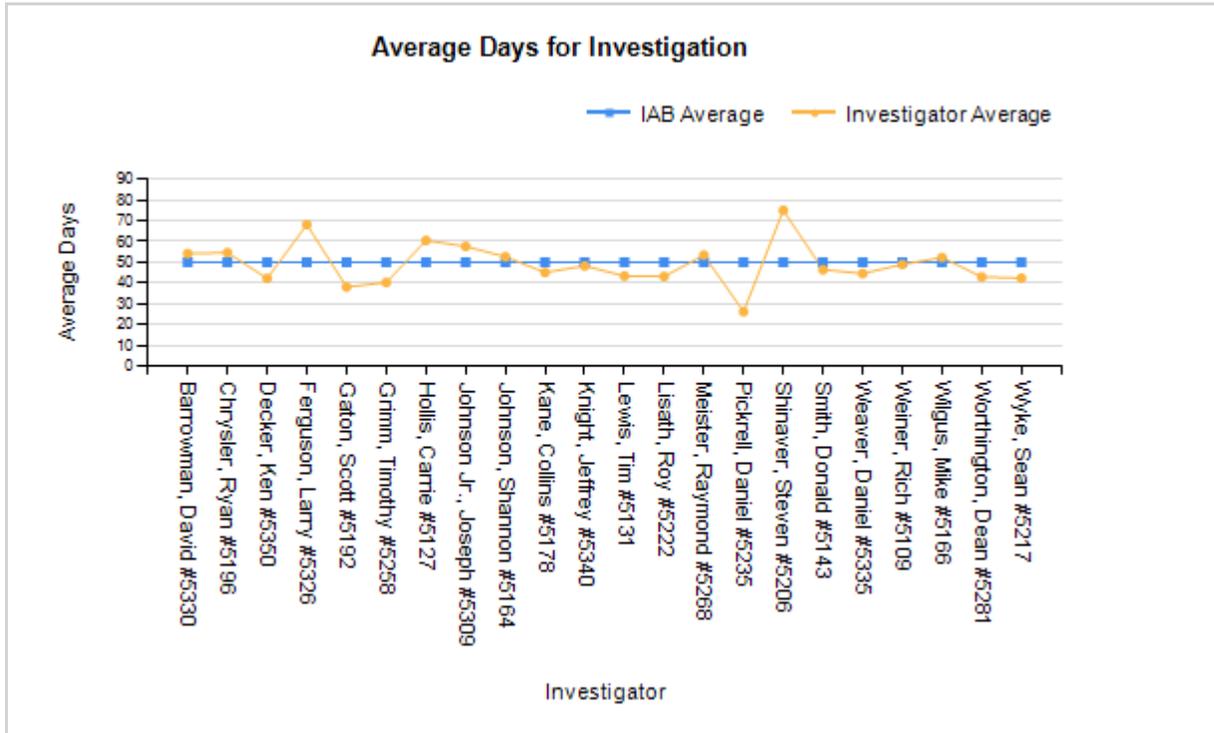
IAB Average Days Case Completion

1/1/2016 - 12/31/2016



IAB Average Days Case Completion

1/1/2017 - 12/31/2017



2017 Outreach and Community Interaction



Sgt. Scott Gatton and Sgt. Sean Wyke attend National Night Out Festivities

Each Internal Affairs Bureau supervisor was tasked with outreach, both to other law enforcement agencies as well as the community that we serve. CPD-IAB took part in volunteering for the following organizations:

- The Mid-Ohio Food Bank
- The Plain City Food Pantry
- Relay for Life
- The Columbus CARE Coalition
- Boy Scouts of America
- Dublin Youth Soccer
- Columbus Public Schools
- Big Walnut Local School District volunteer
- State of Ohio Accreditation Resource (SOAR)-President
- CALEA Assessor
- Project 658-Mission to Charlotte, N.C.

- Linden Park Neighborhood Early Childhood Education Center-Coat Drive
- Church Elder
- Marysville Local Schools volunteer
- The Father's Auxiliary Jack and Jill of America
- Bexley Local Schools volunteer
- A Blanket for the Homeless in Ohio
- Maryhaven
- Lifeline of Ohio



Cmdr. Bodker, Ofc. Halbakken, and Lt. Haley present at a High School Career Fair



Sgt. Larry Ferguson with the Father's Auxiliary Jack and Jill of America

Internal Affairs Investigative Statistics

Investigative Statistics: Citizen Complaints

An analysis of investigative statistics for the Bureau is based on an evaluation of the number of contacts and complaints processed by the Bureau in conjunction with a review of the average times spent on the completion of both internal and complaint investigations. It should be noted that there are primarily two terms that are used throughout this publication related to citizen complaints; "complaints received" and "complaints investigated." A complaint that is received may not be completely investigated after initially assessed if there is no allegation of misconduct. In those cases the investigation is cancelled and retained as "information only."

Improvement recommendations for 2018:

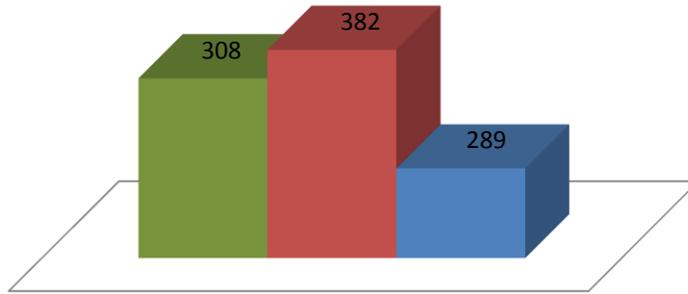
Continue to stress the importance of investigative timelines and efficiency, but focus on the final product and communicating with the complainant and focus officer, explaining the final dispositions and how the investigator arrived at those recommendations.

Statistics:

- | | |
|--|-------|
| • Contacts received by Internal Affairs in 2017: | 2,673 |
| • Citizen Complaints received in 2017: | 308 |
| • Citizen Complaints cancelled in 2017 | 55 |
| • Total Allegations in All Citizen Complaints in 2017: | 701 |
| • Bias-based Profiling complaints in 2017: | 11 |

