

Columbus Division of Police

Internal Affairs Bureau

Annual Report

2018



Commander Gregory J. Bodker #5027



Letter of Introduction

The Columbus Division of Police has an established reputation as an accredited law enforcement agency, leading the way for law enforcement professionals throughout Ohio. We are committed to establishing a diverse, community-driven, 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 with compassion and empathy. 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 collaboration with the citizens we serve, and we are dedicated to promoting an atmosphere of fairness, equal treatment and transparency. 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 opportunities for growth throughout 2018.

Respectfully,

Cmdr. Gregory J. Bodker

Table of Contents

Mission Statements.....	3-4
Internal Affairs Bureau Contact List.....	5
Organizational Chart.....	6
Mission Alignment.....	7-9
2018 Bureau Highlights and Efficiency Report.....	10-13
Outreach/Community Interaction.....	14
IAB Investigative/Complaint Statistics.....	15-18
Production Statistics.....	19-22
Complaint Analysis.....	23-27
Bias-Based Profiling Complaints.....	28
Video Evidence Analysis.....	29-30
Complaint Demographics and Citizen Contacts.....	31-37
Equipment, Technology and Facilities.....	38-40
Staffing Analysis/Workload Assessment.....	41-42
Overtime Analysis.....	43-44
2018 Goals/SOP Review.....	45-47
Addendum	49

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 2018 Annual Report

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Lt. Aimee A. Haley #5077

Office: 645-0267

OAll Sara Anderson 645-0728

Lt. Bela Bernhardt #5072

Office: 645-0024

Administrative Intake Sergeants

Donna Alexander
Gerald Ehrsam
Rebecca Houston
Jack King Jr.

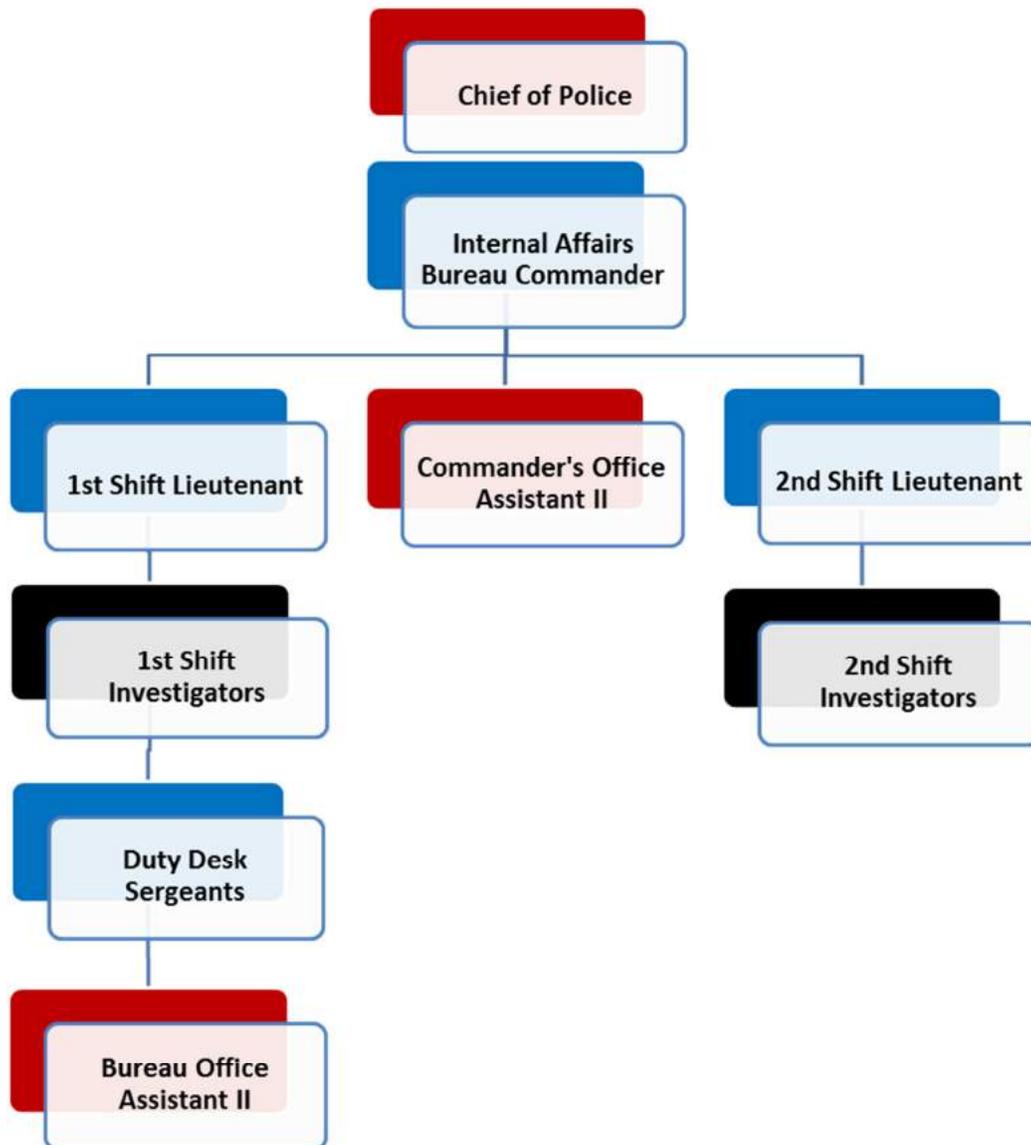
Investigative Sergeants

Brett Berman
David Barrowman
Kenneth Decker
Scott Gatton
Shannon Johnson
Timothy Lewis
Roy Lisath
Raymond Meister
Richard Weiner

Investigative Sergeants

Larry Ferguson
Timothy Grimm
Carrie Hollis
Collins Kane
Joseph Johnson Jr.
Jeffrey Knight
Daniel Pickrell
Donald Smith
Daniel Weaver
Michael Wilgus
Sean Wyke

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.



Columbus Division of Police-Internal Affairs Bureau-2018

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.

Administrative Sergeants

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

The Administrative 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 statistics for reports. The importance of the Administrative 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 inaccessible to the public at one single point of contact.

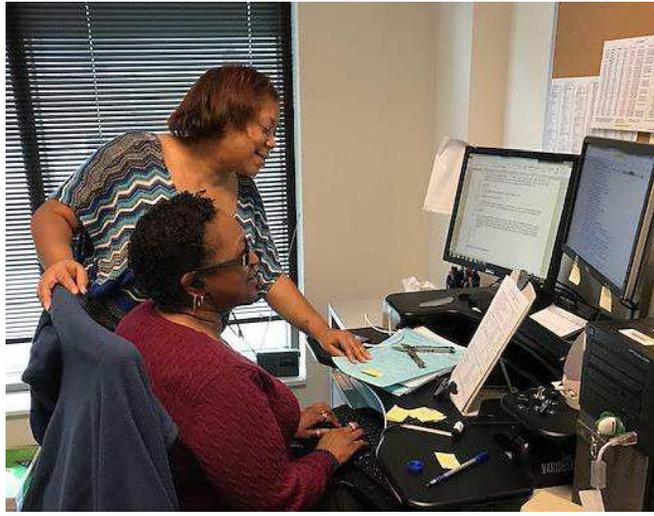
Administrative Support Personnel

The Administrative Support personnel are tasked with entering information related to complaints, investigations, 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 2018, 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 was implemented in July of 2018.



Office Assistants Carolyn Young and Sara Anderson

2018 Bureau Highlights and Accomplishments

Training



Commander Greg Bodker and Sergeants John Blubuagh, Scott Gatton and Tim Lewis attended the 2018 "Lessons of the Holocaust" training program.

Thanks to funding provided by the Columbus Police Foundation, the Division was able to send a group to Washington, DC and surrounding areas for a 3-day off-site training program. Attendees toured the United States Holocaust Memorial Museum (USHMM) and the National Museum of African American History and Culture (NMAAHC). Participants visited the USHMM, and took part in a program titled "Law Enforcement and Society: Lessons of the Holocaust" which looks at the civil rights violations and the roles of German police during the Holocaust. In addition to the Museum tours, the itinerary included a stop at the Flight 93 memorial in Pennsylvania, and a few hours of sightseeing at The National Mall in Washington, DC.



