
2017

INTERNAL AFFAIRS REPORT



COLUMBIA POLICE DEPARTMENT

Office of Professional Standards



COLUMBIA POLICE DEPARTMENT

1 Justice Square
Columbia, SC 29201

MESSAGE FROM THE CHIEF



Citizens of Columbia,

It is my pleasure to present to you the Columbia Police Department's 2017 Internal Affairs Report. As our mission states, we strive to provide professional and ethical service in the protection of our citizens, while preventing and reducing the fear of crime through problem solving partnerships. In order to successfully meet our mission, we must place the highest priority on maintaining public trust. That trust is earned

through our actions and commitment to transparency and accountability.

The 2017 Internal Affairs Report allows us to explain and inform the public of our internal processes for the following:

- Investigating complaints of officer misconduct
- Use of force incidents
- Vehicle pursuits
- Officer involved vehicle collisions

We know our work as public servants is never done and each day presents the opportunity to improve. We are committed to meeting all the challenges that accompany policing in the 21st century through professional, constitutional and accountable policing.

A handwritten signature in black ink that reads "W.H. Holbrook". The signature is stylized and cursive.

William H. "Skip" Holbrook
Chief of Police

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MISSION

The Columbia Police Department will provide professional and ethical service in protection of our citizens while preventing crime and reducing the fear of crime through problem solving partnerships.

We will accomplish our mission by:

- Enforcing the law with integrity, fairness and compassion
- Solving crimes
- Meeting the expectations of our community
- Upholding the constitutional rights of our citizens
- Building and maintaining public trust
- Reducing victimization
- Demonstrating fiscal responsibility

VISION

Through our steadfast commitment to policing excellence, the Columbia Police Department will be transformed to exhibit the innovation, engagement and professionalism of an exceptional organization whose workforce truly reflects the values and diversity of the city of Columbia.

CORE VALUES

PROFESSIONALISM: We will conduct ourselves in a manner that is consistent with the law enforcement code of conduct, national law enforcement standards, best practices and the expectations of our community.

INTEGRITY: Our commitment to the highest standards of honesty and ethical conduct will be evidenced by our accountability to each other and the citizens we serve. Integrity is the foundation of trust internally and externally, and it is pursuant to this foundation that we will perform our duties to protect and serve the citizens of the city of Columbia.

DIVERSITY: We will acknowledge and promote the acceptance, inclusion and professional contributions of all, and our recruitment, hiring, retention, training and development practices will reflect a strong commitment to diversity and the diverse populations we serve.

SERVICE ORIENTATION: We will improve the quality of life of those we serve by reducing fear, engaging the community and enhancing public safety.

FAIRNESS: We are committed to the fair and equitable treatment of all citizens as fundamental to the delivery of professional police service.

COURAGE: We will remain physically and morally courageous in all our duties.

COLLABORATION: We believe that cooperation and teamwork will enable us to combine our diverse backgrounds, skills and styles with the capacities of others to achieve common goals.

COMMUNICATION: Effective and open communication at all levels is the cornerstone of a progressive organization. We value honest and constructive discussions of ideas, suggestions and practices that help accomplish the goals of our Department and the communities it serves.

FINDINGS AT A GLANCE

	2016	2017	↑ ↓	Change Over Previous Year
Calls for Service	166,344	169,519	↑	+3,175
Public Complaints of Employee Misconduct	91	81	↓	-10
Use of Force Incidents Reported	41	66	↑	+25
Arrests	6,876	6,665	↓	-211
Confirmed Shootings	145	99	↓	-46
Shooters with Criminal Histories	88%	70%	↓	-10%
Homicides	10	11	↑	+1
Firearms Seized	498	570	↑	+72
Officers Assaulted	24	22	↓	-2
Miles Driven	3.9 Million	4.1 Million	↑	+200,000
Collisions Involving Police Vehicles	80	67	↓	-13
Vehicle Pursuits	20	25	↑	+5



Office of Professional Standards/Internal Affairs Unit staff:
(Front row): Sergeant Colin Bailey, Administrative Assistant Tracey Dixon,
Sergeant Mary Sumter
(Back row): Captain George Drafts and Lieutenant Fred Bryant

INTERNAL AFFAIRS STRUCTURE AND PROCESS

The Columbia Police Department (CPD) has a well-established process for receiving, investigating, and adjudicating complaints made by citizens, co-workers and supervisors regarding allegations of employee misconduct.

Internal Affairs Unit

The Internal Affairs Unit (IA) facilitates the complaint process, investigates allegations of officer misconduct, and conducts administrative reviews of use of force incidents, officer involved shootings, vehicle pursuits and collisions

involving department vehicles. The staff of the IA Unit ensures that all complaints are handled fairly and objectively and are thoroughly investigated. The personnel assigned to IA are dedicated to protecting the rights of all citizens and officers involved in the complaint process and treating everyone with dignity and respect. IA currently has a staff of one (1) Lieutenant, two (2) Sergeants and one (1) Administrative Assistant. IA staff members report to the Captain/ Commander of the Office of Professional Standards, who in turn, reports directly to the Chief of Police.

Complaint investigations involving allegations that would constitute a violation of law, misconduct, and breach of departmental directives, policies or procedures, are handled by an investigator in the IA Unit or someone in the officer's chain of command. The below listed allegations are always investigated by an internal affairs investigator:

- Use of force (or any incident) involving serious injury or death
- Allegations of criminal misconduct
- Vehicle accidents involving on-duty personnel

TRANSPARENCY & ACCOUNTABILITY

Independent Investigations

If an officer uses deadly force, South Carolina Law Enforcement Division (SLED) investigates the incident and presents the completed investigation to the 5th Circuit Solicitor's Office. The Solicitor determines whether the use of deadly force was lawful or the officer should be criminally charged. An administrative investigation is concurrently conducted by members of the CPD IA Unit to determine if department policies were violated by the officer.

