

RECOMMENDATIONS OVERVIEW

- Independent investigations
 - E.A.R.S. overhaul
 - IT infrastructure/planning
 - Public engagement
 - Training
 - Program evaluation
 - Miscellaneous recommendations
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INDEPENDENT INVESTIGATIONS

- Columbus should implement process for **independent investigation** of use of force by CPD officers and complaints about serious officer misconduct
- Specifically, we recommend that the Columbus city charter be amended to create a city-funded, **operationally independent, professionally staffed, and public-facing** entity (similar to an Inspector General or internal auditor) empowered to participate fully in criminal or administrative investigations involving CPD personnel
- We **do not** recommend that this new agency replace the existing Internal Affairs Bureau

INDEPENDENT INVESTIGATIONS

- **Not a judgement about the capacity, competence, or professionalism of IAB**
 - **Goal: Address community trust**
 - **Many are skeptical that division is capable of policing itself**
 - **Addressing this *perception* is essential for the division to be effective**
 - **Recommended by 21st Century Policing Commission**
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INDEPENDENT INVESTIGATIONS

- Different from independent oversight board
 - Our recommendation focuses on who *investigates*, not who determines *discipline* in cases where complaints are sustained
 - Can be implemented in concert with independent oversight board, but can also stand alone
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INDEPENDENT INVESTIGATIONS

- **Must learn lessons from negative experiences in other states**
 - Long delays (e.g., over a year) in results of investigation being released, eroding trust
 - Lingering perception of conflict/bias when investigators employed by *any* law enforcement agency
 - Delays in arriving on scene to collect evidence, interview witnesses
 - Perception of politically motivated outcomes (especially from agencies controlled by opposite party)
 - **Must be seen as legitimate by officers, hence our recommendation for professional staffing**
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INDEPENDENT INVESTIGATIONS

- **Requirements:**
 - **Professional staffing (e.g., attorneys and trained investigators) to carry out investigations**
 - **Local presence, to minimize delays in evidence gathering and allow for timely response to scenes of critical incidents**
 - **Ability to full participate in all aspects of the investigation, including being present for interviews with all witnesses, full access to investigatory files and body cams, personnel records, and authority to issue independent judgements or conclusions about the outcomes of the investigations or the process**
 - **Guaranteed funding and political and operational independence — from the Division of Police, the mayor, and from statewide elected officials (e.g., Attorney General)**
 - **An accessible, public-facing website where investigatory reports and other releasable documents involving officer complaints and investigations are posted as promptly as possible**

E.A.R.S.