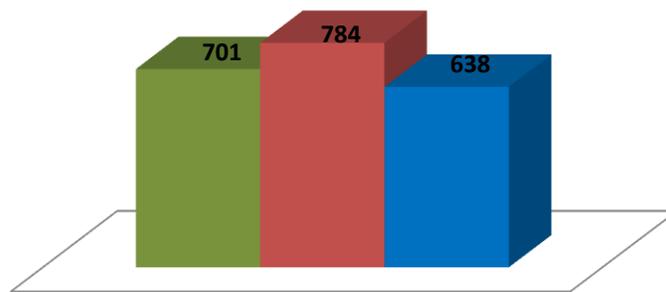
Total Citizen Complaints Recieved

■ 2017 ■ 2016 ■ 2015



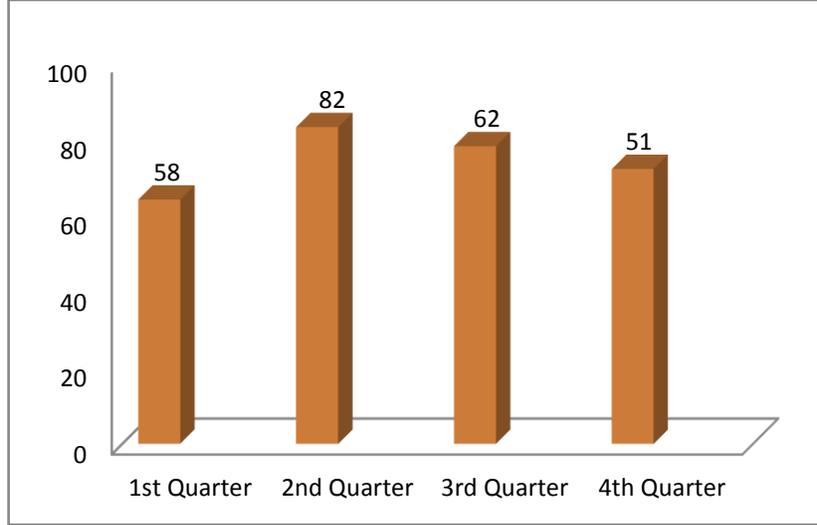
Total Allegations

■ 2017 ■ 2016 ■ 2015



Total Number of Allegations in All Citizen Complaints by Year

Total Citizen Complaints Investigated in 2017 by Quarter



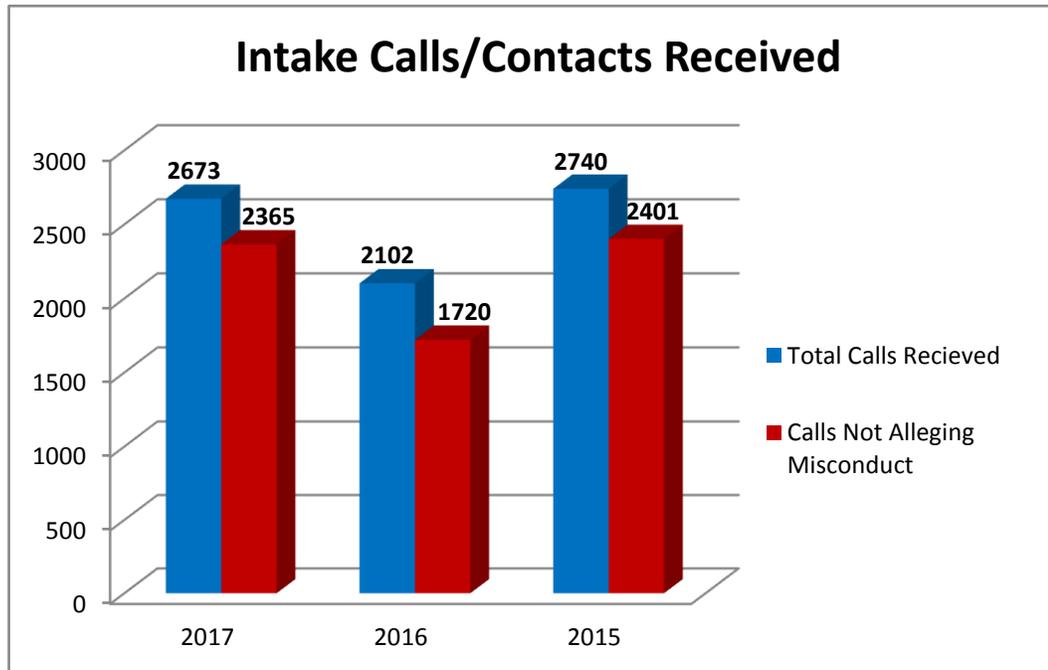
Most Frequent Type or Nature of Allegations in Citizen Complaints

2016	#	%
Actions Taken / Not Taken	176	22.3%
Rude/Discourteous Language/Actions	116	14.7%
Investigative Actions	99	12.8%
Search/Seizure	89	11.3%
Force	70	8.9%

*These five categories represent **70.1%** of all citizen complaint allegations received in 2016*

2017	#	%
Actions Taken/ Not Taken	159	26.2%
Investigative Actions	83	13.6%
Rude/ Discourteous Language/ Actions	81	13.3%
Force	75	12.3%
Search/ Seizure	53	8.7%

*These five categories represent **74.4%** of all citizen complaint allegations received in 2017*



The Citizen Complaint Line is answered between 6:00 a.m. and 10:00 p.m. by Internal Affairs Duty Desk Sergeants. The Patrol Administrative Sergeant is responsible for answering the complaint line from 10:00 p.m. until 6:00 a.m.

Total Contacts Received-2017

1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	2017 Total
588	736	742	607	2,673

Calls that do not allege misconduct may be referred to supervisors or units outside Internal Affairs if a citizen requests follow-up. All citizen contacts are logged to document the nature of the contact and the outcome.

Contractual Compliancy for Completed Citizen Complaints

Article 8 of the collective bargaining agreement (CBA) between the City of Columbus and Fraternal Order of Police Capital City Lodge No. 9 provides the contractual timelines for completion of citizen complaints. In particular, Article 8.14 states, "The investigation of Citizen Complaints shall be concluded within ninety (90) days after the date the complaint was received by the City." In addition, Article 8.14 states, "If the applicable time limit is not met, or the investigation otherwise exceeds one-hundred eighty (180) days, no member will be disciplined arising out of the investigation of such citizen complaint."

2016

▪ Number of Citizen Complaints Completed	312
▪ Number Completed in 90 Days	311
▪ Percentage Completed in 90 Days	99.6%

2017

▪ Number of Citizen Complaints Completed	253
▪ Number Completed in 90 Days	253
▪ Percentage Completed in 90 Days	100%

Production Statistics: Internal Investigations

Internal administrative investigations, which have no contractual timelines for completion, are completed in timelines delineated in the Standard Operating Procedure (SOP) Manual.

The SOP evaluates cases based on specified criteria, and cases are assigned a level which establishes recommended target completion dates. Internal investigations continue to require significant investigative effort and completion times are often contingent on outside factors beyond the control of the investigator, such as scheduled leave time and new information. Due to the various external factors impacting the time needed to complete internal investigations, those investigations held in abeyance as the result of a corresponding criminal investigation are often delayed for several months pending a criminal outcome. Additionally, the adjudication of an internal administrative investigation may be further delayed once forwarded to the chain of command for several reasons including (1) chains of command review and evaluate investigations at different rates, and (2) a chain of command review often requires review by numerous supervisors and multiple chains.

While the dynamics of an investigation can alter the anticipated completion times for administrative investigations, the following are the identified case levels and target completion dates:

Level 0

Level 0 investigations are those that are investigated by a unit outside IAB and are sent to IAB for filing only. They do not require any further investigation or processing by IAB.

Level I

Level I investigations place emphasis on expediency, accuracy, and conciseness. The recommended **target completion date is 45 days** to allow for additional review and further investigation, while still remaining within contractual timelines of 90 days for citizen complaints. **Expected completion date is 90 days.** Level I investigations normally include:

- Most Citizen Complaints
- Internal Investigations designated by IAB supervision as capable of being completed within these timelines
- Citizen complaints against Division civilian personnel will be completed within timelines in the collective bargaining agreement

Level II

Investigations are more detailed and involved than Level I. The recommended **target completion date is 60 days** to allow for additional review and further investigation, while still remaining within contractual timelines of 90 days for citizen complaints. **Expected completion date is 120 days,** unless delayed due to a criminal investigation. Level II investigations normally include:

- Citizen complaints requiring more investigation
- Allegations by Division personnel against other Division personnel
- Joint investigations with other agencies
- Investigations involving sexual harassment, discrimination, or EEO
- Use of Force investigations forwarded to IAB for further investigation

Level III

Level III investigations were investigated by a unit outside IAB, but assigned to IAB only for the preparation and processing of Departmental Charges. The completion dates are established by the applicable contract(s).

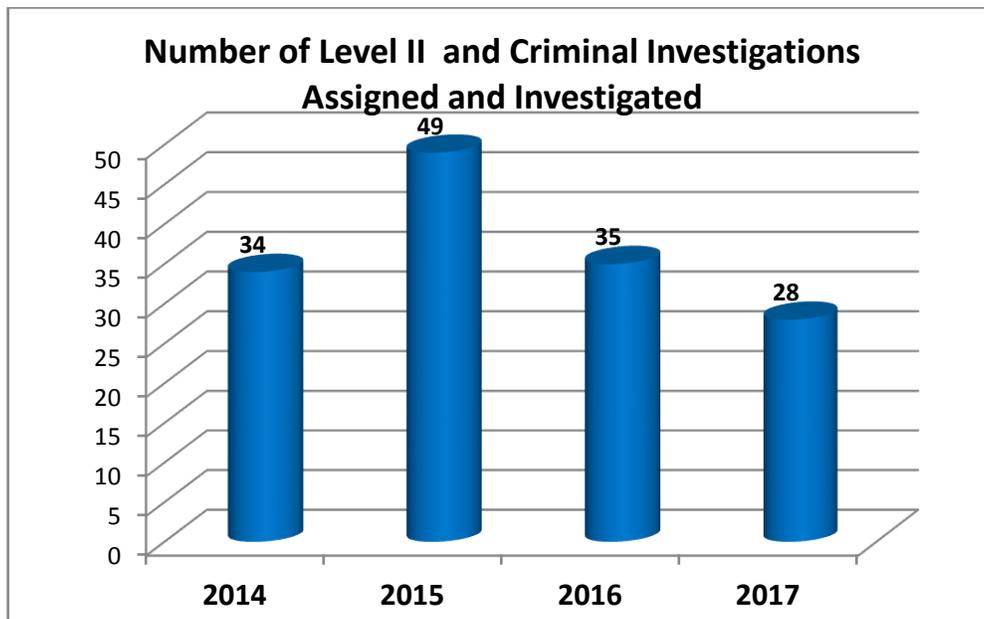
Level IV

Investigations of Citizen Complaints against Communications Bureau personnel. Timelines are established by the applicable contract (within 50 days investigation must be completed, reviewed by COC and outcome determined).

Criminal

Criminal investigations are those that involve allegations that, if true, would be a violation of law. Criminal investigations will be completed within 120 days unless otherwise approved by the IAB Commander.

The average time to complete Level II investigations in 2017 was **44 days**. In comparison, the average time to complete Level II investigations in 2016 was **72 days**.