Tracking and Monitoring Use of Force Incidents

The department has procured IPro, a software program that improves the ability to track use of force incidents as well as various data sets related to officer complaints, vehicle pursuits and collisions. This software supports an early intervention system, allowing command staff to identify, address and prevent problematic behavior before it escalates to a matter for Internal Affairs. The program was used in preparing this 2017 Internal Affairs Report.

Body-Worn Camera (BWC) Program

CPD's body-worn camera (BWC) program is in its third year of utility. The BWC policy requires officers to wear BWCs while on duty and performing any uniformed law enforcement function. BWCs record dispatched calls for service, officer initiated calls, and public contacts that require law enforcement response. BWCs are activated upon arrival at the location and remain on until the call is cleared. Officers have some discretion, and in certain circumstances, may stop recording prior to clearing the call. BWC video/audio files are maintained by the department for at least 60 days. The video/audio files are not subject to release pursuant to Freedom of Information Act (FOIA) requests, but the files may be released at the discretion of the Chief of Police. The

department's written BWC policy is available for review at www.ColumbiaPD.net. BWC footage is proving to be a valuable resource in complaint investigations. In 2017, there was 1 complaint made against a CPD Officer alleging excessive use of force, down 4 from 2016. In this case, IA investigators were able to review the incident through examination of the officer's BWC video footage, along with video from a retail store, and statements of store employees. As a result the officer was cleared of any wrongdoing.

Public Data Initiative (PDI)

In 2016, the department joined a number of other law enforcement agencies in a White House program referred to as the Public Data Initiative. As a result, an data open portal was developed to provide accessible, convenient and transparent information to the public. Currently housed in the CPD public data portal are datasets including Assaults on Officers, Case Status, Arrests and Field Interviews. In addition to the datasets, the department provides information on officer involved shootings, calls for service, code violation properties and community crime map. The Public Data Portal can be accessed online at <http://coccolacitygis.opendata.arcgis.com> or through the department's website. To view the portal, users are required to create a profile with a username and password or sign in via Facebook or Google.

Citizen Surveys

A text message-based survey was developed as an additional mechanism to obtain citizen feedback regarding the department's performance. The citizen-police encounter survey provides the department with a mechanism to measure and evaluate encounters, and provides another way for the voices of Columbia citizens to be heard. Traditionally, reported reductions in crime rates have been the primary indicator of law enforcement success, causing officer performance measures to be based on enforcement-related encounters alone. Community policing, the foundation of the department's policing strategies, has expanded the work of CPD Officers to include engaging members of the community as partners in crime reduction and problem

solving initiatives. The citizen feedback received on the full spectrum of encounters, will further guide our efforts to build trust and confidence between the members of our department and the community. The experiences noted on the survey cards are shared with staff for training purposes and recognition of individual efforts.

In 2017, the surveys provided mostly positive feedback pertaining to service such as, response time, officer professionalism, services rendered, and overall attitude. Public ratings range from one to five, with five being the highest level of satisfaction. The highest ratings received were 4.8 with the lowest ratings being 4.3 during the evaluation period.

What is your gender?
Male
Are you a resident of the City of Columbia?
Yes
What is your age?
37
Have you had previous contact with the police department over the last year?
Yes
How would you rate the officer's competence and ability to answer your questions?
5
Please rate the officer's attitudes and behavior during your encounter.
5
How would you rate the officers professional appearance.
5
Taking the whole experience into account, what is your perception of safety and security within the City of Columbia?
5
Please rate your overall satisfaction with the performance of the Columbia Police Department.
5
Do you have any recommendations and/or suggestions for service improvements?
Officer Scarborough (badge # 24715) tracked down my stolen phone to a kisok at the walmart on forest dr! Very professional, went above and beyond for me. Great guy, hopefully he is in line for a promotion.

Example of Citizen Survey

OFFICER WELLNESS

When an officer uses deadly force, the subject officer is placed on “Administrative Leave” status pending referral to the South Carolina Law Enforcement Assistance Program (SC LEAP), or another psychological service provider. Assignment to “Administrative Leave” status is nondisciplinary with no loss of pay or benefits. Officers remain on “Administrative Leave” status until determined “fit for duty” by the psychological service provider. Upon being determined “fit for duty” the officer’s status remains as “Administrative Duty” until final disposition is reached in both criminal and administrative investigations.

TRAINING

All officers are required to attend training, demonstrate proficiency with all approved lethal and less- than-lethal weapon systems, and review the department’s Use of Force policy at least once every year. Officers also receive training on a regular basis on techniques to reduce use of force incidents, such as conflict resolution, cultural diversity, de-escalation, responding to people with mental disabilities, and community policing.

In order to be authorized to carry lethal and/or less-than-lethal weapons, police officers must:

- Receive and sign for a copy of the department’s Use of Force policy
- Receive instruction on the Use of Force policy
- Pass the written Use of Force test
- Demonstrate proficiency in the use of all authorized weapons.

In 2017, CPD officers received the following specialized training:

Integrating Communications, Assessment and Tactics (ICAT)

ICAT is a use of force training curriculum anchored by a Critical Decision-Making Model that helps officers assess situations, make safe and effective decisions, and document and learn from their actions. The goal of ICAT is to enhance safety to the public and officers by providing police officers with more tools, skills, and options for handling different types of critical incidents, especially those that involve subjects who are acting erratically because of mental illness or behavioral crisis and who are unarmed or armed with a weapon other than a firearm. The training focuses on the key areas of decision-making, crisis recognition and response, tactical communications and negotiations, and operational safety tactics. During the training, officers had an opportunity to utilize these skills and tools in video case studies and scenario-based training exercises.

