

**COMPREHENSIVE NEIGHBORHOOD SAFETY STRATEGY
COLUMBUS SAFETY ADVISORY COMMISSION
DRAFT MEETING MINUTES
Monday, September 16, 2019**

Commissioners Present:

Chair Janet Jackson, Dr. Chenelle Jones, Dr. Vlad Kogan, Erin Synk, Emily Buster, LaShaun Carter, Oleatha Waugh, Ellen Moore Griffin, Andrea Morbitzer, Mary Wehrle, Brooke Burns, Dr. Reginald Wilkinson, Pastor Jason Ridley, Matthew McCrystal, Tammy Fournier-Alsaada, Traci Shaw, Tiffany White

Commissioners Absent:

Pastor Jason Ridley

Staff Present: George Speaks, Chief Quinlan, Kate Pishotti, Jeff Furbee, Bryan Clark, Cmdr Meader, Lt Lipp

WELCOME

Chair Jackson called the meeting to order at 2:08 pm and welcomed the Columbus Community Safety Advisory Commission ("Safety Commission") to the 20th meeting of the group. Chair Jackson thanked the commissioners for their ongoing work in preparing the subcommittee reports and recommendations that will be presented at today's meeting.

REPORTS FROM THE SUBCOMMITTEES

- A. Hiring/Recruiting – Chair Andrea Morbitzer delivered the report to the full commission.
1. Subcommittee mission statement: A symbol of fairness and neutrality: policing diverse communities in the 21st Century – "having a department that reflects the community it serves helps to build community trust and confidence, offers operational advantages, improves understanding and responsiveness, and reduces perceptions of bias."
 2. Key takeaways from narrative:
 - a. To create a department that implements 21st Century policing, the Chief does not act in a vacuum. City elected officials and civilian employees share in the support of the Chief and CDP leadership to provide the necessary resources to meet recommendations from the Commission as well as Matrix when creating a strategic plan.
 - b. The plan to attract, increase and retain diverse candidates is created when strong CDP leadership and community involvement works together. One the hiring practices are reviewed and improved, CDP leadership must be accountable to their recruitment and hiring plan with measurable goals. Strategies to increase diversity must be incorporated into the long-term strategic plan.
 - c. Beyond the benefit of community engagement and collaboration, inviting community members to participate in the selection process strengthens CDP's community relationships and allow community members to provide input regarding neighborhood needs during the selection process.
 - d. Incorporating a case management model highlighting the individual applicant by monitoring each step in the process is highly recommended. Applicant disqualification points should be identified and meticulously scrutinized to ensure that exclusion decisions are based on failure to meet essential selection standards.
 3. General Recommendations:
 - a. In addition to the Chief, ownership and accountability of the hiring and training process assigned to a Deputy Chief, who is responsible for diversity outcomes, which are tied to a performance evaluation and reported in annual report.
 - b. Move HR Bureau from Public Accountability Subdivision and place it under Community Services Subdivision which allows for recruitment, hiring, training, professional standards to report through a single reporting structure/deputy chief. Also, recruitment unit is reassigned to HR Bureau with no patrol responsibilities.

- c. Expand the review of prospective recruits by establishing a joint CDP/CSC review committee to make recommendations to the Safety Director.
 - d. Remove all Civil Service Human Resource responsibilities from the CDP Administrative Subdivision and place in the general City HR Division.
 - e. Director of Diversity and Inclusion reports to the Mayor's Office/Public Safety Director.
 - f. Establish the concept of case management to assign applicants to a specific point of contact who remains consistent throughout each step of the hiring process.
 - g. Independent audit of recruiting and testing included in annual report.
 - h. Establish a budget that realistically meets the needs for resources, recruitment unit personnel and related resource costs.
4. Recruitment Recommendations:
- a. Civilian liaisons within recruiting unit to new American, LGBTQIA+ and minority communities.
 - b. Recruiting materials available in multiple languages.
 - c. Recruiting incentive to include under-represented minorities including LGBTQIA+ with an intentional effort to recruit successful candidates meeting the hiring standards.
 - d. Connecting CDP recruitment and Explorers program with CSU or other CTE programs.
 - e. Co-recruiting/referral to civilian jobs if not meeting minimum age requirements or fitness level.
 - f. Benchmark size of recruiting staff/resources against similar-sized cities.
 - g. Residency incentive program
 - h. Referral-based incentive program for city residents and under-represented minorities.
 - i. Stop the practice of using credit scores to screen prospective recruits.
 - j. Establish a lateral transfer process into CDP for current OPOTA-certified individuals or out-of-state certified officers.
5. Testing Recommendations:
- a. Bonus points for successful alumni of Explorers and Cadet programs and current civilian City employees.
 - b. Points for additional language fluency/competency/skill set on testing
 - c. Preferential points on COPE for successful completion of prior training programs
 - d. Cultural competency training for those scoring COPE
 - e. Add trained community members to the COPE panel
 - f. COPE scenarios designed to bring out problematic bias
 - g. Manager over background investigations, polygraph testing and oral boards should be provided the opportunity to obtain polygraph training/certification and complete certification with a reasonable time period.
6. Miscellaneous/Other Recommendations:
- a. Move all EEO/Sexual Harassment complaints from Internal Affairs to the City of Columbus EEO Office.
 - b. Submit all testing materials for a third-party cultural relevancy and implicit bias review.
 - c. Establish mentorship program through training academy and first three years of service, especially for women, minorities, and LGBTQIA+
 - d. Update the uniform standards to allow for culturally-specific head coverings.
7. Topic for further exploration:
- a. Address problematic practices in polygraph – identify an administrator to audit examiners' conclusions for potential bias.
 - b. Address the perceived subjective nature and interrogative practices of the oral board review process. There does not appear to be a standard length of time to interview applicants.
 - c. Assess the knowledge, skills, and impartiality of members to create an inclusive and diverse oral review board.
 - d. Review the practice of subjectively applying perceived qualifiers, primarily in background checks to certain candidates and not others.