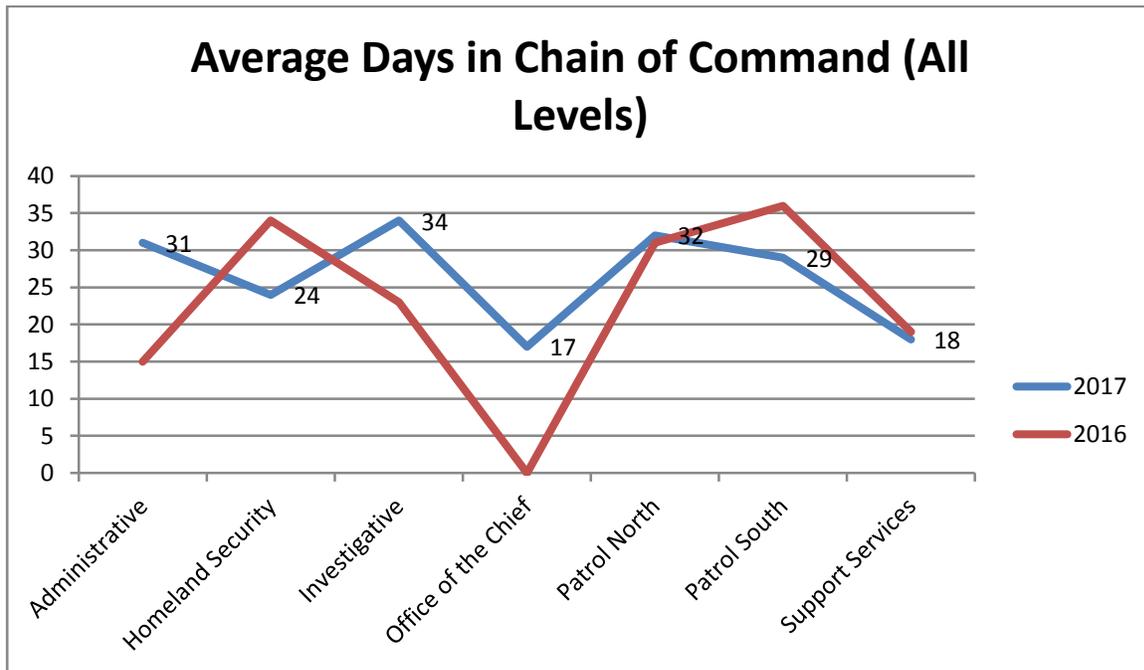
The average number of days (cumulative) in chains of command for review, in 2017 was:

- 253, Level I investigations took an average of 30 days to review.
- 11, Level II investigations took an average of 28 days to review.

The average number of days (cumulative) in chains of command for review in 2016 was:

- 295, Level I investigations took an average 33 days to review.
- 10, Level II investigations took an average of 39 days to review.

The following graph shows the average number of days investigations remained in the chains of command for review prior to being completed and returned to the Internal Affairs Bureau in 2016 & 2017.



The following table shows the number of investigative findings that the chain of command agreed or disagreed with during the chain of command review.

Subdivision	Rank	# Findings	# Agreed	Agreed %	# Disagreed	Disagreed %
Administrative Subdivision	D/C	7	7	100%		
	Total	7	7	100%		
Chief of Police	Chief	5	5	100%		
	Total	5	5	100%		
Homeland Security Division	CMDR	10	10	100%		
	D/C	23	23	100%		
	Total	33	33	100%		
Investigative Subdivision	CMDR	6	6	100%		
	D/C	10	10	100%		
	Total	16	16	100%		
Patrol North Subdivision	CMDR	30	29	97%	1	3%
	D/C	80	73	91%	7	9%
	Total	110	102	93%	8	7%
Patrol South Subdivision	CMDR	62	58	94%	4	6%
	D/C	200	192	96%	8	4%
	Total	262	250	95%	12	5%
Support Services Subdivision	CMDR	1	1	100%		
	D/C	24	22	92%	2	8%
	Total	25	23	92%	2	8%
Total		465	440	95%	25	5%

Citizen Complaint Analysis

Investigative Dispositions-Completed Citizen Complaints 2017

Sustained – The allegation is a Rule of Conduct violation and is supported by a preponderance of the evidence.

Not sustained – The allegation could not be supported or refuted by a preponderance of the evidence.

Unfounded – The allegation is refuted by a preponderance of the evidence.

Exonerated – The evidence indicates the alleged conduct occurred, but the actions taken by the employee(s) were lawful and no misconduct was substantiated.

Policy / Procedure – The alleged conduct occurred, but involved either the proper and non-discretionary use of an approved Division policy or procedure, or was the result of the employee following an explicit and lawful order from a supervisor.

Cancelled for Cause – a) The alleged misconduct could not have possibly occurred, e.g. Division employee was not working at the time of the alleged incident; b) The complainant is deemed a Vexatious Complainant.

Withdrawn – The Complainant retracted the allegation(s) through either a verbal or written statement.

Unable to Resolve – a) The investigation could not be properly investigated due to the complainant's or a critical witness' lack of cooperation in providing necessary or specific information; b) The investigation could not be completed because the involved employee was unavailable for a necessary interview.

Not Investigated per Article 8.12 – The complaint is not received or reduced to writing within 60 days of the alleged incident or an anonymous complaint does not contain corroborative evidence (or easily found corroborative evidence).

False Complaints

2921.15 Making false allegation of peace officer misconduct.

(A) As used in this section, "peace officer" has the same meaning as in section [2935.01](#) of the Revised Code.

(B) No person shall knowingly file a complaint against a peace officer that alleges that the peace officer engaged in misconduct in the performance of the officer's duties if the person knows that the allegation is false.

(C) Whoever violates division (B) of this section is guilty of making a false allegation of peace officer misconduct, a misdemeanor of the first degree.

The Subdivision Deputy Chief of the involved officer(s) makes the final determination regarding the filing of criminal charges for making a false allegation of police officer misconduct. Only cases involving obvious false allegations supported by evidence and reviewed by the Police Legal Advisor are recommended for prosecution. If criminal charges are approved, the assigned IAB Sergeant files a summons, ordering the defendant to appear in court. False allegations made against Columbus police officers have ranged from unlawful entry to assault. The sentences for those convicted have included probation, fines, and community service.

In **2015**, Internal Affairs filed **1** criminal charge against persons filing a false complaint.

In **2016**, Internal Affairs filed **3** criminal charge against persons filing a false complaint.

In **2017**, Internal Affairs filed **5** criminal charge against persons filing a false complaint.

Video Evidence

In 2017, IAB began to track the impact that video evidence has on internal investigations. Throughout the course of an investigation, an IAB investigator may collect video from several sources such as cell phone video, surveillance video, social media video, cruiser video and new in 2017, body-worn camera (BWC) video. Perhaps the most significant factor impacting IAB investigations in 2017 was the implementation of body-worn camera (BWC) technology. Although the majority of patrol officers had not been issued a BWC by the end of 2017, the importance that the technology may play in IAB investigations became clearer. IAB statistics revealed the following information:

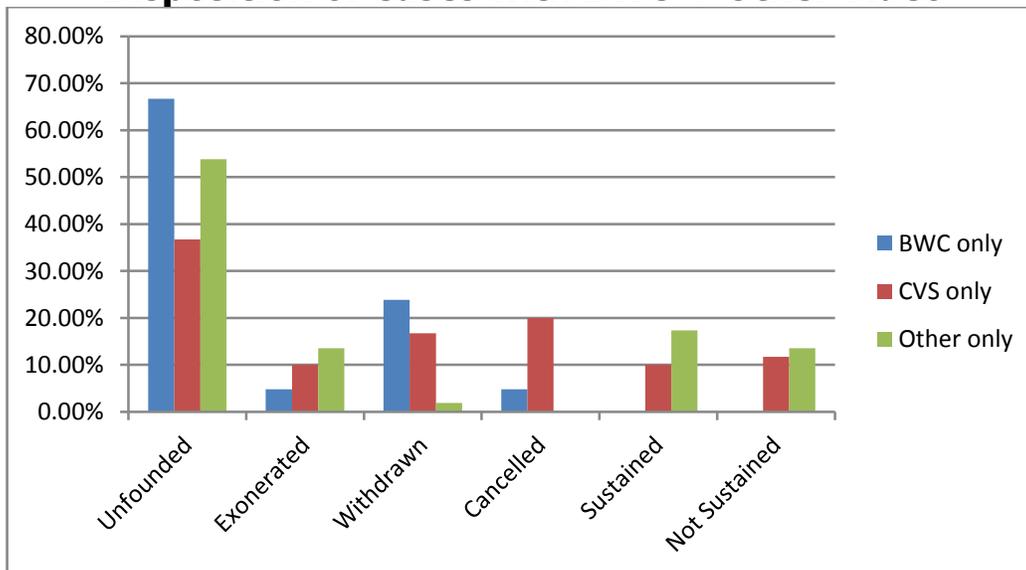
Disposition of Investigations with BWC only

Unfounded	Exonerated	Withdrawn	Cancelled	Sustained	Not Sustained	Total Allegations
14	1	5	1	0	0	21
66.7%	4.8%	23.8%	4.8%	0%	0%	