Tact, Tactics, and Trust (T3)

In the fall of 2017, CPD was invited to participate in the Bureau of Justice Assistance VALOR Officer Safety and Wellness Initiative. Through this initiative, the official de-escalation training and technical assistance program, T3 -Tact, Tactics, and Trust training, was provided to CPD officers. T3 is the only police training in the country that integrates tactical and social skills in a single, realistic context. By providing interactive, no-nonsense training, officers receive a set of proven tactical, social, and psychological tools for dealing safely and effectively with dynamic face-to-face interactions on the street.



Meggitt Portable Firearms Simulator

Firearms Simulator

In June 2017, the department purchased a Meggitt Portable firearms simulator. The system provides the highest level of realism in simulation by maintaining the form, fit and function of the original weapon. Officers participate in simulated training on marksmanship, shoot/no shoot scenarios and diagnostics (i.e. finger control, sight alignment and sight picture).

USE OF FORCE

The department continually reviews policies and procedures to ensure compliance with changes to state and federal laws and provide officers with guidance based on best practices in policing. Officers are required to report the following use of force incidents:

- Pointing or presenting of any weapons, lethal to nonlethal, for the purpose of gaining compliance
- Unintentional discharging of a duty weapon
- Application of use of force using lethal or nonlethal weapons
- Deployment of a police canine to apprehend or secure suspects
- Weaponless force that results in injury

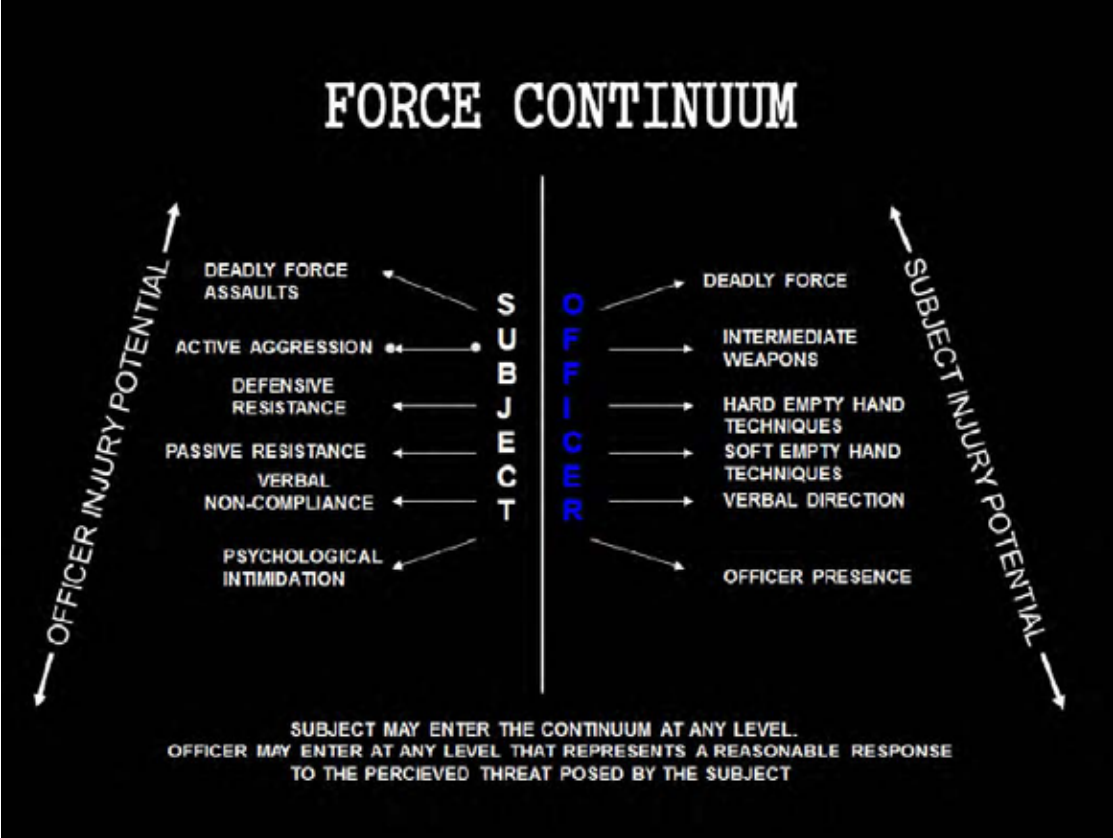


FIGURE 1: Use of force continuum. **DATA SOURCES:** CPD

Police officers are authorized to use less-than-lethal techniques and/or weapons to protect themselves or others from physical harm, restrain or subdue a resistant individual, and bring an unlawful situation safely and effectively under control. In these situations, police officers will evaluate the totality of the circumstances in order to determine which approved weaponless control techniques and/or less-than-lethal weapons may most effectively deescalate the incident and bring the situation under control in a safe manner.

2017 Use of Force Incidents

In 2017, CPD reported 66 use of force incidents. The number of use of force incidents represents approximately .038% of the citizen encounters with officers, and approximately .039% of arrests. Traffic stops accounted for 8 incidents in which a use of force occurred. Drugs, alcohol and mental health issues are significant factors in use of force incidents, accounting for 22 occurrences of use of force in 2017.