Sergeants Scott Gatton and Tim Lewis train IAB personnel

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).

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. Investigators completed local and national training throughout 2017 and 2018.

New in 2018, Bureau personnel conducted IAB Training Days. Personnel developed and implemented bi-monthly training for the bureau utilizing the skills obtained from outside training sources from 2017-2018. IAB personnel have attended training across the country and locally to learn from practitioners in the IAB field. To capitalize on these education opportunities, not allow skills to perish, and to edify the unit, these supervisors developed and presented practical training to their peers. This further served as career development by allowing personnel to hone their presentation skills.



The 25th anniversary Annual Crisis Negotiator Conference - Negotiator Sergeant Rich Weiner

IAB is fortunate to be staffed with personnel that possess a wealth of experience and knowledge. Because of this, IAB personnel regularly present training in various disciplines to law enforcement professionals on a local and national level.

As a Division of Police Hostage Negotiator, in September IAB Sergeant Rich Weiner helped organize and implement the 2018 Annual Crisis Negotiators Conference in Columbus, Ohio. Additionally, Sergeant Weiner presented a case study on negotiating with an armed subject in a patrol car at this and the Michigan Association of Hostage Negotiator Conference in October of 2018.

Communication



IAB Commander Gregory Bodker presents Internal Affairs training to the Citizen's Police Academy

Communication continued to be a priority in 2018. Patrol roll calls, major case briefings, as well as internal case review meetings continued and were enhanced in 2018.

In 2018, Chief Kim Jacobs rolled out a program called "Close the Call" which allows patrol officers to conveniently update citizens on the outcome of their call for service via text message. Many times, a citizen who contacts the police about a quality of life issue does not receive a disposition as to the outcome of the call. "Close the Call" is an attempt to circle back with the caller and ensure they are aware of a run's disposition.

Commander Gregory Bodker initiated his own form of closing a call by implementing a "Close the Case" system where investigators are encouraged to contact citizens and focus officers after an investigation has been closed. This enables a citizen or officer to ask any questions they may have regarding a case disposition and allows the investigator to explain IAB policies and procedures. IAB strives to be a bridge builder both in the community and within the Division. We are hopeful this practice will facilitate building bridges today and into the future.

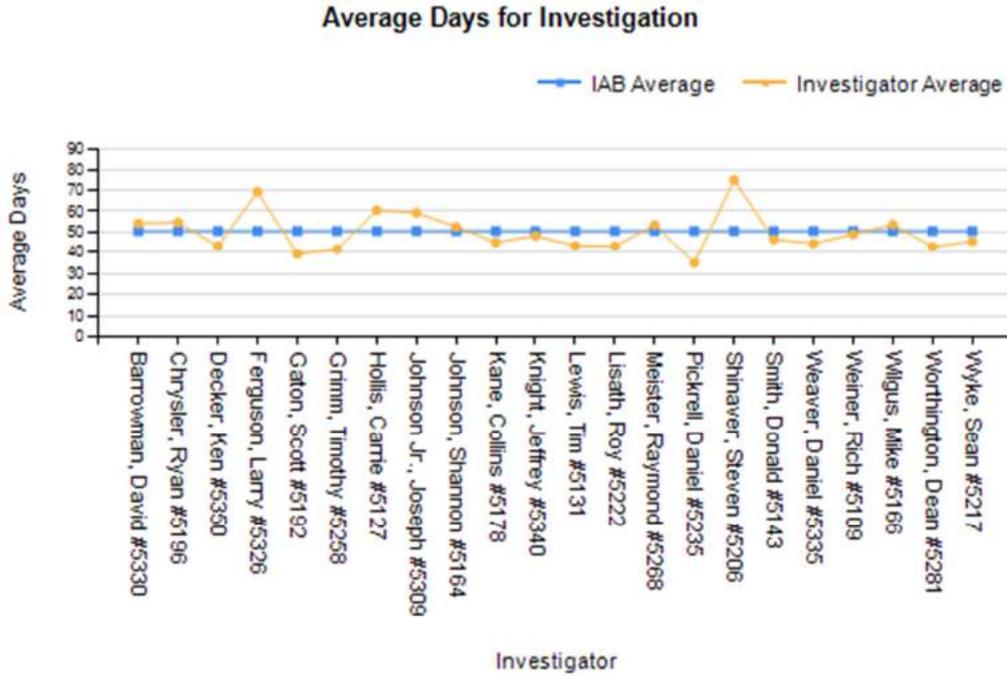
Efficiency

Improving upon the 2017 efficiency study conducted by Lieutenant's David B. Griffith #5078 and Bela Bernhardt #5072, IAB continued to make timelines a focus in 2018.

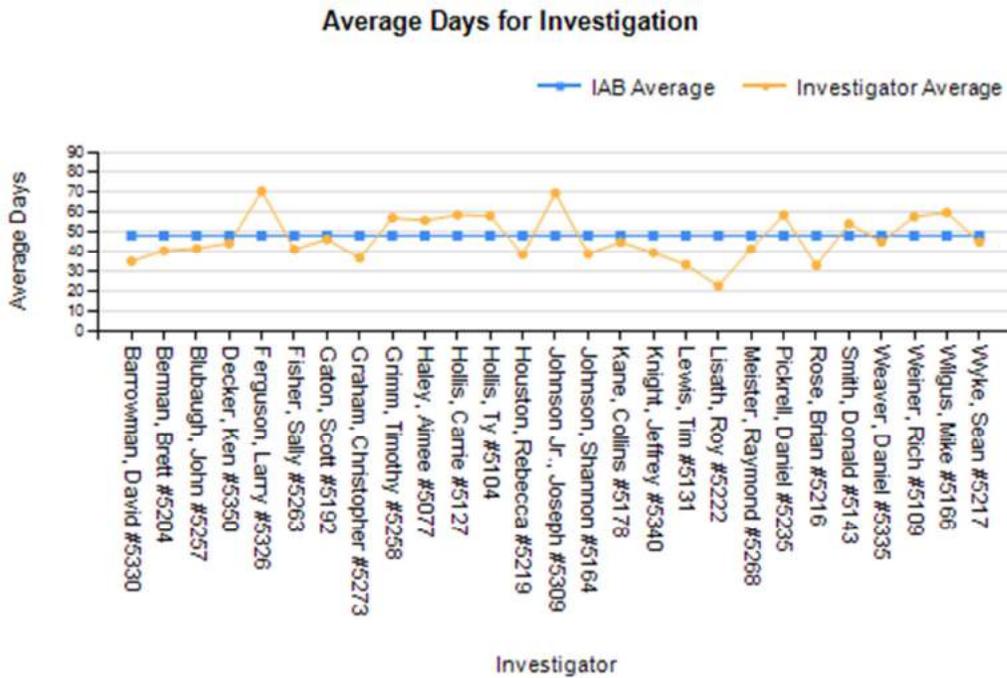
The average days to complete a case continued to drop in 2018. The average days to complete an investigation in 2017 were 50.07 days. This was 7.02 days less than the average days to complete a case in 2016. In 2018, investigators further improved on timelines by reducing that number to an average of 46.31 to complete an

investigation. All of IAB has worked diligently to decrease the average days needed to complete an investigation without affecting the quality of the investigations.

1/1/2017-12/31/2017



1/1/2018-12/31/2018



2018 Outreach and Community Interaction



Lieutenant Bernhardt at Duxberry Park National Night Out Event

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:

- Al-Anon member and sponsor
- PAT Members
- Chaplain Program
- The Columbus CARE Coalition
- Sisters in the Spirit
- City of Columbus Wellness Ambassador
- Columbus Public Schools
- Local School District volunteer
- CALEA Assessor
- Church Elder
- Ohio Department of Corrections
- Teens and Police Service Academy (TAPS)
- Citizen Police Academy
- Mayor's Safety Commission Meetings
- National Night Out
- Kossuth Community Garden
- Wellness research



Lt. Haley at Sherwood Middle School TAPS Program

Internal Affairs 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."