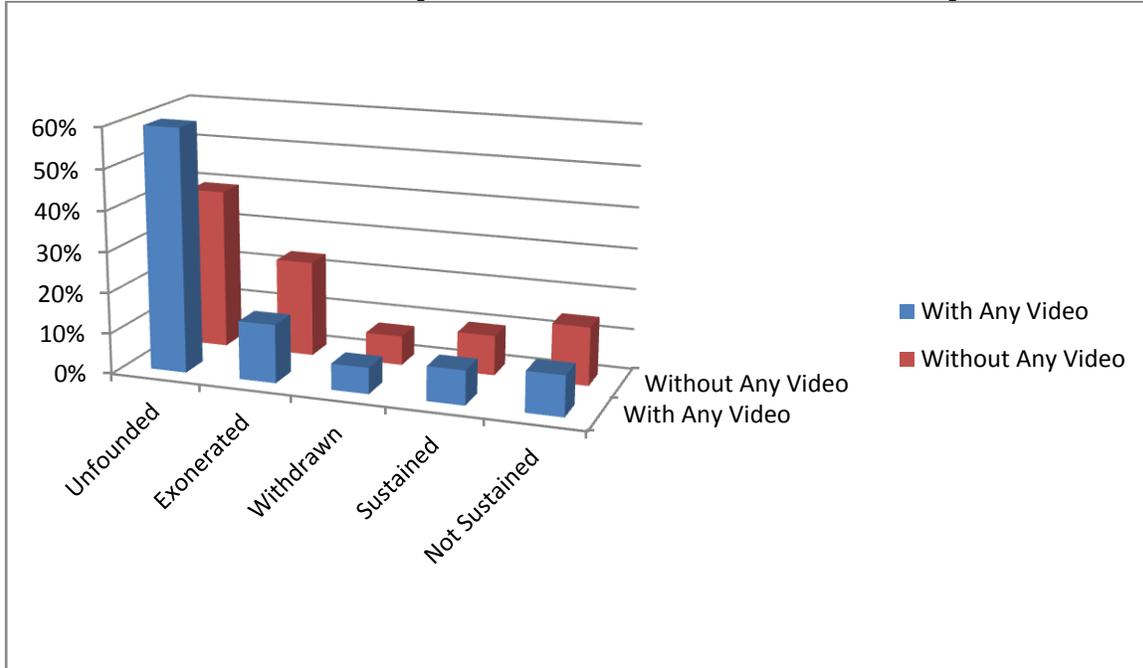
Disposition of Investigations with BWC & Other video

Unfounded	Exonerated	Withdrawn	Cancelled	Sustained	Not Sustained	Total Allegations
45	13	0	4	3	3	68
66.2	19.1%	0%	5.9%	4.4%	4.4%	

Disposition of Cases with BWC + Other Video



Cases with any Video vs. Cases without any Video



All Cases with any type of Video

Unfounded	Exonerated	Withdrawn	Sustained	Not Sustained	Total Allegations
121	29	13	17	20	203
59.6%	14.3%	6.4%	8.4%	9.9%	

Combined Unfounded, Exonerated, and Withdrawn – 80.3%

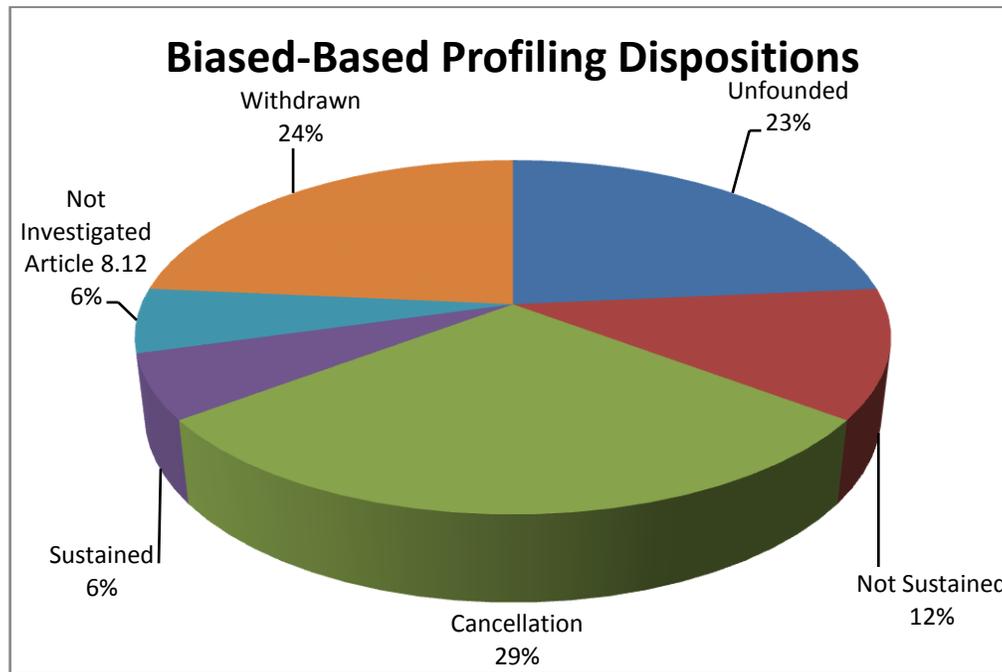
All Cases without any type of Video

Unfounded	Exonerated	Withdrawn	Sustained	Not Sustained	Total Allegations
121	72	22	30	44	307
39.4%	23.5%	7.2%	9.8%	14.3%	

Combined Unfounded, Exonerated, and Withdrawn – 70.1%

Bias-Based Profiling Complaints

	2016	2017
Number of complaints	21	17



Bias-based investigations are often challenging because many times the investigation attempts to address the perception of an involved party to the complaint. Many times a complainant feels the officer(s) showed bias when engaging in law enforcement duties, when there are no facts to support the feeling. Rarely are any objective facts or overt actions described that would indicate bias. Feelings or opinions are often cited for the belief that bias was present.

Complaints cannot be investigated based on feelings of the complainant alone. When legitimate reasons for law enforcement action are present, and no objective facts are determined, investigators are left to determine the officer's intent, which can be problematic and very challenging in many cases. The Division takes these allegations seriously and, when presented with objectively reasonable facts, investigates them to a logical conclusion. These complaints, as with all complaints, are tracked by precinct and officer to determine if patterns exist. The Internal Affairs Bureau compiles, analyzes and forwards a Bias-Based Complaint Report annually that is provided to the Chief of Police for review.

Complaints that are Cancelled and Reclassified Information Only

The Columbus Division of Police-Internal Affairs Bureau established a policy that the Citizen Complaint system will not be used to investigate the guilt or innocence of a person charged with a criminal or traffic violation. The court system is the proper venue for citizens to challenge their guilt or innocence, related to a specific criminal or traffic charge.

- There are instances where citizens and others complain to the Division about off duty conduct by Division personnel that is not criminal, but rather civil in nature, such as child visitation disputes. The Division of Police recognizes that many of these situations should be adjudicated or resolved by outside agencies or courts. Individuals are generally not permitted to use the citizen complaint system to investigate off duty situations involving civil matters that do not have a nexus to the employee's job duties.
- Additionally, some citizens demand the Division of Police accept their complaint even when the information they have provided does not rise to the level of misconduct. In these situations, the complaint is taken and the information is reviewed by the Internal Affairs chain of command to determine if an investigation should proceed or if the complaint should be cancelled and reclassified as "Information Only." If the Deputy Chief of the involved officer approves the request to reclassify the complaint, the information is kept in Division of Police files as "Information Only" and a complete investigation is not conducted. This resolution is used in accordance with Division policy. By recognizing this policy, the citizen complaint system is protected from abuse or manipulation and helps to ensure the Internal Affairs Bureau operates in the most efficient and effective manner possible.
- In 2017, IAB intake sergeants also experienced calls from around the world, related to high profile incidents that occurred in Columbus, Ohio. These high-profile incidents contained video that was ultimately reported on or publicized by groups on social media. Some examples of incidents that garnered world-wide attention were protests and videotaped uses of force.

Complaints Involving Allegations of Force

Although a thorough Use of Force Analysis is completed by the Columbus Division of Police Training Bureau, a consistent approach to complaint investigations involving the use of force by officers is an important component in making IAB investigations as thorough as possible. Allegations about force are investigated to determine if the alleged force did or did not occur; and if it did, whether the force used by the officers was within Division policy. Depending on the timing of a citizen complaint involving use of force, the Internal Affairs investigator reviews the investigation initially completed by the supervisor at the scene of the arrest or incident. The Internal Affairs investigator then conducts any necessary follow-up and gathers new information as necessary to answer any questions that the complaint allegations may have raised. There are use of force incidents in which the complainant(s) refuse to answer questions from the supervisor at the scene, during the initial investigation. However, after time has passed and the immediate situation has concluded, the complainant(s) may decide to provide an interview with the Internal Affairs investigator and clarify any allegations, provide detail, or at times, rescind their allegations. This process helps the investigator obtain the information necessary to make an informed recommendation on the complaint and any Use of Force the officers may have used.