Use of Force, Public Encounters and Arrests			
	2016	2017	2016-2017 Change
Total Use of Force Events	41	66	+25
Total Public Encounters/Calls for Service	166,344	169,519	+3,175
Arrests	6,876	6,665	-211

FIGURE 2: Number of times officers used force or made an arrest as a result of contact with the public. **DATA SOURCES:** CPD

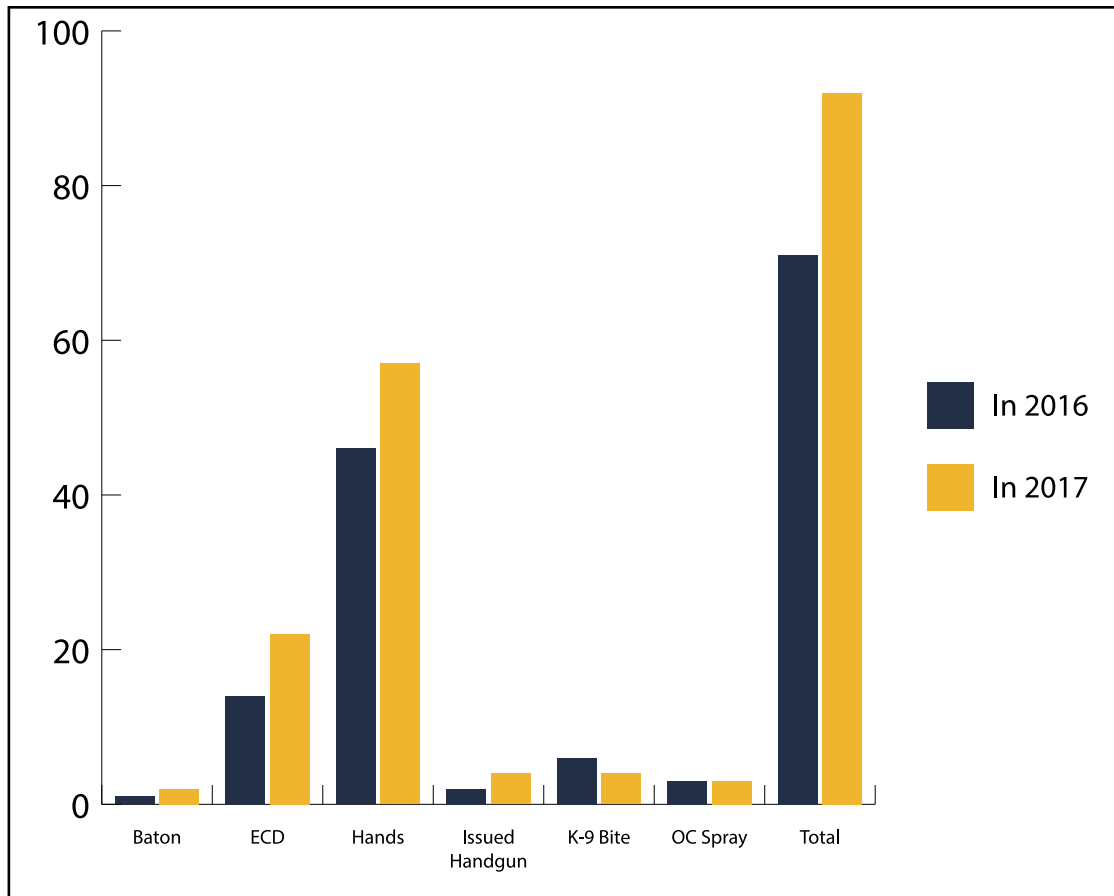


FIGURE 3: Weapons used by Officers during use of force situations. **PLEASE NOTE:** Any single use of force event may have included the use of multiple weapons by one or more officers, which is why the number of weapons used is greater than the number of events. **DATA SOURCES:** CPD

Assaults on CPD Officers

Police work is inherently dangerous. In 2017, offenders used resistance against CPD officers, which included fleeing, punching, kicking and use of a firearm. There were 22 officers assaulted; 19 officers suffered minor injuries; and zero officers required hospitalization.

The most commonly used weapon in use of force situations were hands and feet. Which are categorized as a form of less-than-lethal force.

Officers must also report to their chain of command when their firearm is displayed to gain compliance. In 2017, officers displayed firearms in 105 incidents. There was one use of force incident of intentional discharge of firearm by two CPD officers. In this incident, the officers discharged their issued handguns at a suspect who; was fleeing in an attempt to evade apprehension and who was wanted on felony warrants, had just shot and wounded an innocent bystander, and who pointed his weapon at pursuing officers. As a result, the suspect was wounded, disarmed and taken into custody. (See summary on page 24).

The officers were cleared criminally and administratively.

One accidental firearm discharge (not involving a suspect) was reported by a CPD officer. That incident resulted in discipline; the officer received counseling and retraining and placement on a performance improvement plan.

