

## HOT TOPICS

### **Independent Investigations**

1. Implement a process for independent investigation of 1) officer use of force and 2) complaints about serious officer misconduct.
2. Amend City Charter to create a city-funded, operationally independent, professionally staffed, public facing entity empowered to participate fully in criminal or administrative investigations involving CPD personnel

### **Officer Mental Health:**

1. The Employee Action Review System (EARS) must be overhauled to incorporate additional sources of information/data and to analyze patterns in real time instead of retrospectively

### **IT Structure and Data Systems/Analysis:**

1. Streamline officer-facing systems and software to maximize interoperability and officer productivity.
2. Create a position to manage and oversee Division's digital assets
3. Create a comprehensive list of applications and databases in use and update list regularly
4. Future technology investments should focus explicitly on interoperability
5. Implement a comprehensive technology replacement and upgrade plan financed by specific funds not in the operating budget.

### **Community Engagement:**

1. Evaluate current community engagement efforts for efficiency
2. Implement an annual public survey of the community's opinion toward the police
3. Implement annual survey of rank-and-file officers to evaluate policing strategies regarding relationship with the community

### **Training:**

1. Extend probationary period to allow more time for training
2. Move some of the current topics and materials to a new sequence after field training.
3. Field Training Officers should evaluate recruit interactions with the community
4. Overhaul and expand US history of policing.

### **Evaluations:**

1. To better evaluate deployment methods and strategic initiatives (ie. Safe Streets), data analysts should be trained in modern evaluation techniques and such techniques should be applied consistently to all Division initiatives and programs.
2. Include assessment of efforts to engage community and established partnerships as directed by President's Task Force on 21st Century Policing

### **Professional Development**

1. Implement process for a conference attendee to share insights of new information broadly within the Division and incorporate into policies

## **HIRING**

### **General:**

1. In addition to the Chief, ownership and accountability of the hiring and training process assigned to a Deputy Chief who shall be responsible for diversity outcomes. Such outcomes tied to a performance evaluation and reported in annual report to include indices on women, racial and ethnic minorities, LGBTQIA+
2. Relocate HR Bureau from Public Accountability Subdivision and assign it to the Community Services Subdivision.
3. Recruitment, hiring, training, professional standards shall report via a direct reporting structure/deputy chief.
4. Recruitment Unit shall be reassigned to the HR Bureau with no patrol responsibilities.
5. Expand the review of prospective recruits. Establish a joint CDP/CSC review committee to make recommendations to the Safety Director.
6. Remove all Civil Service Commission Human Resource responsibilities from the Police Department Administrative Subdivision and reassign to the general City Human Resources Division.
7. The Director of Diversity & Inclusion shall report to the Mayor's Office/Safety Director
8. Establish a case management process to assign applicants to a specific point of contact who remains consistent throughout each step
9. There should be an independent audit of recruiting/testing process included in annual report
10. Establish a budget that realistically meets the needs for resources, Recruitment Unit personnel and related resource costs.

### **Recruitment**

1. Add civilian liaisons within recruiting division to new American and minority communities
2. Make recruiting materials available in multiple languages
3. Add incentive to include underrepresented minorities with an intentional effort to recruit successful candidates who meet the hiring standards
4. Connect better pipeline for CPD recruitment and Explorer's program with CSU or other CTE programs
5. Co-recruit/referral to civilian jobs if not yet of age or fitness level
6. Benchmark size of recruiting staff/resources against similar sized cities
7. Implement a residency incentive program
8. Implement a referral based incentive program for city residents and under representative minorities
9. Stop the practice of using credit scores to screen prospective recruits.
10. Establish a lateral transfer process into CDP for current OPOTA-certified individuals or out of state certified officers

### **Testing**

1. Add bonus points for successful alumni of Explorers & cadet programs and current civilian City employees
2. Add points for additional language fluency/competency/skill set on testing
3. Provide preferential points on COPE for successful completion of prior training programs
4. Provide cultural competency training for those scoring COPE
5. Add trained community members to COPE panel
6. Improve COPE scenarios designs to bring out problematic bias
7. Personnel overseeing background investigations, polygraph testing and oral boards should be required to obtain polygraph training/certification