Citizen Complaint Allegations Involving Use of Force

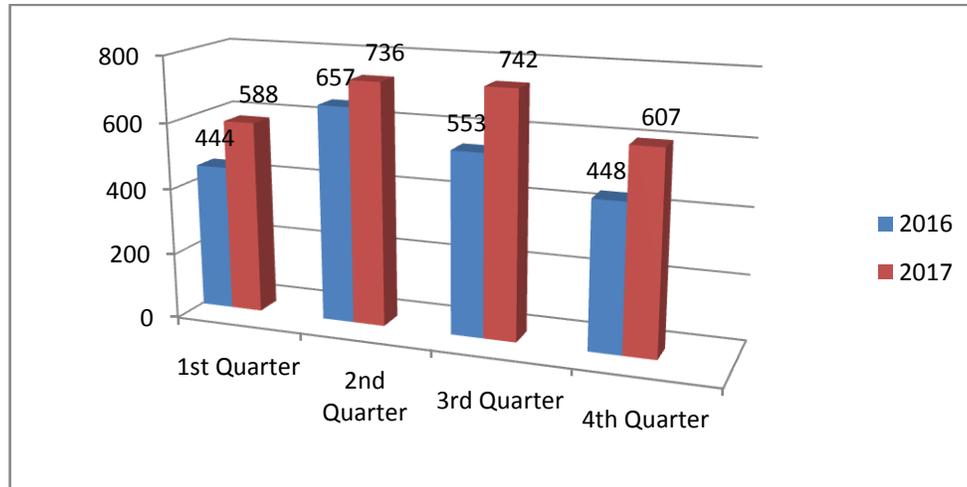
2017	75
2016	74

Citizen Contacts to IAB

Year	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	TOTAL
2017	588	736	742	607	2,673
2016	444	657	553	448	2,102
2015	671	756	752	561	2,740

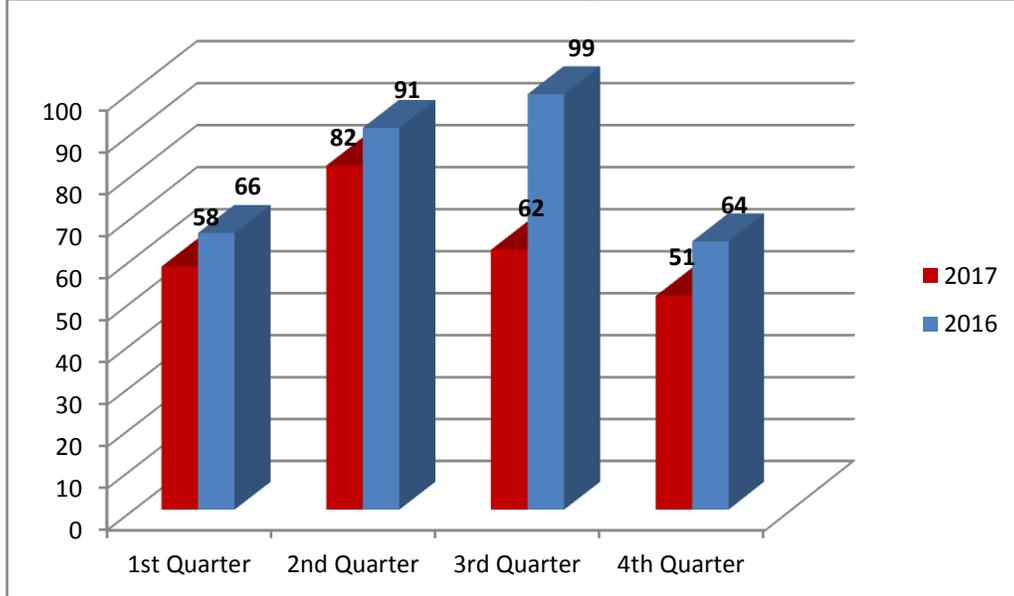
In 2017 the Internal Affairs Bureau had a total of 2,673 citizen contacts, through phone calls, e-mails, the United States Postal Service, and in-person. These contacts range from requests for information, calls requesting police assistance, citizens complimenting Division personnel, and citizens from around the globe offering their opinion of police activities that they viewed on-line, primarily on social media. The **2,673 contacts reflect a 21% increase in contacts as compared to 2016.**

2016 and 2017 Citizen Contacts to IAB



There were 571 more citizen contacts between 2016 and 2017 but there was a **decrease in the number of complaints** received between 2016 and 2017. It should be noted that the 308 **complaints received in 2017 were lower than 2016 by 19.6%**. This may be attributed to Division personnel working to improve relationships with the public and following established procedure the majority of the time, but also to the ability of the IAB Administrative sergeants to explain to the citizens why personnel took certain actions to resolve questions raised by those contacting IAB. Providing citizens with a mechanism to clarify police procedures, in addition to the formal complaint process, has assisted in reducing the need for formal complaints in some instances.

2016 and 2017 Citizen Complaints of Misconduct



2017 Internal Affairs Bureau Policy Issues

During the course of an internal investigation, an IAB investigator may discover potential minor policy violation(s) that occurred during the incident in question, but are not specifically related to the incident itself. In an effort to rectify any policy violations that are identified during an investigation, the policy issue(s) are addressed at the end of an official investigation. The chain of command is notified of the minor policy issue(s) and a final determination is made by the involved officer's chain of command.

2017 Policy Issues

Total Policy Issues in All Citizen Complaints

1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Year to Date
15	23	18	17	73

Number of Policy Issues Still Pending

1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Year to Date
5	13	13	15	46

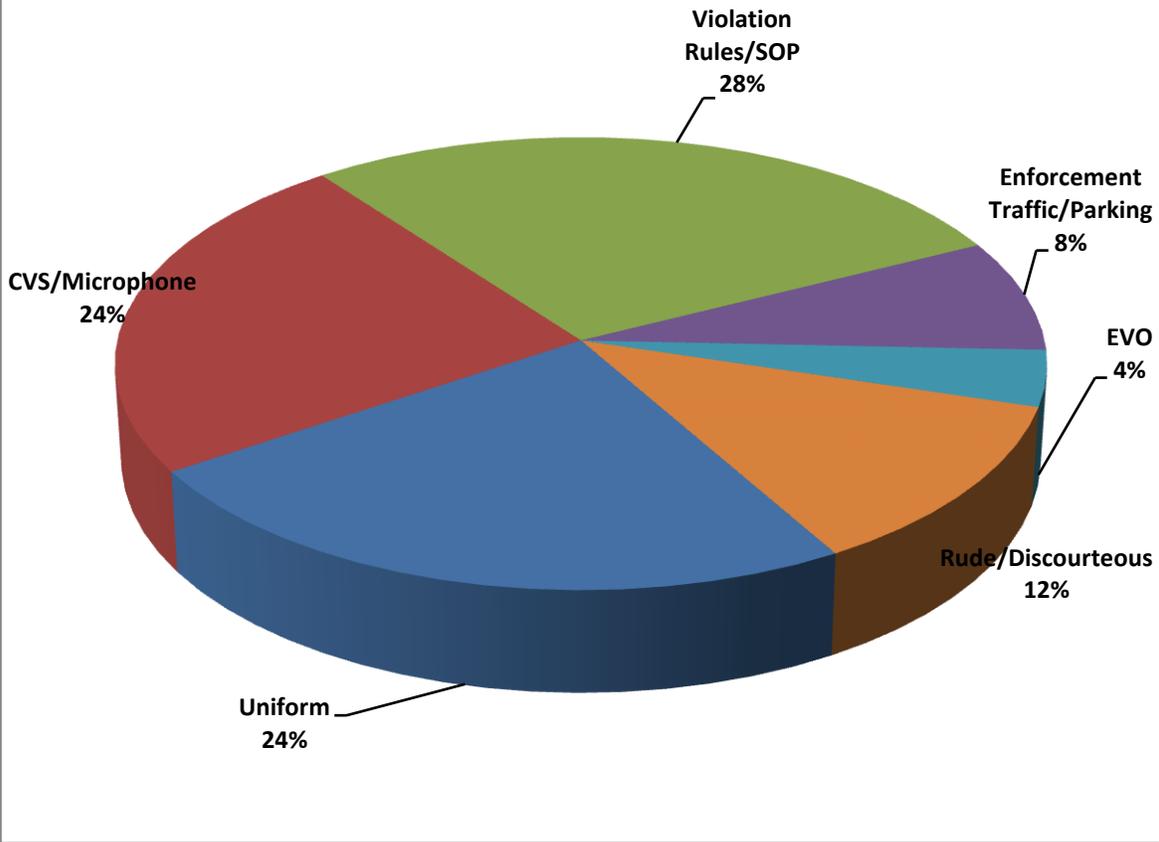
Number of Policy Issues in Completed Citizen Complaints