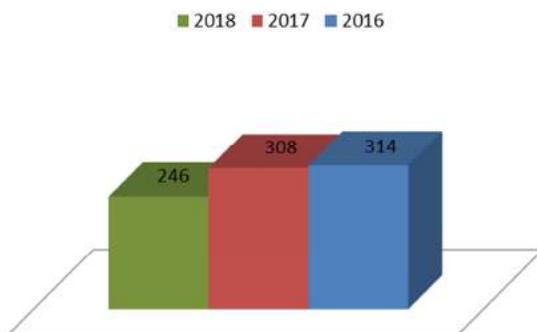
****Improvement recommendations for 2018:***

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

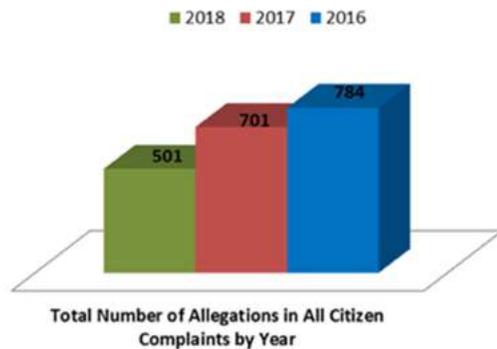
Statistics:

- Contacts received by Internal Affairs in 2018: 2464
- Citizen Complaints received in 2018: 246
- Citizen Complaints cancelled in 2018: 26
- Total Allegations in All Citizen Complaints in 2018: 501
- Bias-based Profiling complaints in 2018: 13

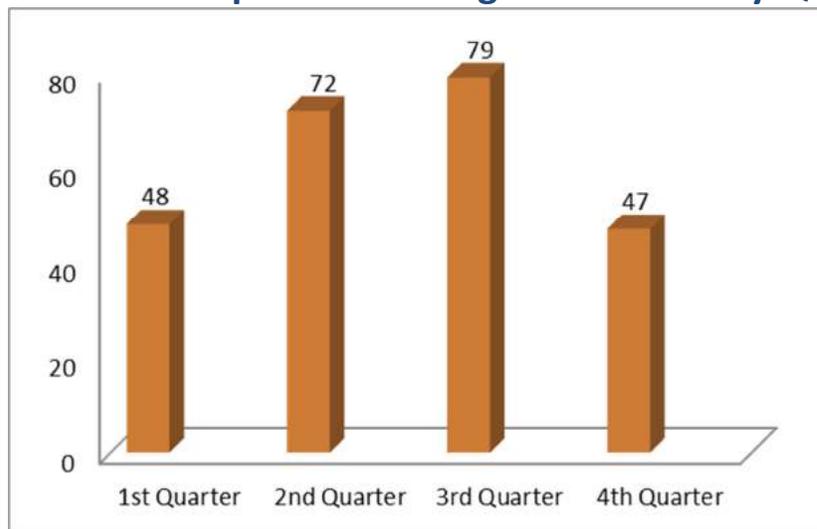
Total Citizen Complaints Received



Total Allegations



Total Citizen Complaints Investigated in 2018 by Quarter



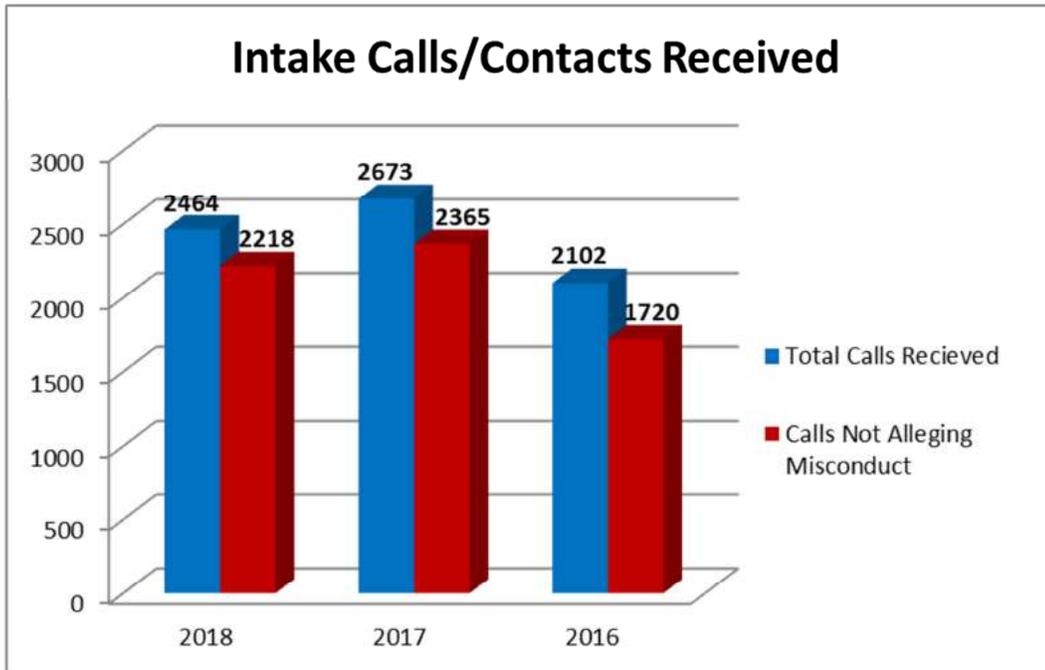
Most Frequent Type or Nature of Allegations in Citizen Complaints

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*

2018	#	%
Actions Taken/ Not Taken	100	19.9%
Investigative Actions	85	16.9%
Rude/ Discourteous Language/ Actions	68	13.5%
Search/ Seizure	52	10.3%
Force	48	9.5%

*These five categories represent **70.1%** of all citizen complaint allegations received in 2018*



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.

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.

Total Contacts Received-2018

1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	2018 Total
567	655	733	509	2,464

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."

2017

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

2018

- | | |
|--|------|
| ▪ Number of Citizen Complaints Completed | 278 |
| ▪ Number Completed in 90 Days | 278 |
| ▪ 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 of command.

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. The **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. The **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).

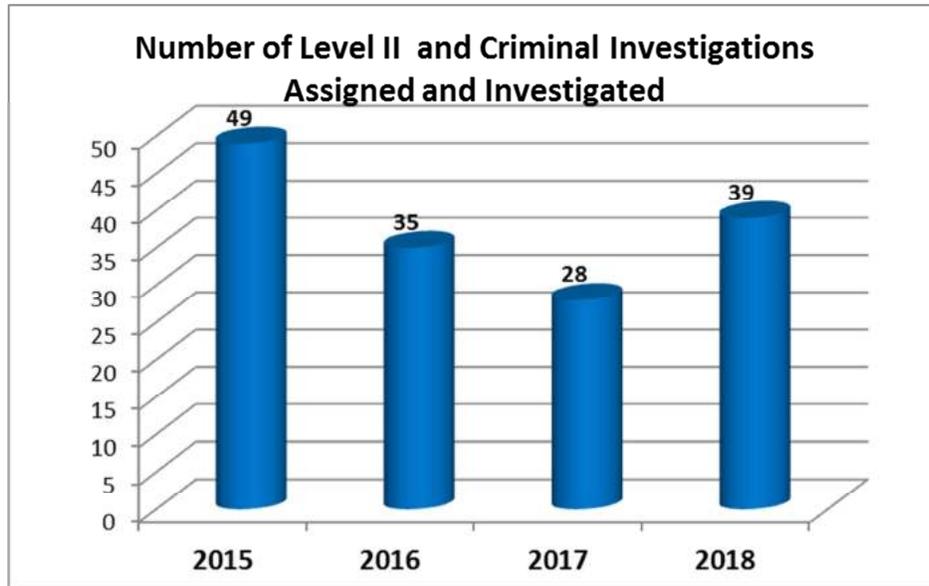
Level IV

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 2018 was **50 days**. In comparison, the average time to complete Level II investigations in 2017 was **44 days**.