### **Miscellaneous**

1. Move all EEO/Sexual Harassment complaints from Internal Affairs to the City of Columbus EEO office
2. Submit all testing materials for a third-party cultural relevancy and implicit bias review
3. Provide mentors through training academy and first 3 years of service, especially for women, minorities and LGBTQ
4. Update the uniform standards to allow for culturally specific head coverings

### **Topics to Further Explore**

1. Address problematic practices in polygraph – identify an administrator to audit examiners' conclusions for potential bias
2. 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.
3. Assess the knowledge, skills and impartiality members to create an inclusive and diverse oral review board
4. Review the practice of subjectively applying perceived qualifiers, primarily in background checks to certain candidates and not others.
5. Recommend training committee investigate implicit bias training.
6. Address the lack of feedback available to candidates when not successfully selected
7. Review process for putting candidates "on hold"
8. Review current citizenship requirement

### **Public Forum Feedback**

1. Require mandatory drug testing of an officer involved in an incident
2. Establish an independent review board
3. Establish a Division of Compliance and Ethic

## TRAINING

### **CURRICULUM-SPECIFIC RECOMMENDATIONS**

1. Expand training to include adolescent brain development, impact of trauma on the child brain, and why those topics are relevant to policing
2. Officers should be trained on how to modify behavior to de-escalate situations with youth
3. Include a civilian expert in the area of normative childhood development and adolescent brain development
4. CPD adopt a specific youth policy to ensure officer respond appropriately to youth in a way that promotes youth and public safety
5. 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.
6. Ensure that training materials, including videos, pictures, and PowerPoints are inclusive, and not racially or culturally biased or triggering.
7. Training materials should include officers of a racially/ethnically diverse background and touch on how officers can fulfill their duties with empathy towards the community in which they serve.

### **General Recommendations**

1. Expand or modify the history of policing material to include a broader historical perspective.
2. Include training that addresses officer burn-out/secondary trauma and coping mechanisms.
3. Expand the pool of trainers to include subject-matter - expert civilian instructors who work in the disciplines being taught
4. 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
5. Sessions on bias and cultural competence should also define such terms as: racism, bigotry, prejudice, etc. while also explaining the damaging effects that racism has on the community when used in law enforcement.
6. 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.
7. Require an overview of Crisis Intervention Training (CIT) for all officers not currently certified.
8. Increase the probationary period for new recruits by starting the period later in the process, preferably upon Academy graduation
9. Tailor OPOTA training requirements to the size and function of the law enforcement agency
10. Create flexibility in the training curriculum required, based on size of law enforcement agency and type of municipality
11. Limit the 125 hours on traffic instruction to the state highway patrol, and reduce the amount of traffic instruction for municipal jurisdiction officers
12. Create field training standards
13. Make the "Blue Courage" training an advanced officer training, not a recruit training
14. Reduce the number of hours that city officers must complete on RADAR and LIDAR training
15. Reduce the number of hours that municipal jurisdiction police officers spend on crime scene investigation and convert the remaining hours for advanced officer training for those working towards becoming a detective
16. Permit local departments to determine the ordering of the curriculum

### **Matrix Recommendations**

1. Training Bureau needs to ensure the "right leadership" but since that is currently undefined, we recommend including that "right leadership" means a team that remains committed to the recommendations contained in this and the Matrix report, as well as the training-related recommendations from the other subcommittees.
2. Recommendation 116 (page 11 of Matrix Report, under *Administrative Subdivision*): the wording here is vague. We agree that FTO ranks need to reflect diversity, but we are not sure how that interplays with high caliber program.
3. Recommendation 120 (page 12 of Matrix Report, under *Administrative Subdivision*): this recommendation feels too broad—it covers two topics that should be separated (i.e., firearms training vs. use of force statistics). The firearms training seems to be related to cadets/recruits, while the sharing training principles seems community focused.