1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Year to Date
10	10	5	2	27

Nature of Policy Issues in Completed Citizen Complaints

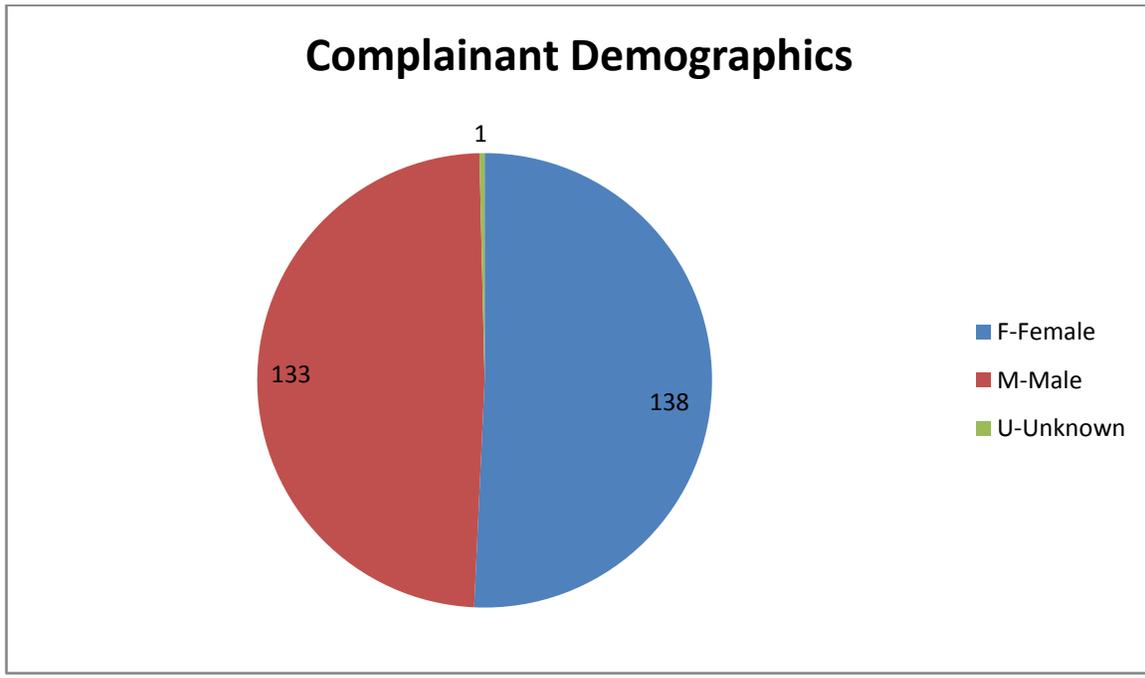
Nature of Allegation	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Year to Date
CVS/Microphone	2	2	2	0	6
Enforcement Traffic/Parking	0	1	1	0	2
EVO	0	0	0	1	1
Procedures Summons/Arrest	0	0	0	0	0
Rude/Discourteous/Profanity	1	0	2	0	3
Search/Seizure	0	0	0	0	0
Special Duty Procedures	0	0	0	0	0
Transporting/Slating	0	0	0	0	0
Uniform	0	6	0	0	6
Violation Rules/SOP	2	0	5	0	7
Total	5	9	10	1	25

Nature of Policy Issues

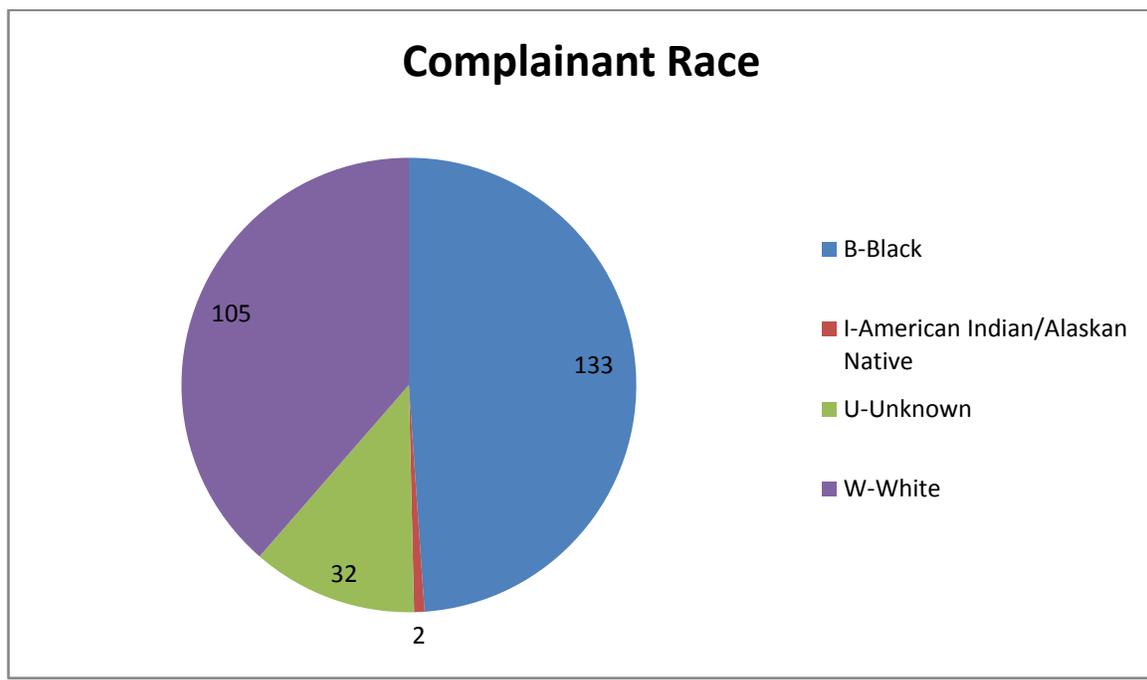


2017 Citizen Complaint Demographics

Complainant Sex	Total
F-Female	138
M-Male	133
U-Unknown	1
Total	272



Complainant Race	Total
B-Black	133
I-American Indian/Alaskan Native	2
U-Unknown	32
W-White	105
Total	272

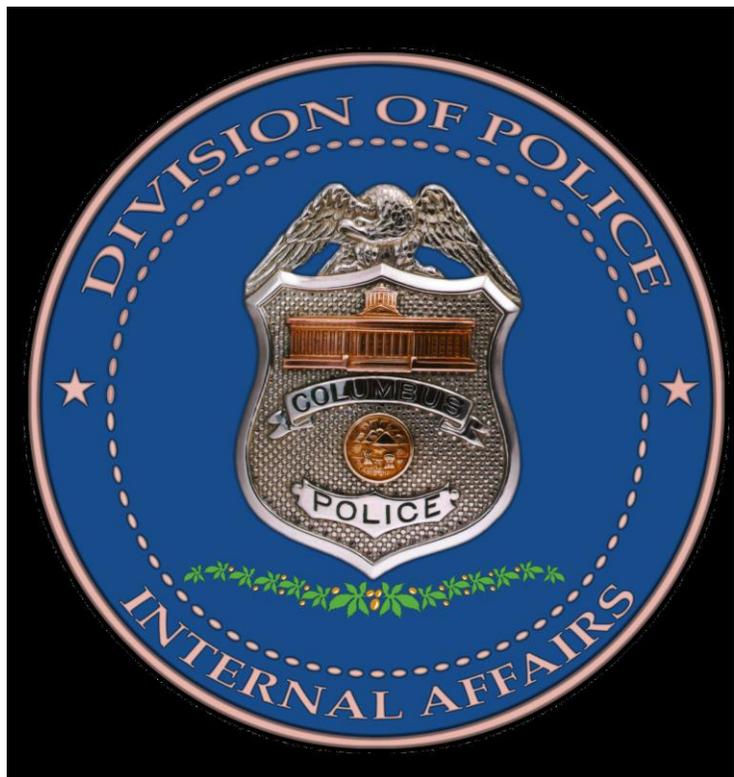


Complainant Ethnicity	Total
H-Hispanic origin	2
N-Not of Hispanic origin	23
U-Unknown	247
Total	272

Complainant Age	Total
1 - 17	7
18 - 20	6
21 - 25	26
26 - 30	36
31 - 35	39
36 - 40	31
41 - 45	26
46 - 50	25
51 - 55	17
56 - 60	14
61 - 65	14
66 - 70	1
71 - 75	2
Unk	28
Total	272

Complainant Cooperation	Total	%
N - No	67	26%
Unknown	16	6%
Y - Yes	172	68%
Total	255	100%

How Complaint Received	Total
E-Mail / Internet	17
In Person	52
Internal Memo	2
Other	1
Telephone	175
U.S. Mail	6
Total	253



Incident Location	Total
Bar	12
Business Building or Property	21
Court	2
Hospital	1
Other	3
Police Headquarters	4
Police Substation	4
Private Residence or Property	93
Public Building or Property	6
Radio Room	5
Street / Alley	100
Unknown	2
Total	253

Precinct of Occurrence	Total
Unknown	9
1 - 1 Pct	9
2 - 2 Pct	15
3 - 3 Pct	7
4 - 4 Pct	9
5 - 5 Pct	10
6 - 6 Pct	6
7 - 7 Pct	18
8 - 8 Pct	7
9 - 9 Pct	14
10 - 10 Pct	8
11 - 11 Pct	18
12 - 12 Pct	9
13 - 13 Pct	15
14 - 14 Pct	16

15 - 15 Pct	10
16 - 16 Pct	33
17 - 17 Pct	5
18 - 18 Pct	10
19 - 19 Pct	11
20 - 20 Pct	14
Total	253

Employee Sex	Total
F - Female	52
M - Male	361
U - Unknown	14
Total	427

Employee Race	Total
A - Asian/Pacific Islander	9
B - Black	52
I - American Indian/Alaskan Native	1
U - Unknown	28
W - White	337
Total	427

Sworn / Civilian	Total
Civ	22
Sworn	394
Unk	11
Total	427

Duty Status	Total
Off Duty	12
On Duty	358
Special Duty	45
Unknown	12



Internal Affairs Bureau Facilities and Equipment

Equipment

The Internal Affairs Bureau follows best practices identified by the U.S. Department of Justice-Office of Community Oriented Policing Services for Police Internal Affairs operations. The Bureau is separated from the majority of operational components within the Columbus Division of Police and is located convenient to public transportation with ample parking. The office building that houses the Internal Affairs offices located at 750 E. Long St. is easily accessible by the public either in person, or by telephone.