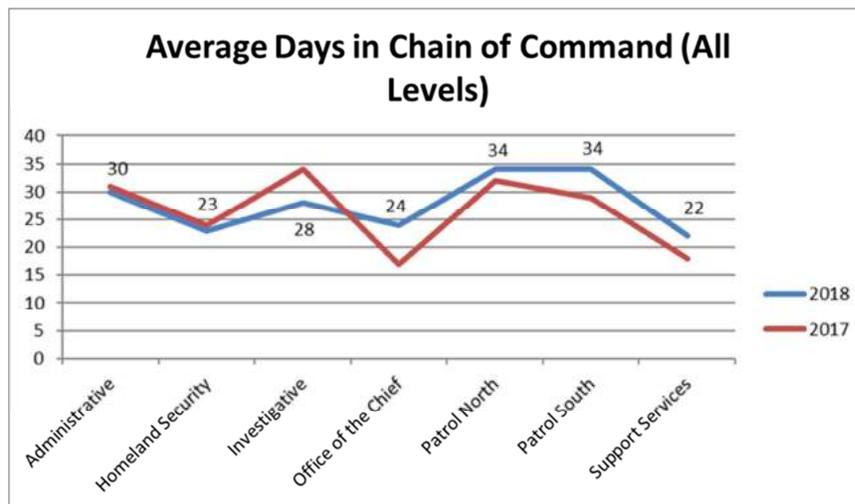
The average number of days (cumulative) in chains of command for review, in 2018 was:

- 241, Level I investigations took an average 32 days to review.
- 12, Level II investigations took an average of 25 days to review.

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 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 2017 & 2018.



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	CMDR	3	3	100%		
	D/C	9	8	89%	1	11%
	Total	12	11	92%	1	8%
Chief of Police	Chief	3	3	100%		
	Total	3	3	100%		
Homeland Security Division	CMDR	8	8	100%		
	D/C	36	35	97%	1	3%
	Total	44	43	97%	1	3%
Investigative Subdivision	CMDR	10	9	90%	1	10%
	D/C	32	30	94%	2	6%
	Total	42	39	93%	3	7%
Patrol North Subdivision	CMDR	38	37	97%	1	3%
	D/C	103	98	95%	5	5%
	Total	141	135	96%	6	4%
Patrol South Subdivision	CMDR	47	42	89%	5	11%
	D/C	171	171	100%		
	Total	218	213	98%	5	2%
Support Services Subdivision	CMDR	1	1	100%		
	D/C	15	15	100%		
	Total	16	16	100%		
Total		476	460	97%	16	3%

Strategic Goals-2018

Goal 3.2: Accelerate internal investigations and review timelines so that 90% of administrative investigations will be through the chain of command and concluded to disposition within 180 days of incident.

Status: In 2018, internal investigations assigned to the Internal Affairs Bureau were completed on average, within 93 days.

Citizen Complaint Analysis

Investigative Dispositions-Completed Citizen Complaints 2018

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.

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

Not Investigated per Article 8.12 – The complaint is not received or reduced to writing within 90 days of the alleged incident or an anonymous complaint does not contain corroborative evidence (or easily found corroborative evidence).

The following dispositions were in effect until June 30, 2018, and removed when policy was revised on June 30, 2018:

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.

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.

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

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

In **2018**, Internal Affairs filed **1** criminal charge against persons filing a false complaint.

Complaints that are Cancelled and Reclassified Information Only

The Columbus Division of Police-Internal Affairs Bureau policy states 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 individuals 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.

- When citizens demand the Division of Police accept their complaint even when the information they have provided does not rise to the level of misconduct, 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 adhering to 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.
- IAB intake sergeants sometimes receive calls from around the world, related to high profile incidents that occurred in Columbus, Ohio. These high-profile incidents sometimes contain video that is reported on or publicized by groups on social media. Some examples of incidents that garner world-wide attention include protests and videotaped uses of force. General opinions expressed regarding the Division of Police in these types of calls will be recorded as information, but not investigated.

2018 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.

Total Policy Issues in All Citizen Complaints

1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Year to Date
25	47	39	23	134

Number of Policy Issues Still Pending

1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Year to Date
1	0	17	15	33

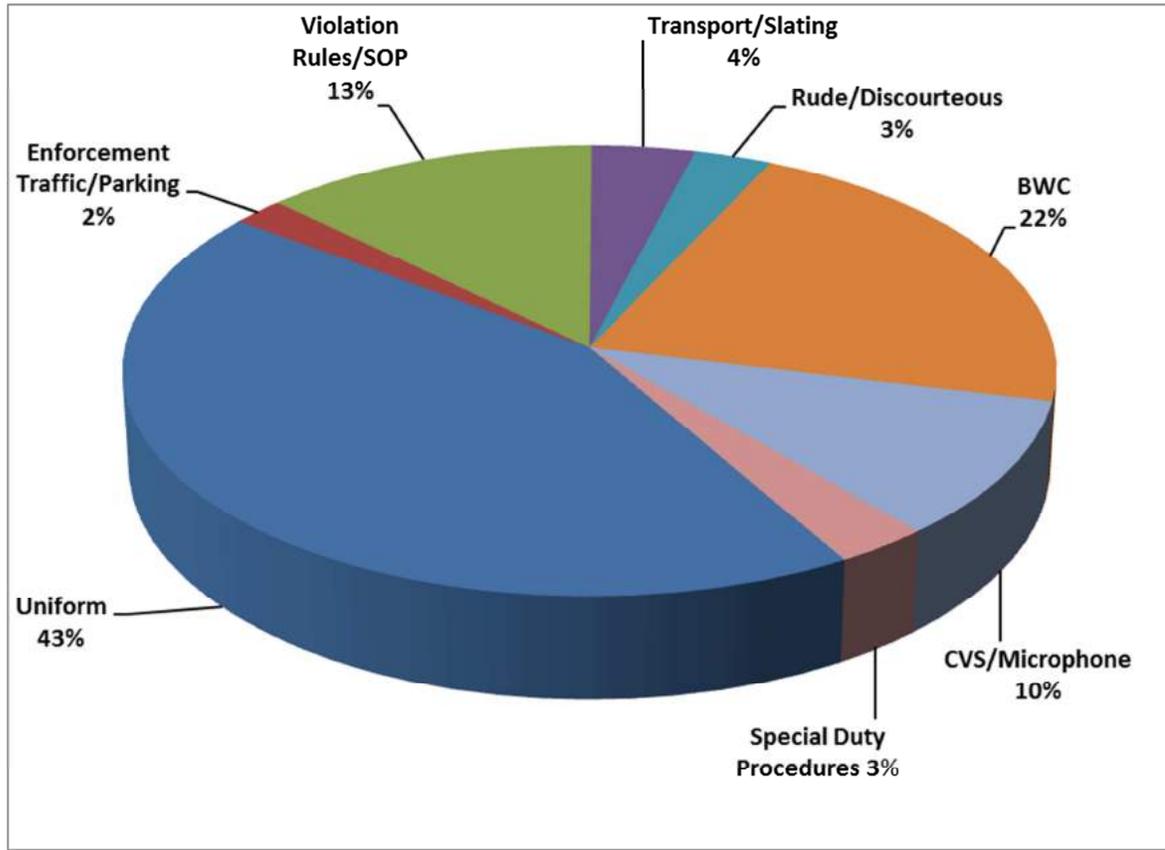
Number of Policy Issues in Completed Citizen Complaints

1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Year to Date
24	47	22	8	101

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	6	0	1	0	7
Enforcement Traffic/Parking	0	0	0	1	1
EVO	0	0	0	0	0
Procedures Summons/Arrest	0	0	0	0	0
Rude/Discourteous/Profanity	0	2	1	0	3
Search/Seizure	0	0	0	0	0
Special Duty Procedures	0	0	2	1	3
Transporting/Slating	0	0	0	0	4
Uniform	9	18	6	5	38
Violation Rules/SOP	10	11	9	1	31
Total	24	47	22	8	101

Nature of Policy Issues



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 any new information available to answer 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 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