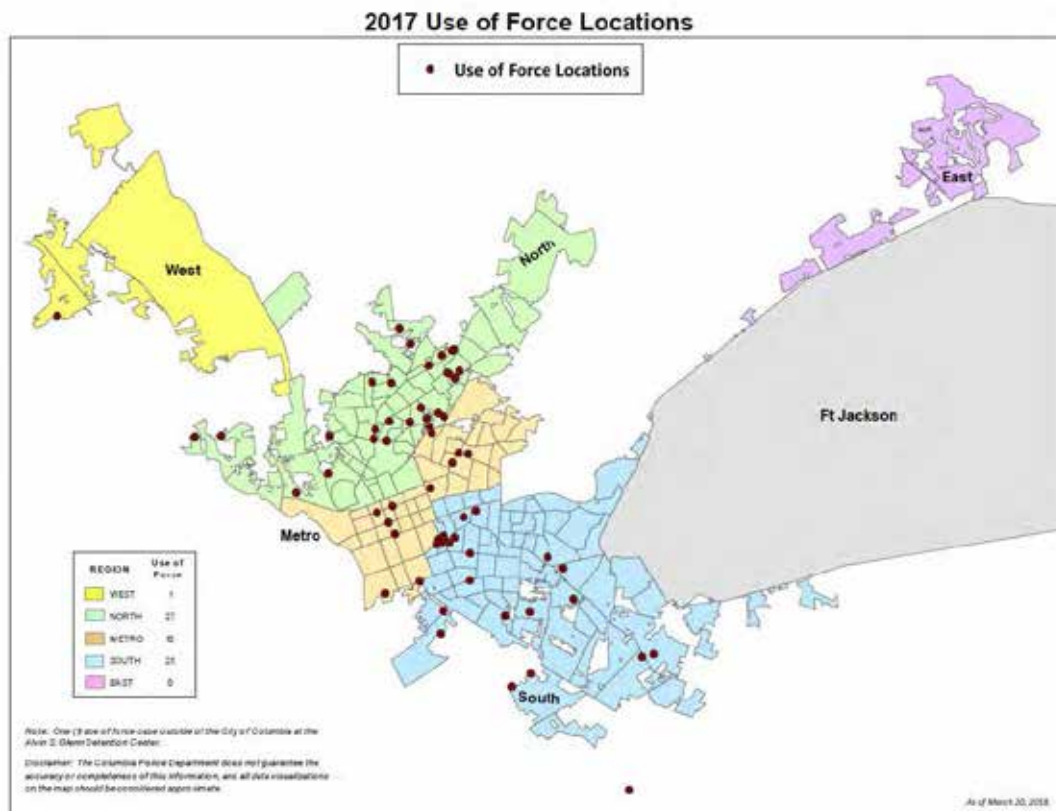


FIGURE 4: 2017 Use of Force Incidents by CPD Region **PLEASE NOTE:** One Use of Force case outside of city of Columbia at the Alvin S. Glenn Detention Center. **DATA SOURCE:** CPD

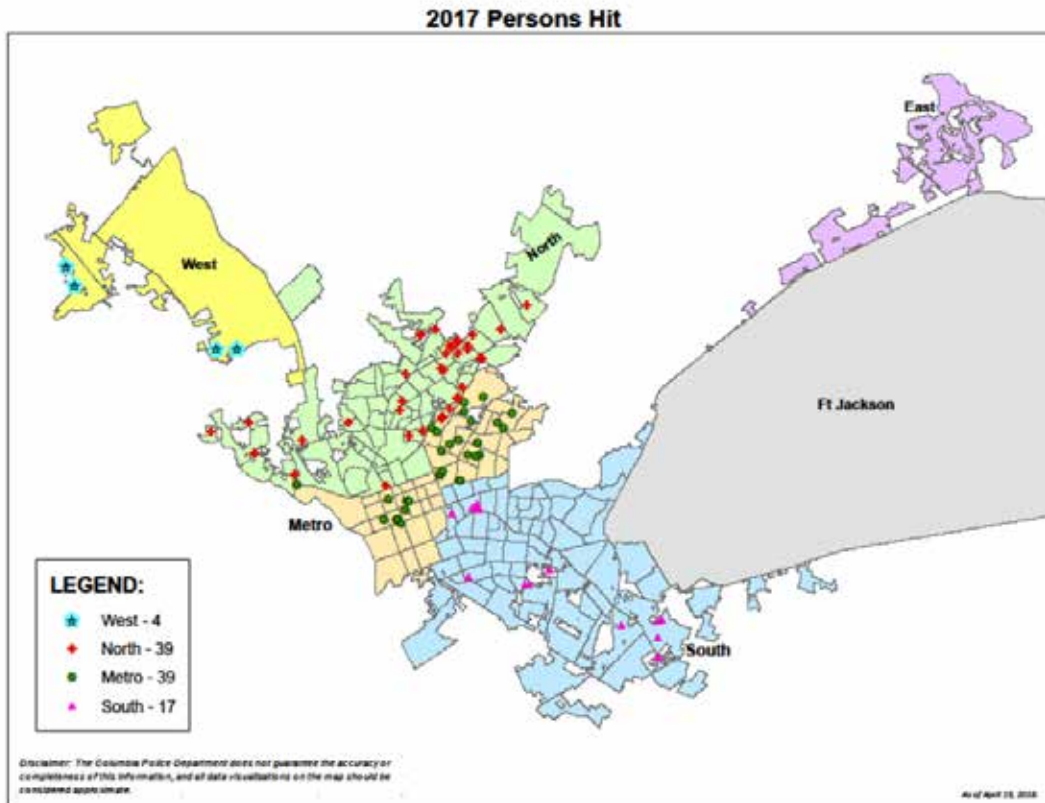


FIGURE 5: 2017 Persons Hit by CPD Region. **DATA SOURCE:** CPD

Typically, patterns of gun crime correlate with higher numbers of use of force incidents. In 2017, CPD received 2,138 reports of shots fired, and 99 victims confirmed shot within the city of Columbia. In shooting incidents where a person was hit by gun fire, 70% of the shooting suspects had prior criminal histories; 70% of the persons shot also had previous criminal histories. Of the 11 homicides in 2017, seven of the incidents were committed with a firearm. In one of the seven instances, the victim was in a vehicle being shot at and died as a result of a collision while fleeing.

2017 Demographics in Use of Force Incidents

There were 67 suspects involved in use of force incidents in 2017 (52 Black non-Hispanic, 14 White non-Hispanic and 1 Hispanic (any race)). The overwhelming majority of suspects in the use of force incidents were male. There were 87 officers involved in use of force incidents (71 White, 14 Black, 1 Native American and 1 Asian).