The Internal Affairs Bureau is assigned six separate pool cars which are located at the 750 E. Long Street facilities. These vehicles are utilized by both shifts and the number of assigned vehicles is currently adequate to support the mission.

The Bureau is assigned a variety of electronic equipment that is stored and maintained at the IAB facility. During the third quarter of 2017, IAB personnel conducted an inventory of assigned electronic equipment. The equipment that was inoperable or significantly outdated was removed from IAB and turned into the Columbus Police Property Room. Any remaining equipment that was in good working order was accounted for, inventoried, and organized within a secured room in the IAB offices. The current inventory of electronic equipment remains fully functional and adequate for the intended purposes. Additionally, all equipment assigned to the Bureau is available to other units and can be signed out to another bureau when requested.

The Bureau maintains two large capacity multi-functional printer/copiers; both copiers are in good working order and well maintained. The IAB offices are in need of a wifi solution that was requested in late 2017. The Division is in the process of obtaining quotes for the installation of a wifi solution and hope to have this operable in 2018.

Technology

IAB Investigators and assigned Lieutenants currently have dual monitors for each desktop, allowing them to reference data while completing investigative reports. This assists the investigator's abilities to effectively perform routine functions. In addition, desktop computers and access to Division technology services are critical to operations because of the utilization of PremiereOne for all IAB investigations.

The need for wireless access points (WAP) for the Bureau facility has been requested through Department of Technology and Policenet. Investigators currently need to access the internet on a daily basis in order to conduct internal investigations. Daily research and basic intake investigations require investigators to access Facebook, Linked-In and other social media sites to identify complainants, validate information, and complete investigations. Many investigators must utilize personal computers or

tablets to effectively access internet sites for investigative purposes. WAP will provide this access for the entire IAB floor and for the first floor Duty Desk area. Policenet is currently obtaining quotes from vendors to add this technology to the IAB offices.

Internally, as a Division there are silos within PremierOne for different bureaus; IAB investigators should have access to all of those silos when investigating complaints regarding various bureaus. Additionally, all OHLEG queries conducted by IAB personnel are audited and visible to other law enforcement professionals. In 2018, IAB will examine, with the State of Ohio, the possibility of cloaking OHLEG queries, so that IAB queries would be visible to OHLEG administration for audit purposes, but not visible to other law enforcement professionals.

Facilities

The Internal Affairs Bureau offices are located at 750 E. Long Street, occupying a portion of the first floor and all of the second floor of the leased building. Access for citizens and Division personnel is located on the first floor of the building. The first floor intake area is easily accessible and is monitored by the Duty Desk Sergeant between the hours of 6 a.m. and 10 p.m., seven days a week. The first floor has a conference room and three interview rooms that provide adequate space for private interviews. The second floor adequately houses the assigned equipment, provides ample work space for personnel, and maintains room for filing of records and storage of Division equipment. (Facilities and Equipment Report, form A.10.115, in Addendum).

Staffing Analysis

Overview

The Administrative Support Section is staffed by two Office Assistant II positions. The individuals in these positions continue to handle all transcription requests, data entry for all Division Use of Force Reports, data entry for all IAB investigations, and a multitude of additional administrative tasks. In the fourth quarter of 2017, IAB leadership began to examine the efficiency of the Administrative Support Section. This analysis will continue into 2018.

The first shift lieutenant position assumed the duties of the Administrative Lieutenant position in 2011, when staffing was reduced to two lieutenants. The administrative duties that were absorbed included several tasks that were appropriately handled by the Administrative Lieutenant. The current staffing level necessitates that the additional tasks be distributed to IA investigators or one of the Operational Lieutenants. The administrative tasks coupled with the requirement to be actively involved in the supervision of internal investigations becomes challenging. A request to create and fill an Administrative Lieutenant was made in April of 2017. The following is a brief list of some of the tasks that would be assigned to an Administrative Lieutenant:

- Fleet Liaison- Management of maintenance, mileage reports, and other issues related to the Bureau fleet
- Maintain IAB rosters
- Equipment Manager-Responsible for inventory, maintenance, repair, assignment of IAB equipment and equipment room
- Building/facilities point of contact
- File management-Responsible for the scanning, filing, and organization of all files
- Public Records Liaison-Coordinate with Public Records Unit to fill requests
- Oversight and quality control for transcription and data entry
- Run and submit required reports and generate queries for requested reports
- Perform research and analysis functions and oversee large projects
- Assist with staffing of the intake duty desk to reduce overtime expenditures

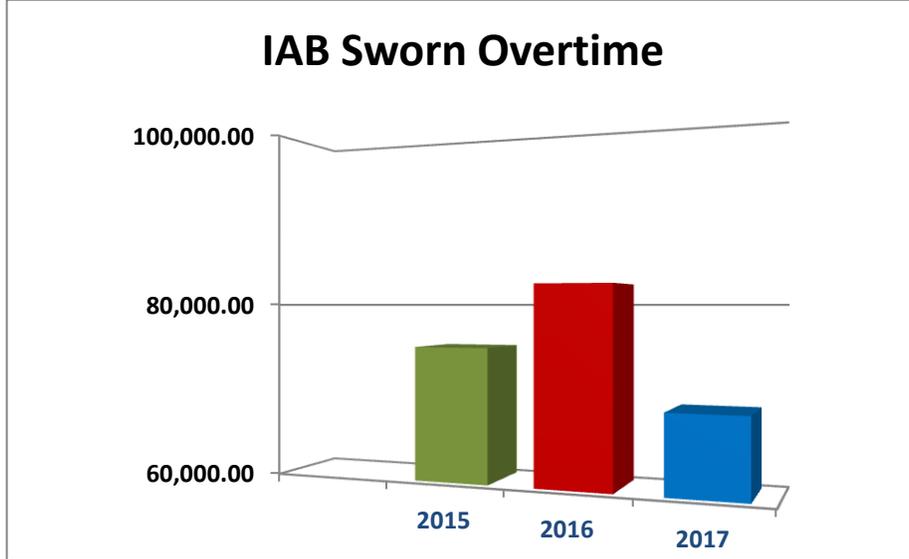
Staffing was minimally impacted by gains and losses in personnel during 2017. The first shift of Internal Affairs experienced the addition and loss of personnel in two IA investigator positions. The second shift of Internal Affairs experienced the loss and replacement of personnel in one investigative position. The impact of the temporary reduction in personnel was minimized by the immediate posting and filling of the identified vacancies.

Workload Assessment

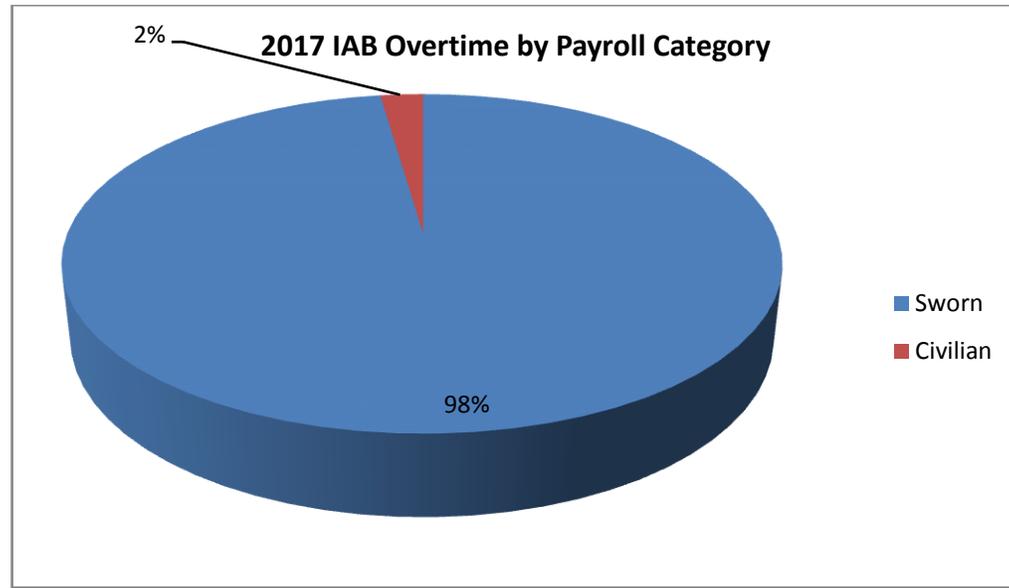
The information used to analyze the workload in the Internal Affairs Bureau is largely based on complaint intake calls, informational requests, investigations conducted, and completed tasks as they relate to established staffing levels. While these numbers may accurately reflect the unit workload, they fail to measure the satisfaction of investigative parties and areas where efficiency of production and improvement in work product might be positively impacted. The production statistics for 2017 (pages 22-28) measure the number of complaints and internal investigations completed, providing an overview of unit performance. To accurately evaluate the workload, and to make changes which would improve unit efficiency, an analysis of investigative activity from intake until completion was needed. This analysis was completed by Lt. David Griffith, Lt. Bela Bernhardt utilizing the Six Sigma Efficiency Assessment that was completed in April of 2017.