4. Recommendation 127 (page 12 of Matrix Report, under *Administrative Subdivision*): we agree with this in general, but the lack of specificity does not indicate a direction for a “sustainable and beneficial rotational model” or more guidance on what that means.
5. Recommendations 133 and 137 (pages 12 and 13 of Matrix Report, under *Administrative Subdivision*): we are not familiar with PowerDMS or the “role of Staff Inspections” so we are not able to make an Agree, Agree in Part, or Disagree with Alternative Recommendation on this point.

#### **Additional Recommendations**

1. The City should submit a change to FOP contract that would implement a protocol of mandatory drug testing immediately after all deadly uses of force.
2. Create an Independent Civilian Review Board to function as a place for community members to file complaints related to instances of excessive force, abusive language, harassment, etc. The board would review such claims and make recommendations to the Mayor’s Office and/or Civil Service Commission.
3. Require a signed Morality Clause for all officers that requires officers to agree to equal protection for all citizens, to denounce any cultural supremacist groups, and to report any officer's malfeasance to IA
4. Officer discipline needs to be reviewed for the length of time discipline is maintained in a personnel file and upon what timeframes and decisions would remove from the file
5. Increase the awareness of and the size of the Mobile Crisis Unit (MCU)
6. City should remove any enforcement of the felony murder statute
7. Continue the CCSAC for a minimum of two years

## 21<sup>ST</sup> CENTURY POLICING

### **Crisis Intervention Team Training**

1. CPD should offer in-service CIT training and all officers should be required to take the course
2. CIT training should include specific modules to address opioid and mental health resources
3. The initial CIT training should include more than 2 hours of content
4. CPD dispatchers should receive the 40 hour CIT training
5. CPD should activate the Mobile Crisis Response Team
6. The Mobile Response Team should consist of ten teams which would allow them to cover all days and hours of the week
7. The City should incentivize an annual mental health assessment for officers

### **Community Engagement**

1. CPD should establish a calendar of regularly scheduled, community-based listening sessions in easily accessible locations across the city
2. CPD should also engage in non-paid, volunteer activities in highly traumatized communities
3. CPD should collaborate with community-based intervention specialists on crime trends, crime reduction strategies, and intervention services
4. Intervention specialists should attend roll call to introduce themselves, provide an overview of programs, and explain scope of services
5. Scope of services by intervention specialists should be integrated as a learning module into the Academy
6. CPD should collaborate with institutions of higher education to develop training, analyze data, and evaluate policies that are implemented by the department.
7. CPD should create a Community Affairs/Relations Bureau (CAB) to establish, strengthen, and sustain community relationships and trust
8. CAB should oversee 1) Community Outreach 2) Youth Strategies 3) Recruiting 4) Mounted Patrol H. Outreach/Liaison Unit should have full time Inclusion Liaison Officers (LIO)
9. Convert the ILO positions into full time positions that are housed in a dedicated unit.
10. Create a Youth Strategies unit to comprise Explorers, Taps, SROs, etc

### **IT Structure and Data Systems:**

1. The City should invest in updated technology and integrated software for CPD
2. Invest in virtual reality software to train officers

### **Training**

1. Probationary period should begin after officers graduate from Academy
2. CPD should revise the ABCs of Policing to diversify the scenario based training

### **Facilities**

1. CPD should add an additional property room in a central location

### **Public Forum Feedback**

1. CPD officers should be subject to mandatory, post-incident drug and alcohol testing immediately following an officer involved shooting. The policy should include the following requirements: 1) Every officer involved in an officer-involved shooting must submit to drug and alcohol testing, and 2) the drug and alcohol testing must be completed no later than the end of the involved officer's shift.

### **City and FOP Contracts/Relations**

1. Eliminate the ten calendar day requirement to submit a report to the Civil Service Commission to terminate an officer during prior to the expiration of the probationary period
2. Terminate the leave forfeiture option allowing officers to claim up to 120 hours of accrued sick time for suspensions resulting from corrective/disciplinary action

3. Amend the length of time an officer's written reprimand can be removed from a personnel file from 3 years to the duration of employment with CPD
4. Amend the length of time a record of leave in lieu of suspension can be removed after the date of the incident from 6 years to the duration of the employment with CPD
5. Amend the length of time entries and records of investigations resulting in counseling, reprimands, or complaints classified as not sustained are removed from 3 years to the duration of the employment with CPD