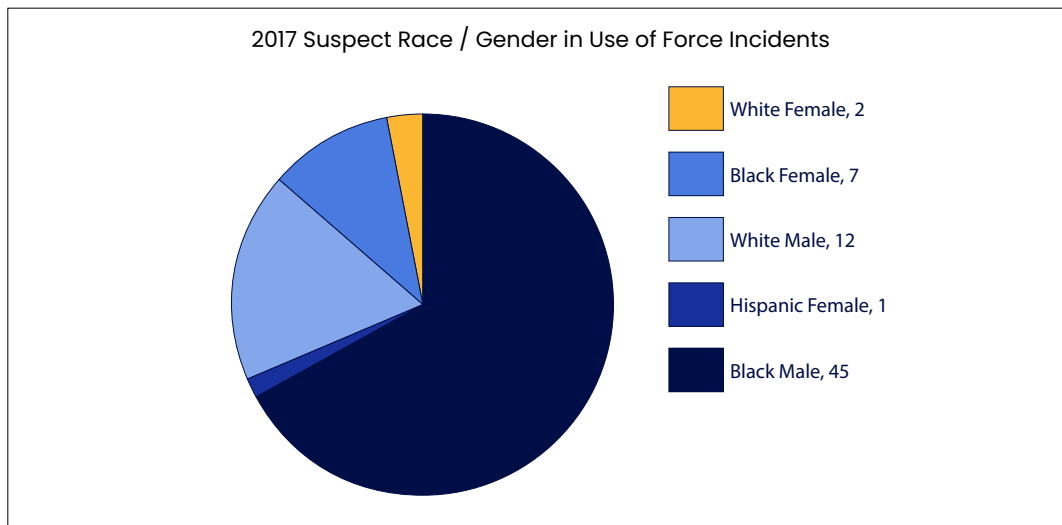


FIGURE 6: 2017 Suspect Race / Gender in Use of Force incidents.

DATA SOURCE: CPD

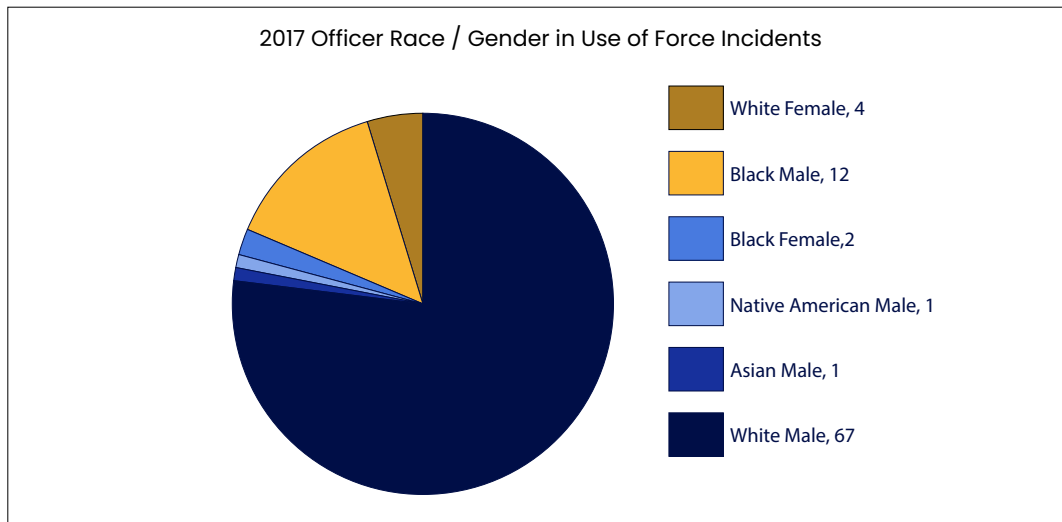


FIGURE 7: 2017 Officer Race / Gender in Use of Force incidents.

DATA SOURCE: CPD

Prior Year Demographics in Use of Force Incidents

There were 45 suspects involved in use of force incidents in 2016 (36 Black, 8 White and 1 Hispanic). Again, the overwhelming majority of suspects in the use of force incidents were male. There were 76 officers involved in use of force incidents (59 White, 10 Black, 6 Hispanic, and 1 Asian).

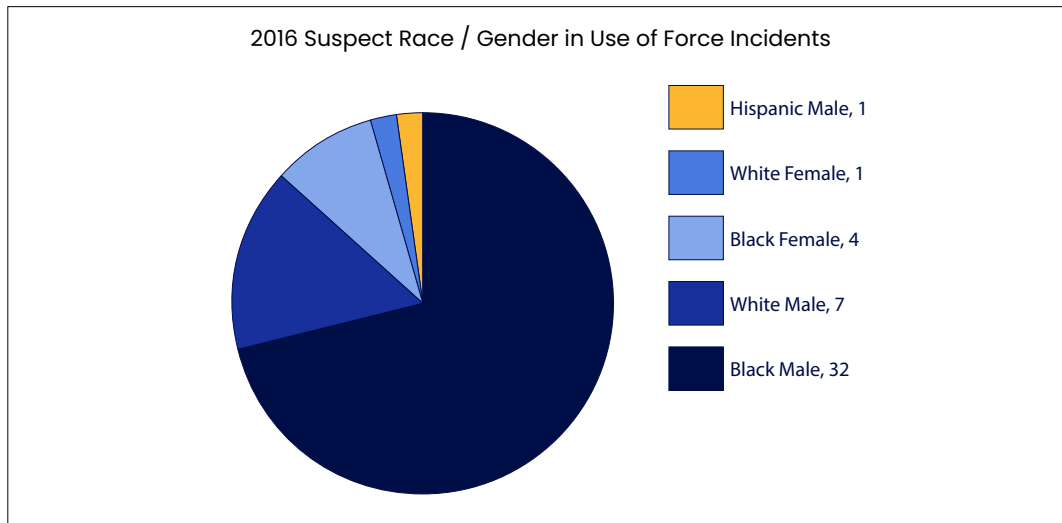


FIGURE 8: 2016 Suspect Race / Gender in Use of Force incidents.