Currently, the number of assigned investigators is adequate, relative to the number of investigations completed in 2017. It should be noted that there is little consistency in the number and type of internal investigations generated, and workloads can vary significantly. The staffing of the Duty Desk remains the primary location where overtime exists for the bureau. However, a review of this position indicates overtime is still the most cost effective mechanism for staffing these positions, therefore additional of Duty Desk personnel would not be recommended.

Overtime Analysis

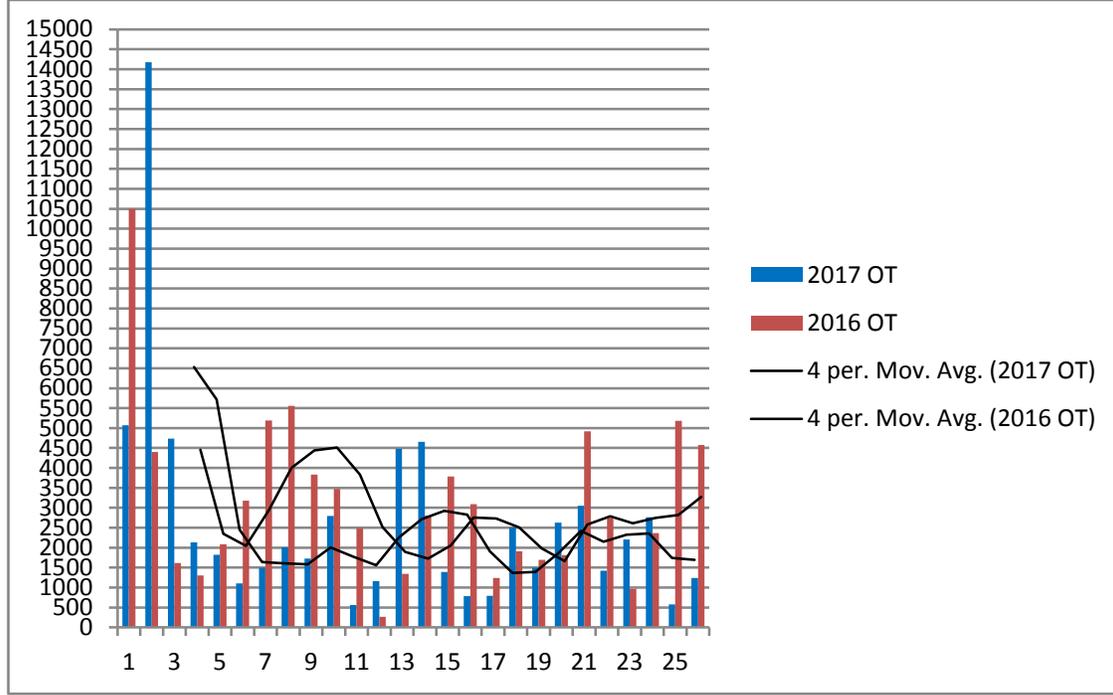


The sworn overtime budget utilized by the Internal Affairs Bureau was \$100,000 for 2017. Overtime utilized by the Bureau was closely monitored by IAB supervisors, leading to a reduction of \$13,503.93 in overtime expenditures from 2016 to 2017. The unit is staffed by nine investigators assigned to first shift investigations, eleven investigators assigned to second shift investigations, four sergeants assigned to administrative duties at the Duty Desk, and two lieutenants. As a result of the variable hour assignments for the investigators, overtime related to the completion of the investigations remains minimal. The Duty Desk position is a fixed hour assignment, and the desk is staffed from 6:00 a.m. until 10:00 p.m. seven days a week. Because the assignment of personnel is limited, overtime costs are routine when illness or vacations occur. Sworn overtime costs for 2017 were calculated at **\$68,826.95**, which was **\$31,173.05** below the budgeted amount for overtime. Civilian Overtime costs for 2017 were calculated at **\$1,595.63**, which was **\$5,404.37** below the budgeted amount for overtime.



Two civilian OAI administrative assistants are assigned to Internal Affairs to perform administrative tasks for the entire Bureau. The overtime budget was \$7,000.00, for 2017. Efficiency and overtime usage was monitored, resulting in a surplus of \$5,404.37. The data entry of all Use of Force forms, chain of command investigations, and issued discipline for the entire Division is completed by IAB civilian staff. The entry of this data continues to be a concern and although civilian overtime was significantly lower in 2017 than 2016, the backlog of data entry continued. In 2018, IAB leadership will examine ways to eliminate the backlog.

Overtime Expenditures



2018 IAB Goals

The Internal Affairs Bureau has identified several internal goals and operational priorities for 2018 as follows:

- An operational priority for 2018 is the **transition to PremiereOne as the primary intake system** for all citizen complaints. It is simply too inefficient to maintain a second database for the intake of complaints and then transition to Premier One for the management of investigative cases.
- Continue to work to **reduce completion times** for all internal investigations by creating visual aids within the Internal Affairs offices, so that all IAB personnel can easily track open investigations as they relate to contractual timelines.
- **Re-implement a program for a 60-day temporary assignment for patrol supervisors** that was initiated by Cmdr. Jennifer Knight. This temporary position would be rotated through the patrol zones, consistent with staffing needs for the respective zones, and would allow first line supervisors to

develop understanding and expertise that they could then apply to their administrative investigations in their patrol assignments.

- Continue to Research and advocate for a mediation component to the IAB citizen complaint process, while at the same time utilizing a component of **communication** where the IAB investigator informally closes the investigation with a voluntary meeting with the complainant(s) as well as the focus officer(s).
- **Explore the creation of a page on the Internet** to provide citizens and Division personnel with information related to IAB policies, investigative procedures, and to address questions and trends in complaint investigations.
- Encourage every IAB Sergeant to attend **outside training** specifically related to internal investigations. There are three training groups that will be within 200 miles of Columbus at various times in 2018: PATC (Public Agency Training Council), FBI-LEEDA, and SPI (Southern Police Institute). Additionally, sergeants who are new to IAB should attend either PATC or SPI, and more tenured sergeants attend FBI-LEEDA.
- **IAB Training Days** - Develop and implement bi-monthly training for the bureau utilizing the skills obtained from outside training sources from 2015-2018. IAB personnel have been sent across the country and locally to learn from practitioners in this field. To capitalize on these educational opportunities, prevent skills from perishing, and to edify the unit, these employees will develop and present practical training to their peers. This will additionally serve as career development and hone presentation skills.
- **Building Safety Plan** – 750 E Long Street is a soft target for those that would seek to do harm to Division personnel, as well as for crimes of opportunity where civilians and sworn alike are at a higher risk of becoming victims of crime. IAB Leadership will seek approval to add lobby cameras, bullet proof glass, and a matrix system to the building in 2018.
- **Writing Skills Enhancement** – There is a considerable amount of waste built into the investigative timelines of a complaint in the form of writing mistakes. Through a combined internal/external training plan, I hope to eliminate the time wasted in returning investigations for grammatical errors. The purchase request of Grammarly software, a training request for Dr. Elizabeth Brockman, and internal education on writing rules and condensing statements will satisfy this goal.

Standard Operating Procedures Review

Upon review of the Internal Affairs Standard Operating Procedures, minor revisions will occur in 2018. Those revisions are specifically identified as follows:

- Minor revisions to the Mission Statement
- Revisions to Section II-"Intake Procedures"
 - The "Vexatious Complainant List" will be evaluated by IAB Leadership. The veracity of incoming complaints is evaluated by Intake Sergeants on a case by case basis. Is there a need for a Vexatious Complaint List?
 - Although Intake Sergeants routinely identify the existence of video evidence related to citizen complaints, this will be formalized in the SOP.
- Revisions to Section IV-"Investigative Procedures"
 - Timelines for interviews will be revised to allow for more efficient investigations.
 - The procedures for review of video evidence with complainants and officers will be formalized in the SOP.
 - Revision of the Vexatious Complainant Policy
- Revisions to Section VII-"Case Dispositions, Departmental Charges, and Hearings"
 - Closing the case and communicating the disposition with the involved parties, in person, will be specifically added to the SOP.

ADDENDUM



Facility/Equipment Report Columbus Division of Police

Bureau: Internal Affairs Bureau _____

Date	Facility/Equipment Reviewed	Person Assigned	Condition	Maintenance Problems/General Requests	Actions Taken
On-going 2017	750 E. Long St. Managed By: Ohio Equities	Cmdr. G. Bodker #5027	<input checked="" type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable	There are on-going water issues in the bathrooms and ceiling leaks on the 2nd floor.	Work requests sent to City of Columbus and concerns related to Ohio Equities. Repaired 2017
11/20/17	Unmarked Pool Vehicles	Lt. Michael Deakins/Lt. Aimee Haley #5077	<input checked="" type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable	N/A	
11/20/17	Electronic Equipment	Sgt. R. Weiner #5109	<input checked="" type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable	Concerns over out-dated and inoperable equipment.	Equipment was inventoried, labeled and stored securely in IAB.
			<input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable		
			<input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable		
			<input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable		