2018	48
2017	75

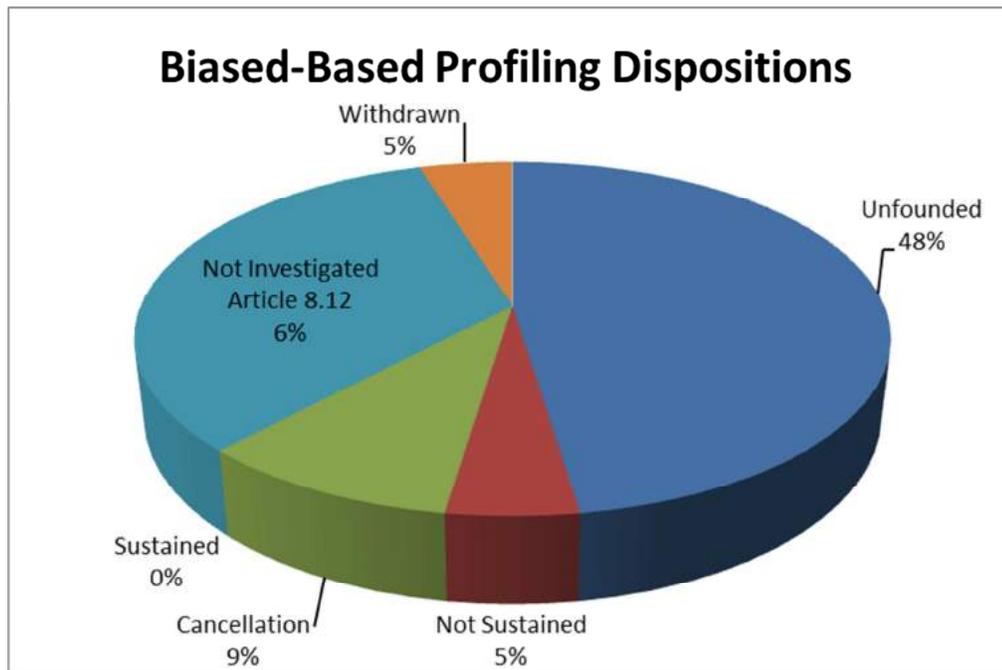
Bias-Based Profiling Complaints

Bias-based investigations are often challenging because many times the investigation attempts to address the perception of an involved party to the complaint. A complainant may feel 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.

Bias-Based Profiling Complaints

	2017	2018
Number of complaints	17	13



Video Evidence

2018 began the first full year of body-worn camera (BWC) implementation. 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. The most notable trend from the preliminary data in 2017 to an entire year's worth of data in 2018 is the decrease in the percentage of "Not Sustained" findings with video evidence over cases without video evidence.

Whatever the finding, it benefits the Division and the public to have a conclusive finding verses an undetermined finding. IAB statistics revealed the following information:

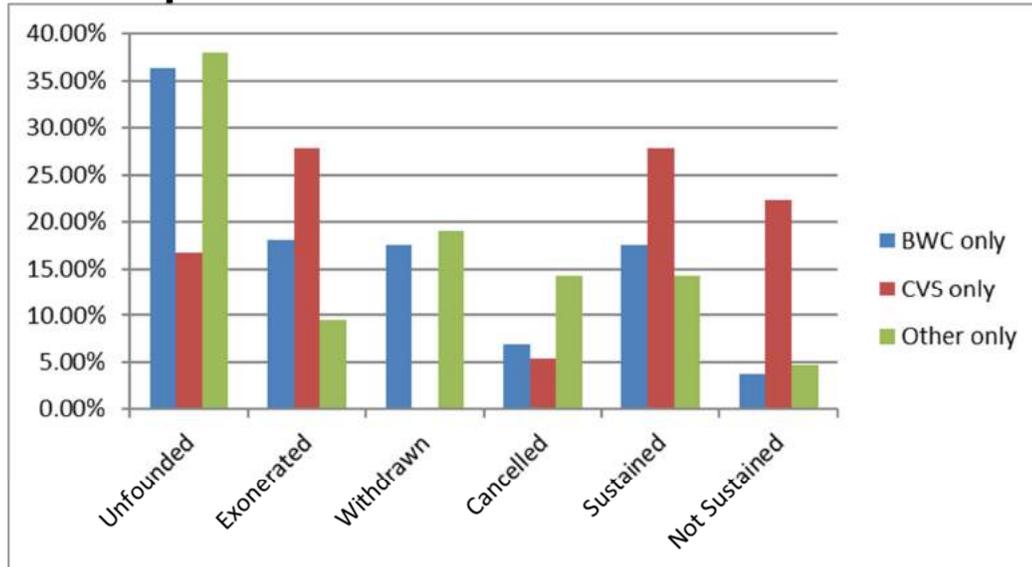
Disposition of Investigations with BWC only

Unfounded	Exonerated	Withdrawn	Cancelled	Sustained	Not Sustained	Total Allegations
58	29	28	11	28	6	160
36.3%	18.1%	17.5%	6.9%	17.5%	3.8%	

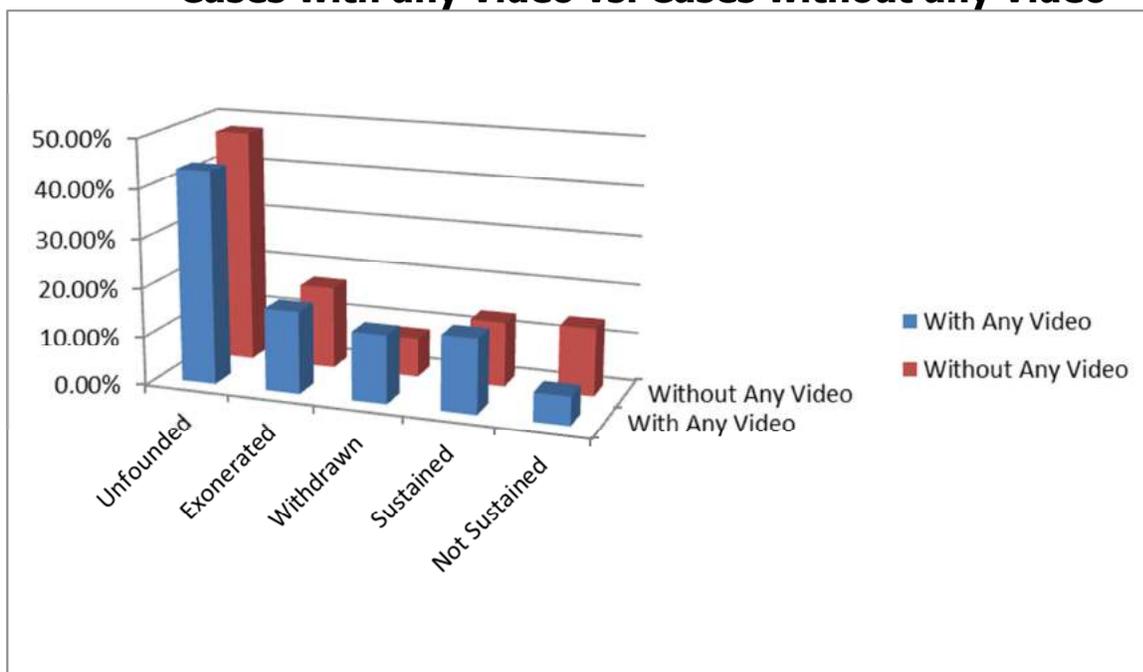
Disposition of Investigations with BWC & Other video

Unfounded	Exonerated	Withdrawn	Cancelled	Sustained	Not Sustained	Total Allegations
65	16	11	0	11	7	110
59%	14.5%	10%	0%	10%	6.4%	

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
134	52	43	47	18	309
43.4%	16.8%	13.9%	15.2%	5.8%	

Combined Unfounded, Exonerated, and Withdrawn – 74.1%

All Cases without any type of Video

Unfounded	Exonerated	Withdrawn	Sustained	Not Sustained	Total Allegations
76	27	13	21	22	159
47.7%	16.9%	8%	13.2%	13.8%	