DATA SOURCE: CPD

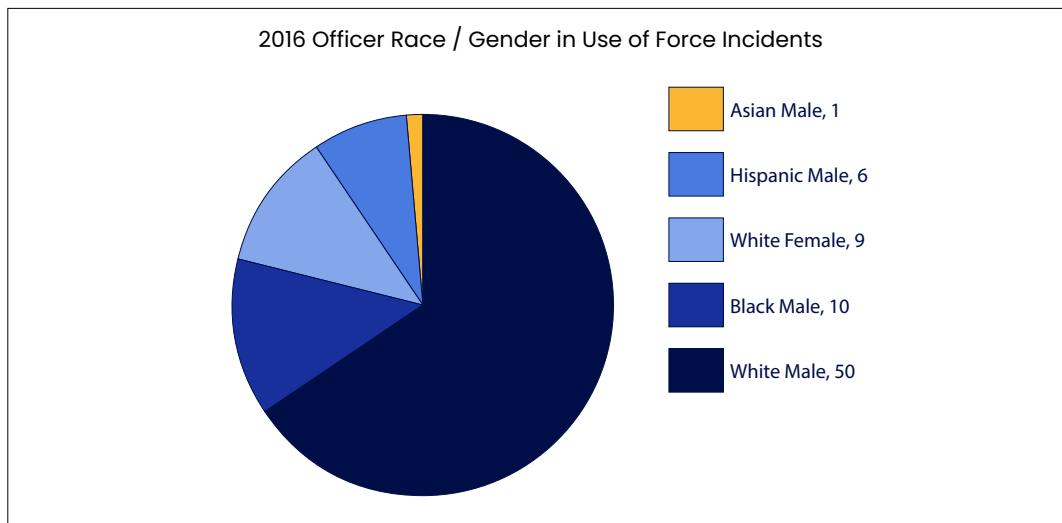


FIGURE 9: 2016 Officer Race / Gender in Use of Force incidents.

DATA SOURCE: CPD

Summary of 2017 Deadly Force/Officer Involved Shooting Incidents

Date/Time of Incident: April 26, 2017 at 11:55 a.m.

Location: Walmart - 1326 Bush River Road (North Region)

Officers Involved: Darren Robinson (age 28, B/M, 3 years of service); Gabriel Starcher (age 25, W/M, 1 year of service); George Key (age 31, B/M, 9 years of service); Timothy Carpenter (age 43, A/M 3 years of service); and Bryan Martin (age 44, W/M, 2 years of service)
Suspect: Joseph Morin-Servie (age 26, W/M)

Summary: On Wednesday, April 26, 2017, CPD officers Darren Robinson, Gabriel Starcher, Timothy Carpenter, George Key and Bryan Martin responded to a call for service at Walmart, located at 1326 Bush River Road, for a report of a “man with gun” inside the store. While in the store, the suspect was confronted by Walmart Loss Prevention staff where he presented a handgun and threatened the employee.

When officers arrived, they met with Loss Prevention staff outside the store and made a tactical decision to delay confronting the suspect until he left the store. Upon exiting the store, the suspect was confronted by officers; he immediately fled on foot across the parking lot and entered a nearby Murphy USA gas station. The officers who were giving chase tactically positioned themselves around the gas station. When the suspect exited the gas station, he confronted a male customer at the gas pump and attempted to carjack his vehicle. The customer resisted, and the suspect shot him in the upper arm, causing serious injury. The suspect fled again, and attempted to carjack a second vehicle occupied by a female customer. He was confronted by the officers, at which

time he pointed his firearm at the officers. As a result, officers fired their weapons, striking the suspect several times. As the officers converged on the suspect, he made a last effort to regain control of his firearm without success. The officers quickly secured the suspect and his firearm, ending further threats of violence.

The officers then rendered aid to the injured male customer who was losing consciousness as a result of the injuries sustained from the gunshot. While waiting for Emergency Medical Services to arrive, the officers applied a tourniquet to his arm, stopping the blood loss, and according to hospital staff, likely saved his life.

The suspect recovered from his wounds and is currently incarcerated in the South Carolina Department of Corrections facility awaiting sentencing.

Command Review Board for Discipline (CRB)

The department established a Command Review Board (CRB) in 2015 to provide a more transparent decision-making process for administrative investigations. The CRB is comprised of the following personnel, assigned by the Chief of Police or his designee:

- Chief of Police/Deputy Chief of Police will serve as Chairperson of the Board
- Professional Standards Division Commander (advisory capacity)
- Bureau/Division Major
- Regional Commander/Captain (Chain of Command)
- Regional Executive Officer/Lieutenant (Chain of Command)
- Regional Sergeant/Corporal (Chain of Command)
- Peer Member (same job classification and/or tenure as accused employee)
- Columbia Police Department's Citizen Advisory Council representative

In 2017, the CRB convened 13 times to review completed internal investigations that resulted in an initial finding of sustained, with a recommendation for disciplinary action of written reprimand, suspension, demotion or termination.

In each of these meetings, the CRB made recommendations for disposition and disciplinary action to the CRB Chair. The Chief or Deputy Chief of police serve as the Chairperson of the CRB and make the final determination concerning disciplinary actions.

The Chief of Police or a designee may also convene a CRB hearing for any circumstance deemed appropriate.