- e. Recommend training committee research and implement implicit bias training.
 - f. One civil service test a year makes it hard to keep recruits in the process. Can this be shortened/expedited? Can a civil service test be offered twice a year? What does this do to the testing/hiring/background process?
 - g. Address the lack of feedback available to candidates when not successfully selected.
 - h. Review the process for putting candidate "on hold".
 - i. Review current citizenship requirement.
8. Topics to consider from public testimony:
- a. Mandatory drug and alcohol testing of an officer involved in a critical incident
 - b. Establish an independent civilian review board
 - c. Establish a Division of Compliance and Ethics

B. Training

1. Reviewed CDP's entire training curriculum, provided to us by Training Bureau. We then met with Training Bureau staff after review. A written report was distributed to the Commissioners and reviewed by Chair Burns.
2. Curriculum-specific recommendations:
 - a. Expand or modify the juvenile justice training to include Adolescent Development.
 - b. Expand or modify the cultural competence material to include cultural awareness training germane to the diverse residents/communities currently residing in the city of Columbus.
 - c. Ensure that training materials, including videos, pictures, and PowerPoints are inclusive, and not racially or culturally biased or triggering.
 - d. Expand or modify the history of policing material to include a broader historical perspective.
 - e. Include training that addresses officer burn-out/secondary trauma and coping mechanisms.
3. General recommendations:
 - a. Expand the pool of trainers to include subject-matter-expert civilian instructors.
 - b. Integrate into each training module the impact of implicit and/or explicit bias (including racism) and strategies for officers to use in recognizing and mitigating their own biases; and, require continuing education in this area following the academy.
 - c. Integrate into each training module the impact of cultural competence and strategies for officers to use to ensure the equitable treatment of persons regardless of background.
 - d. Require an overview of Crisis Intervention Training (CIT) for all officers not currently certified.
 - e. Increase the probationary period for new recruits.
 - f. Tailor OPOTA training requirements to the size and function of the law enforcement agency.
4. Written report also includes commentary on Matrix report as it relates to training and other recommendations that do not fall within training purview, but need to be included in some form, either in an overall report or in other subcommittee reports.

C. 21st Century Policing – Chair Jones and her committee members (Oleatha Waugh, Traci Shaw) presented the subcommittee report which reflected on the six pillars of 21st Century policing, as defined by President Obama's eponymous task force:

1. Building Trust and Legitimacy
 - a. CDP should establish a calendar of regularly-scheduled, community-based listening sessions in easily-accessible location across the city
 - b. Police officers within the CDP should be subject to mandatory, post-incident drug and alcohol testing immediately following an officer-involved shooting
 - c. CDP should create a Community Affairs/Relations Bureau (CAB) with the primary tasks of establishing, strengthening, and sustaining community relationships and trust