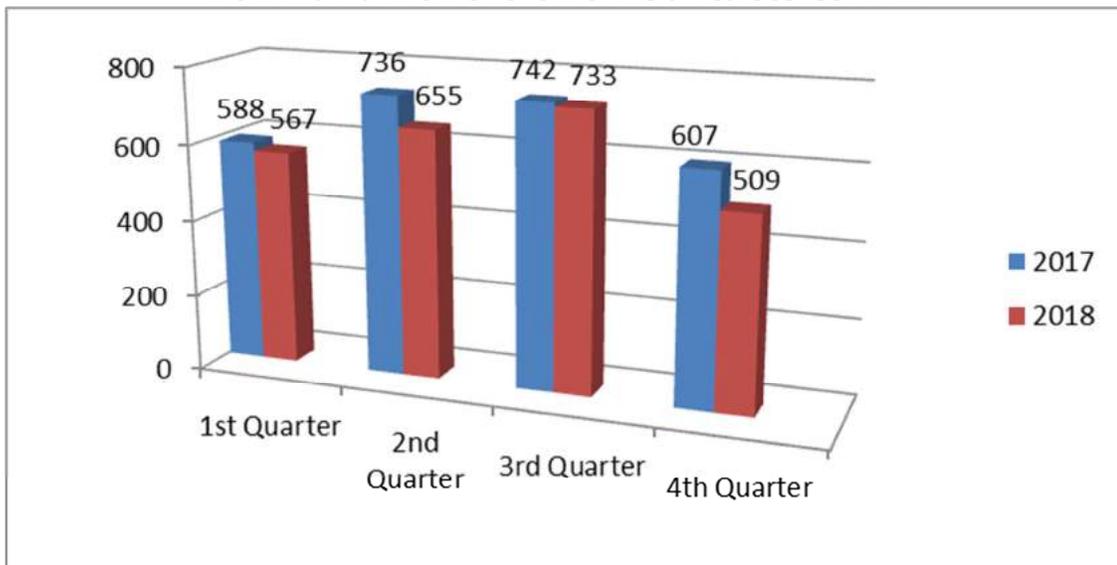
Combined Unfounded, Exonerated, and Withdrawn – 72.6%

Citizen Contacts to IAB

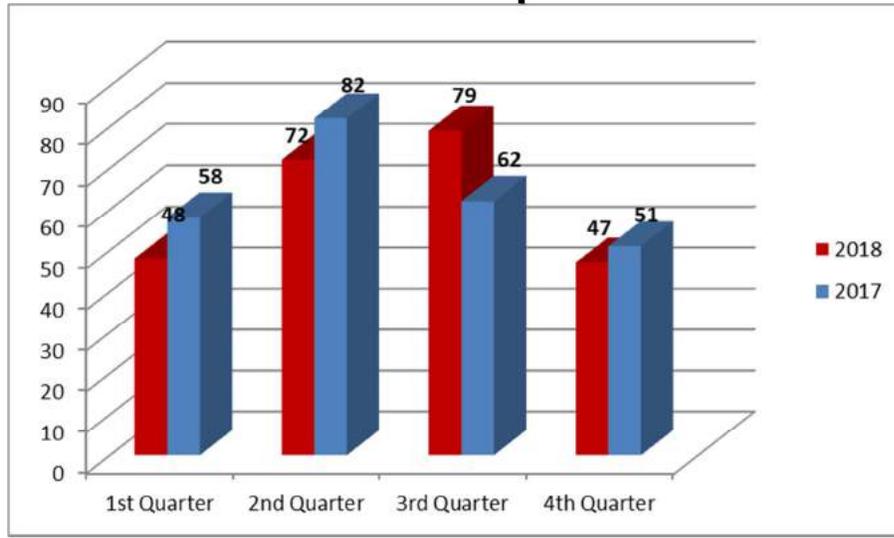
Year	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	TOTAL
2018	567	655	733	509	2,464
2017	588	736	742	607	2,673
2016	444	657	553	448	2,102

In 2018 the Internal Affairs Bureau had a total of 2,464 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 individuals from around the globe offering their opinion of police activities that they viewed on-line; primarily on social media. The **2,464 contacts reflect an 8% decrease in contacts as compared to 2017.**

2017 and 2018 Citizen Contacts to IAB



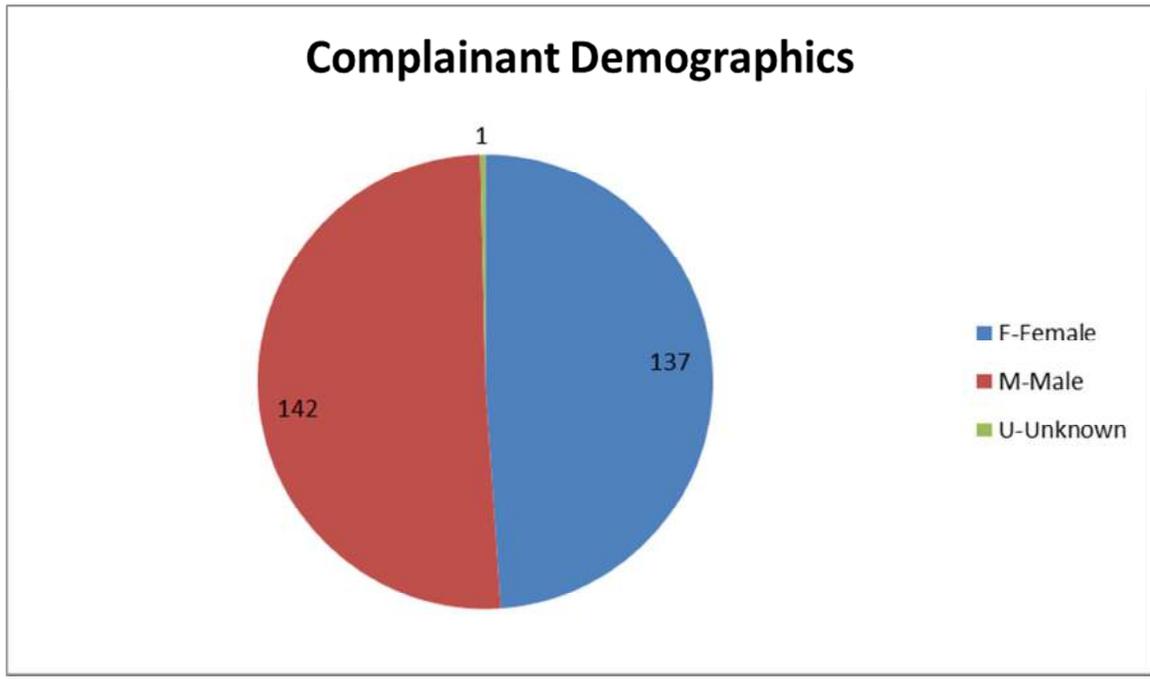
2017 and 2018 Citizen Complaints of Misconduct



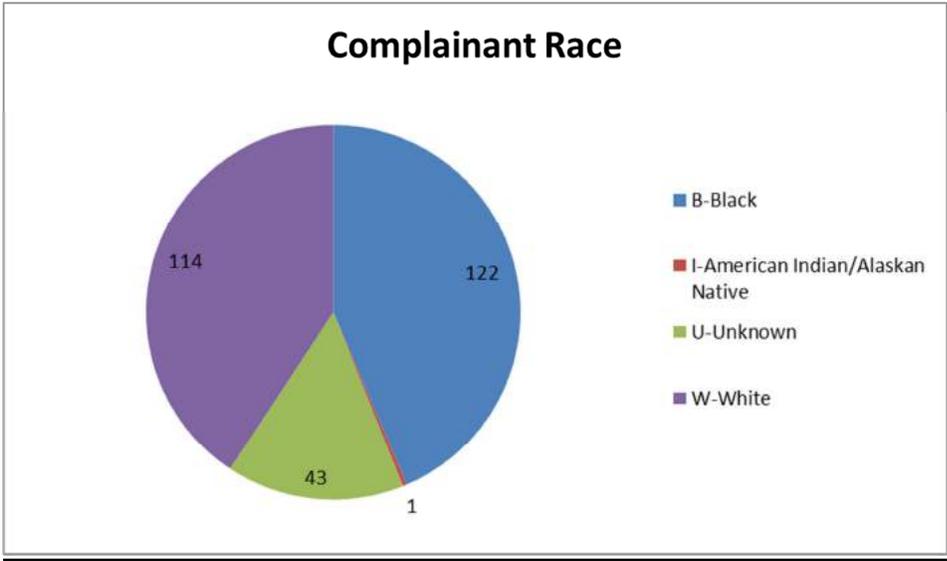
There were 209 less citizen contacts between 2017 and 2018 and a **decrease in the number of complaints** received between 2017 and 2018. It should be noted that the **246 complaints received in 2018 were lower than 2017 by 20%**. This may be attributed to Division personnel working to improve relationships 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. The advent of body worn cameras further provides both the public and IAB personnel with real time facts regarding most situations. 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.