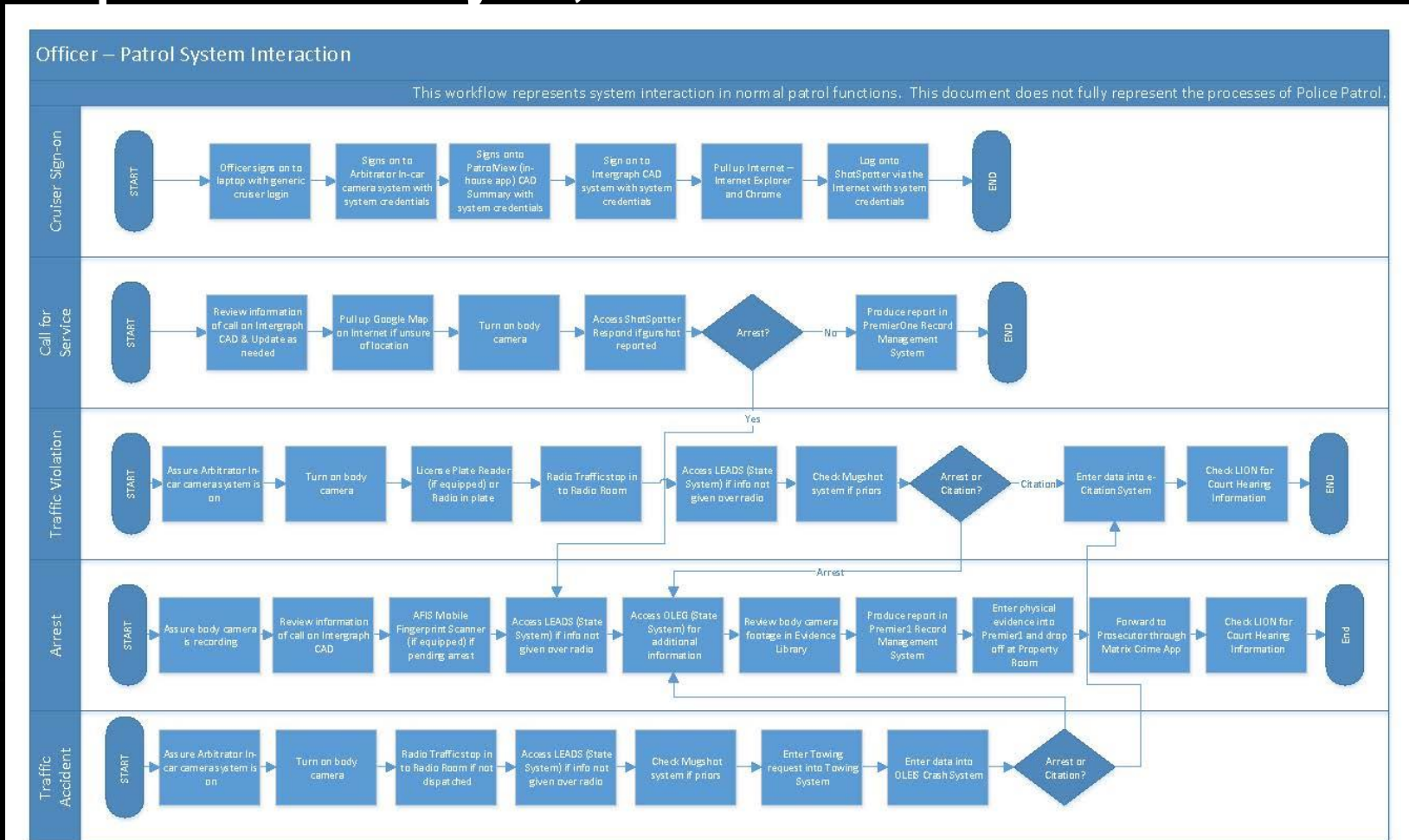
- **Employee Action Review System not designed to achieve goals**
- **Meets only twice a year, focused on retrospective data**
 - **Will not flag officers at risk due to recent trauma, stress, etc.**
- **Focusing on highest rates of force use agency wide ignores context**
 - **Even a single case in a beat where there is typically none could be signal of problems**

E.A.R.S.

- Should be *prospective*, include other indicators that statistically predict “adverse events”
 - E.g.,: attendance, secondary employment/extra duty hours; recent dispatch events; % officer-initiated vs. dispatched
 - Constructive, positive intervention for at-risk officers
 - If seen as punishment or discipline, will produce negative unintended consequences in officer behavior
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IT INFRASTRUCTURE

- A picture that says 1,000 words...



IT INFRASTRUCTURE

- **Officer-facing systems and software be streamlined to maximize interoperability and officer productivity**
- **A position should be created either within CPD or the Department of Public Safety with responsibility for managing and overseeing digital assets within the division**
- **A comprehensive list of applications, databases, and other programs in use should be created and updated on a regular basis**
- **Future software and hardware acquisitions should be evaluated explicitly for interoperability with existing systems and for the ability to export data for analysis and/or merging with other sources**
- **CPD should have a comprehensive technology replacement and upgrade schedule and plan, with itemized funding needs broken out separately from the overall operating budget**

PUBLIC ENGAGEMENT

- **Current efforts need to be carefully evaluated to see if they actually work**
 - **Annual community survey to track trends, oversample in heavily policed areas**
 - **Existing metrics (reported crimes, weapons recovered, etc.) to not measure positive community interactions**
 - **Annual survey of rank-and-file officers asking them to evaluate strategies/policies in terms of enhancing or hurting ability to connect with community**
 - **Recommended by 21st Century Policing Commission**
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TRAINING

- Probationary period should be extended
 - Better sequencing, with some in-class training taking place after field training
 - Field Training Officers should evaluate interaction with community, not just tactics and compliance with policy
 - Insufficient coverage of history of policing and African-American community
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EVALUATION

- **Current methods for evaluating interventions and strategic initiatives woefully inadequate**
 - **Example: Safe Streets initiative**
 - **Must account for “regression to mean:” Should expect decline in crime in areas after a temporary spike, even in absence of intervention**
 - **Avoid ex post rationalizations for bad results: “Officers were chasing ‘hot spots’ on the South Side...”**
 - **Analysts should be trained in modern statistical program evaluation techniques**
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MISC.

- **Officer evaluations should include assessment of efforts to engage members of the community and the partnerships they build**
 - **Institutionalize collaboration with and ongoing learning from Office of Community Oriented Policing Services at DOJ**
 - **Closing the loop for officers who attend conferences and other professional development**
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