2. Policy and Oversight
 - a. CDP should collaborate with institutions of higher education to develop training, analyze data, and evaluate policies that are implemented by the department
 - b. CDP should add an additional property room in a centrally-located position
3. Technology and Social Media
 - a. CDP should invest in updated, integrated technology to reduce reporting time for officers and make them more efficient
4. Community Policing and Crime Reduction
 - a. Continue and increase to all shifts the Mobile Crisis Response Team
 - b. CDP should collaborate with community-based intervention specialists on crime trends, crime reduction strategies, and intervention services
5. Training and Education
 - a. Provide and require updated, annual, in-service CIT training for all officers, dispatchers, and call takers
 - b. Probationary period should begin after officer graduates from the academy
 - c. CDP should revise the ABCs of Policing to diversity its scenario-based training
6. Officer Wellness and Safety
 - a. City of Columbus should incentivize an annual mental health assessment of CDP officers
7. Recommendations pertaining to the contract between the City of Columbus and the FOP:
 - a. Eliminate 10 calendar day notification requirement for termination of probationary officer (section 10.6A)
 - b. Terminate the leave forfeiture option (section 10.7) to force officer off the street
 - c. Written reprimands should never be removed from personnel files – current standard is three years (section 10.10B)
 - d. Record of leave in lieu of suspension should never be removed from personnel files – current standard is six years (section 10.10C)
 - e. Entries and records of investigations resulting in counseling, documented constructive counseling, written reprimands, or complaints classified as not sustained should never be removed from personnel files – current standard is three years (section 10.10G)

D. Hot Topics – Chair Kogan presented a power point presentation of recommendations from this committee. These recommendations were developed before the Matrix Report was released and do not speak specifically to that report. Chair Kogan asked that time be devoted to looking at a specific set of recommendations in the Matrix Report that deal with promotions based on longevity as opposed to merit.

1. Independent Investigations
 - a. Columbus should implement process for independent investigation of use of force by CPD officers and complaints about serious office misconduct
 - b. Specifically, Columbus city charter should be amended to create a city-funded, operationally-independent, locally- and professionally-staffed, and public-facing entity (similar to an Inspector General of internal auditor) empowered to participate fully in criminal or administrative investigations involving CPD personnel
 - c. Should not replace the current Internal Affairs Bureau, which is necessary
 - d. Goal is to address community trust
 - e. Different from independent oversight board
 - 1) Our recommendation focuses on who investigates, not who determines discipline in cases where complaints are sustained
 - 2) Can be implemented in concert with independent oversight board, but can also stand alone

2. EARS overhaul
 - a. Employee Action Review System is not designed to achieve goals
 - 1) Meets only twice a year; focused on retrospective data
 - 2) Will not flag officer at risk due to recent trauma, stress, etc.
 - 3) Focusing on highest rates of force use agency-wide ignores context
 - b. Should be prospective, include other indicators that statistically predict “adverse events”
 - 1) Attendance, secondary employment/extra duty hours, recent dispatch events
 - c. Constructive, positive intervention for at-risk officers
3. IT infrastructure/planning
 - a. Current system is wholly inadequate and not integrated
 - b. Officer-facing system and software be streamlined to maximize interoperability and officer productivity
 - c. Position should be created either within CDP or the Safety Director’s Office with responsibility for managing and overseeing digital assets with CDP
 - d. Comprehensive list of applications, databases, and other programs in use should be created and updated on a regular basis
 - e. 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
 - f. CDP should have a comprehensive technology replacement and upgrade schedule and plan, with itemized funding needs broken out separately from the overall operating budget
4. Public engagement
 - a. Current efforts need to be carefully evaluated to see if they actually work
 - b. Annual community survey to track trends, oversample in heavily-policed areas
 - c. Existing metrics do not measure positive community interactions
 - d. Annual survey of rank-and-file officers asking them to evaluate strategies/policies in terms of enhancing or hurting ability to connect with community
5. Training
 - a. Extend probationary period for new officers
 - b. Sequencing training to break up classroom hours with field training opportunities
 - c. Evaluation forms should include community interaction assessment
 - d. History of policing training module should be expanded
6. Program Evaluation
 - a. Current methods for evaluating interventions and strategic initiatives woefully inadequate
 - b. Analysts should be trained in modern statistical program evaluation techniques
7. Miscellaneous Recommendations
 - a. Officer evaluations should include assessment of efforts to engage members of the community and the partnerships they build
 - b. Institutionalize collaboration with and ongoing learning from Office of Community Oriented Policing Services at DOJ
 - c. Closing the loop for officers who attend conferences and other professional development

Chair Jackson thanked all the commission members for their remarkable work inside the subcommittees. Question and answer period followed. View this discussion online: [click here to go video at 1:39:00](#)
Chair Jackson adjourned the meeting at 5:00 pm.

Respectfully submitted,

Ellen Moore Griffin
Recording Secretary