2018 Citizen Complaint Demographics

Complainant Sex	Total
F-Female	137
M-Male	142
U-Unknown	1
Total	280



Complainant Race	Total
B-Black	122
I-American Indian/Alaskan Native	1
U-Unknown	43
W-White	114
Total	280



Complainant Ethnicity	Total
H-Hispanic origin	3
N-Not of Hispanic origin	109
U-Unknown	168
Total	280

Complainant Age	Total
1 - 17	6
18 - 20	4
21 - 25	28
26 - 30	38
31 - 35	36
36 - 40	28
41 - 45	27
46 - 50	26
51 - 55	13
56 - 60	21
61 - 65	14
66 - 70	4
71 - 75	3
Unk	32
Total	280

Complainant Cooperation	Total	%
N - No	65	26%
Unknown	9	4%
Y - Yes	173	70%
Total	247	100%

How Complaint Received	Total
E-Mail / Internet	19
In Person	42
Internal Memo	2
Other	2
Telephone	172
U.S. Mail	7
Unknown	3
Total	247

Incident Location	Total
Bar	12
Business Building or Property	27
Court	2
Hospital	2
Jail/Correction Facility	1
Other	3
Police Headquarters	8
Police Substation	5
Private Residence or Property	88
Property Room	1
Public Building or Property	3
Radio Room	7
Street / Alley	85
Unknown	3
Total	247

Precinct of Occurrence	Total
Unknown	12
1 - 1 Pct	7
2 - 2 Pct	10
3 - 3 Pct	4
4 - 4 Pct	15
5 - 5 Pct	16
6 - 6 Pct	10
7 - 7 Pct	12
8 - 8 Pct	13
9 - 9 Pct	15
10 - 10 Pct	8
11 - 11 Pct	24
12 - 12 Pct	13
13 - 13 Pct	14
14 - 14 Pct	4
15 - 15 Pct	7
16 - 16 Pct	25
17 - 17 Pct	5
18 - 18 Pct	6
19 - 19 Pct	14
20 - 20 Pct	13
Total	247

Employee Sex	Total
F - Female	43
M - Male	332
U - Unknown	8
Total	383

Employee Race	Total
A - Asian/Pacific Islander	3
B - Black	55
I - American Indian/Alaskan Native	1
U - Unknown	23
W - White	301
Total	383

Sworn / Civilian	Total
Civ	8
Sworn	365
Unk	10
Total	383

Duty Status	Total
Off Duty	5
On Duty	325
Secondary Employment	1
Special Duty	38
Unknown	14
Total	383

Internal Affairs Bureau Facilities and 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.

Equipment

The Internal Affairs Bureau is assigned six separate pool cars which are located at the 750 E. Long Street facility. 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. 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. IAB obtained 3 workstation scanners in 2018 to increase administrative efficiency as it relates to scanning documents for document storage as well as for filling public records in a timely manner.

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 Premiere One for all IAB investigations.

The need for wireless access points (WAP) for the Bureau facility was remedied in 2018. Investigators are now able 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. WAP now provides access for the entire IAB floor and for the first floor Duty Desk area.

Monitors were procured in 2018, in an effort 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.

All OHLEG queries conducted by IAB personnel are no longer visible to other law enforcement professionals. In 2018, IAB acquired the ability to cloak OHLEG queries, so that IAB queries are 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 the entire 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).

In 2018, a building access audit was conducted by Administrative Sergeant Gerald Ehram. As part of that audit, Sergeant Ehram gained access to the key fob monitoring system installed by the building manager to ensure only current Internal Affairs personnel have access to secured Internal Affairs areas. All unaccounted for fobs were deactivated and current fob serial numbers were assigned to current personnel. This, along with additional cameras in the lobby areas of the first floor have served to fortify the bureau's hard facilities.

Funding was approved in 2018 to construct a wall with a securable door between the IAB interview rooms and the stairs that lead to the second floor of 750 E. Long St. The purpose of the wall is to serve as a barrier between IAB's first floor interview rooms and the second floor. At times, interviewees may briefly be left alone inside an interview room, or the community room maybe used for interaction with the public. Both areas are located on the first floor of IAB, and this provides access to the second floor. This barrier will ensure that no unauthorized person is able to gain access to the second floor from the interview rooms or community room located on the first floor. Construction is expected to occur in 2019.

In 2018, Internal Affairs Sergeants Sally Fisher and Collins Kane collaborated to propose a softer interview room. Sergeant Kane extrapolated his training on the "PEACE" interview model as it relates to methods of rapport building and engaging an interviewee, while Sergeant Fisher employed her off-duty pursuit of interior design to update an interview room. Sergeants Fisher and Kane maintained that a room's environment is an important factor which contributes to the success of an interview.

Their goal was to create a room that is aesthetically pleasing, one that is comfortable and free from duress or coercion, but that still portrays a professional and welcoming image so that investigators are able to build rapport with those they come in contact with.

Upon receiving approval, they replaced the traditional sterile, metal chairs and fixed table with a couch made of durable vinyl with a center writing surface, two chairs in a coordinating stain resistant fabric and a computer shelf. The furniture is armless to accommodate physical impairments. The existing TV monitor will be mounted on the wall for body worn camera video viewing. The walls were painted in a soft gray with the accent wall in a warm teal with a canvas botanical print. IAB is hopeful this room will improve rapport and cooperation with the public at the beginning of the complaint process.



2018 interview room improvements

Staffing Analysis

Overview

The Internal Affairs Bureau is staffed with two administrative support 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, filling public records requests along with many additional administrative tasks. In the fourth quarter of 2017, IAB leadership began to examine the efficiency of the Administrative Support Section. This analysis continued into 2018 and resulted in a staffing expansion request as part of the 3 year general fund financial plan. It was determined that IAB regularly operates with a backlog of data entries because they are the lowest priority of all the administrative duties. With a constant backlog, there is no ability to expand duties and set goals for improvement when the basic needs of the bureau are not being met. In 2018 IAB attempted to supplement with a 480 temporary assignment. Those hours depleted quickly and the Bureau was left with the backlog.

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
- Compile and update annual SOP revisions

Staffing was impacted by gains and losses in personnel during 2018. The first shift of Internal Affairs experienced the addition and loss of personnel in four investigator positions. The second shift of Internal Affairs experienced the loss and replacement of personnel in three investigative positions, along with an interruption in staffing by the

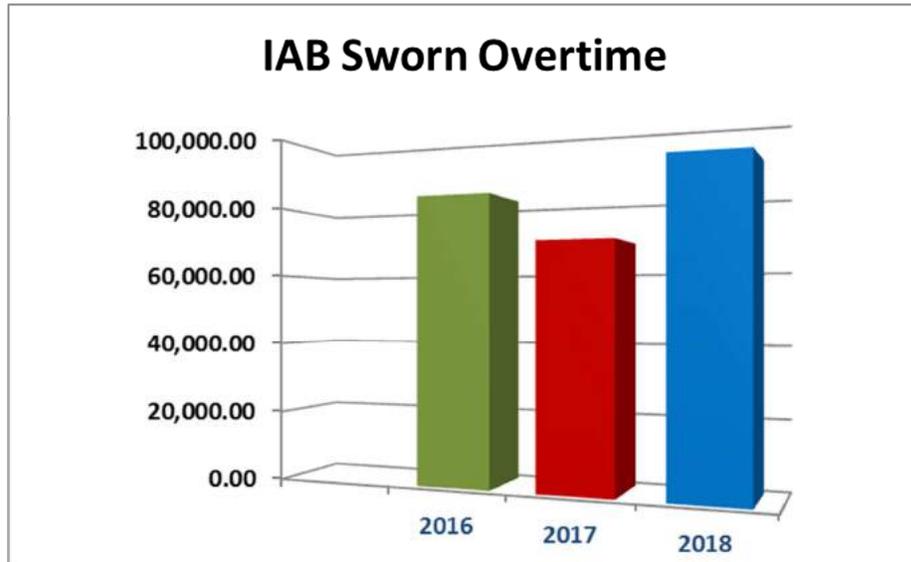
temporary reassignment of two six month positions outside the bureau. In addition, two of the four administrative sergeant positions were replaced in 2018 and one of the two office assistants was off on leave for three quarters of 2018. Twelve out of the twenty-nine positions, or 41% of Bureau staffing was interrupted in 2018. 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 2018 (pages 19-22) 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 completed by Lt. David Griffith, Lt. Bela Bernhardt utilizing the Six Sigma Efficiency Assessment in April of 2017.

Currently, the number of assigned investigators is adequate, relative to the number of investigations completed in 2018. 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

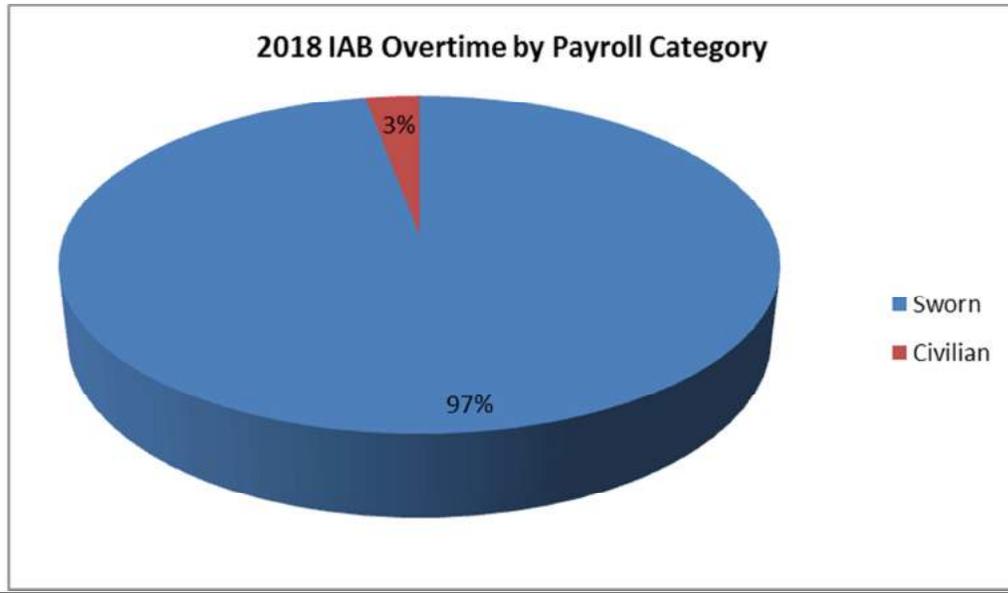


The sworn overtime budget utilized by the Internal Affairs Bureau was \$114,000 for 2018. Sworn overtime costs for 2018 were calculated at **\$90,630.99**, which was **\$23,369.01** below the budgeted amount for overtime. Civilian Overtime costs for 2018 were calculated at **\$2,308.36**, which was **\$2,691.64** below the budgeted amount for overtime.

The bureau 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, two lieutenants and two civilian support staff members. As a result of the variable hour assignments for the investigators, overtime related to the completion of the investigations remains minimal.

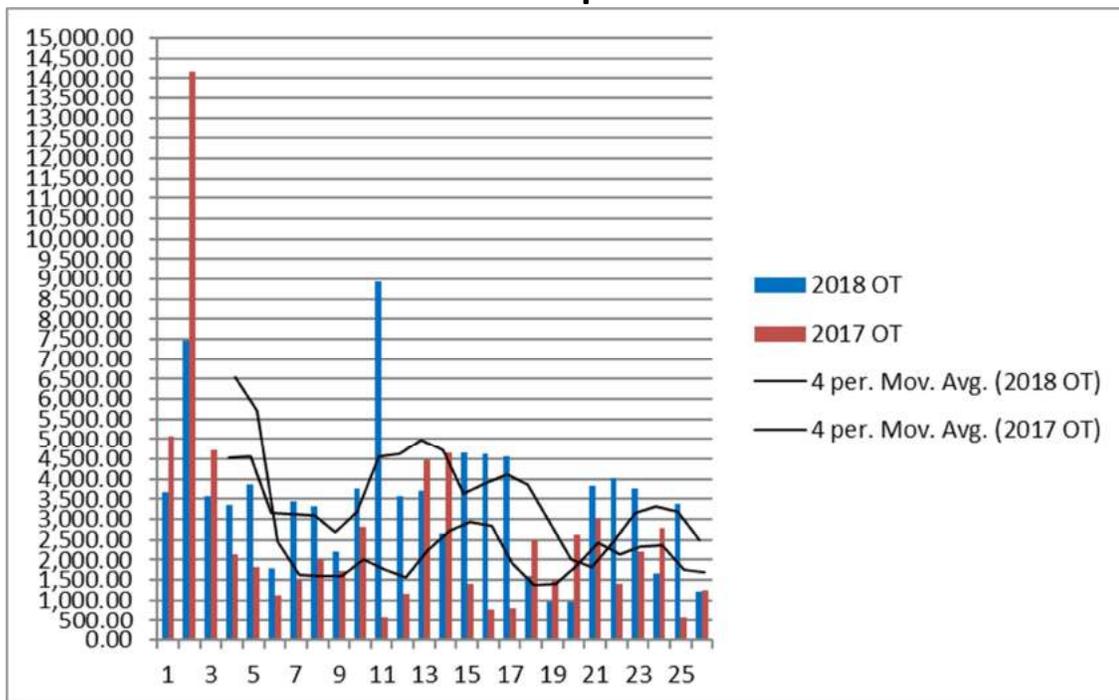
The administrative sergeant positions are fixed hour assignments, and the desk is staffed from 6:00 a.m. until 10:00 p.m. seven days a week. Because the assignment of personnel is limited, overtime costs are routine when illness or vacations occur.

Two turnovers in the administrative sergeant position caused an additional use of overtime to cover vacancies and train new employees. In addition, one complex investigation necessitated the use of overtime to ensure continuous operational period coverage. These two factors, along with normal citizen accommodations resulted in an overtime increase in 2018 over 2017 of \$21,804.04.



The two civilian OAI administrative assistants are assigned to Internal Affairs to perform administrative tasks for the entire Bureau. The overtime budget was \$5,000.00, for 2018. While efficiency and overtime usage was monitored, civilian overtime increased by \$712.73 in 2018. 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, causing civilian overtime to increase by 69% in 2018. In 2018, the data backlog continued with no sustainable solution.

Overtime Expenditures



2018 IAB Goals

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

- Administrative Sergeants are many times the first point of contact when citizens are seeking answers to how their concern was handled. Their role is critical to building and repairing relationships with the community. Communication and customer service training for these positions is a priority in 2018.
- In an effort to improve overall writing skills of investigators assigned to IAB, investigators are encouraged to read. To facilitate this important skill, investigators will be assigned weekly reading assignments to coincide with weekly case briefings in 2019. All, minimal reading that should occur on-duty.
- To further improve timelines and overall work product, all IAB investigators are required to attend Effective Written Communication training in 2019. Dr. Elizabeth Brockman, English professor at Central Michigan University and a member of the Police Executive Leadership College faculty. Dr. Brockman will present this training.
- Identify a technology platform to display real-time case information on newly acquired monitors.
- Internally, as a Division there are silos within Premier One for different bureaus; IAB investigators should have access to all of those silos when investigating complaints regarding various bureaus.
- 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.
- **Explore the re-implementation of a program for a 60-day temporary assignment for patrol supervisors** that was initiated in 2015. 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.
- Construct the foundation to begin 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.

Standard Operating Procedures Review

- Minor revisions to the Vision Statement
- Revisions to Section I-“Duties and Responsibilities”
 - Any deviation in hours that are not recorded in the electronic time-keeping system prior to the beginning of that shift should be approved by an IAB lieutenant or commander.
 - Updates to the administrative duties of the IAB Lieutenants, administrative sergeants, and office assistants.
- Revisions to Section II-“Intake Procedures”
 - The addition of administrative sergeant responsibilities related to notifications for certain categories of complaints.
- Revisions to Section IV-“Investigative Procedures”
 - Memorialize the practice of documenting case chronology in the electronic reporting system.
 - Added body worn camera video to the investigative records list.
 - Procedures were added when interviewing Division of Fire personnel
 - Recommendations to terminate an administrative investigation were updated to reflect the most recent policy language.
- Revisions to Section V – “Unique Types of Investigations”
 - The addition of Major Case Assessment Team procedures.
- Revisions to Section VII-“Case Dispositions, Departmental Charges, and Hearings”
 - Procedures were added to outline the process of closing out a case in the electronic reporting system.

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		

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Page ___ of ___