Citizen Advisory Council

The Columbia Police Department Citizen Advisory Council (CAC) was formed in 2015 to strengthen relationships and trust between the police department and the community by establishing open dialogue and transparency concerning department policies and procedures. The CAC is comprised of at least 10 members representing the diverse demographics of the city of Columbia. The Mayor/City Council appoints seven (7) citizens and the Chief of Police/City Manager appoint three (3) citizens to the CAC. The Council meets quarterly or more frequently if necessary. The CAC provides insights and recommendations on many issues, including but not limited to, law enforcement and safety concerns in the community, policy review and development, police training and improving police-community relations. A member of the CAC also serves on the Command Review Board for Discipline to provide citizen input in administrative cases involving officer misconduct.

In 2017, the CAC met six times with the staff of the Office of Professional Standards. Matters discussed include: use of force incidents, vehicle pursuit incidents, critical incident debriefing, policy review and recommendations, and disciplinary actions where dispositions were rendered by the Command Review Board. CAC members also served on the command review board, participating in all disciplinary hearings.

COMPLAINT PROCESS

Employee misconduct complaints can originate externally from a citizen of Columbia or anyone outside of the CPD, or internally from an employee of the CPD.

Making A Complaint

Complaints against CPD employees can be submitted in a variety of ways:

- **Online** – Visit www.ColumbiaPD.net/employee-complaint/ and complete the form.
- **In person** – File a written complaint at CPD headquarters or any region office.
- **Mail** – Send a letter to:
Attn: Chief of Police
CC: Internal Affairs Unit
Columbia Police Department
1 Justice Square
Columbia, SC 29201
- **Phone** – Call the IA Unit at **803-545-3655**.

Upon receipt of citizen complaints, the IA Unit will notify and provide the information submitted to the subject employee's Unit/Section Commanding Officer and Region/Division Commanding Officer. Each complaint is taken seriously and every effort is made to process them in a timely manner. To learn more about the complaint process, please visit www.ColumbiaPD.net/professional-standards/.

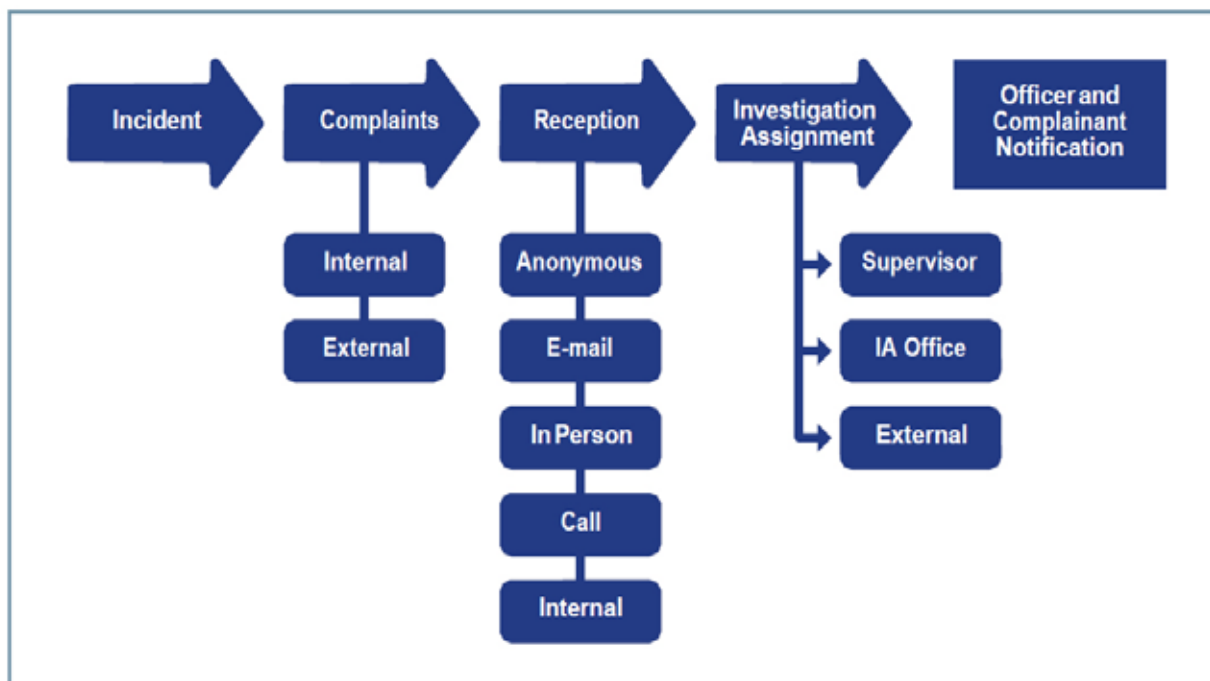


FIGURE 10: The Complaint Process **DATA SOURCES:** Building Trust Between the Police and Citizens they Serve: An Internal Affairs Promising Practices Guide for Local Law Enforcement, U.S. Department of Justice COPS Office 2009

Investigations

After a complaint is filed, the following procedures are followed:

- The complaint is processed through the IA Unit for tracking purposes and assigned to the employee's supervisor or the IA Unit to investigate
- An investigator will contact the complainant and arrange an interview. Anonymous complaints are also investigated.
- At the time of the interview the complainant is placed under oath and a sworn statement is taken. Complainant interviews are recorded.
- Once the statement is prepared in writing, the complainant is given the chance to review the statement for accuracy and signature.
- Interviews and statements are obtained from all witnesses in each incident. All documentation is assembled in the case file for review by the employee's chain of command, the department's command staff, and in appropriate circumstances to the Command Review Board.

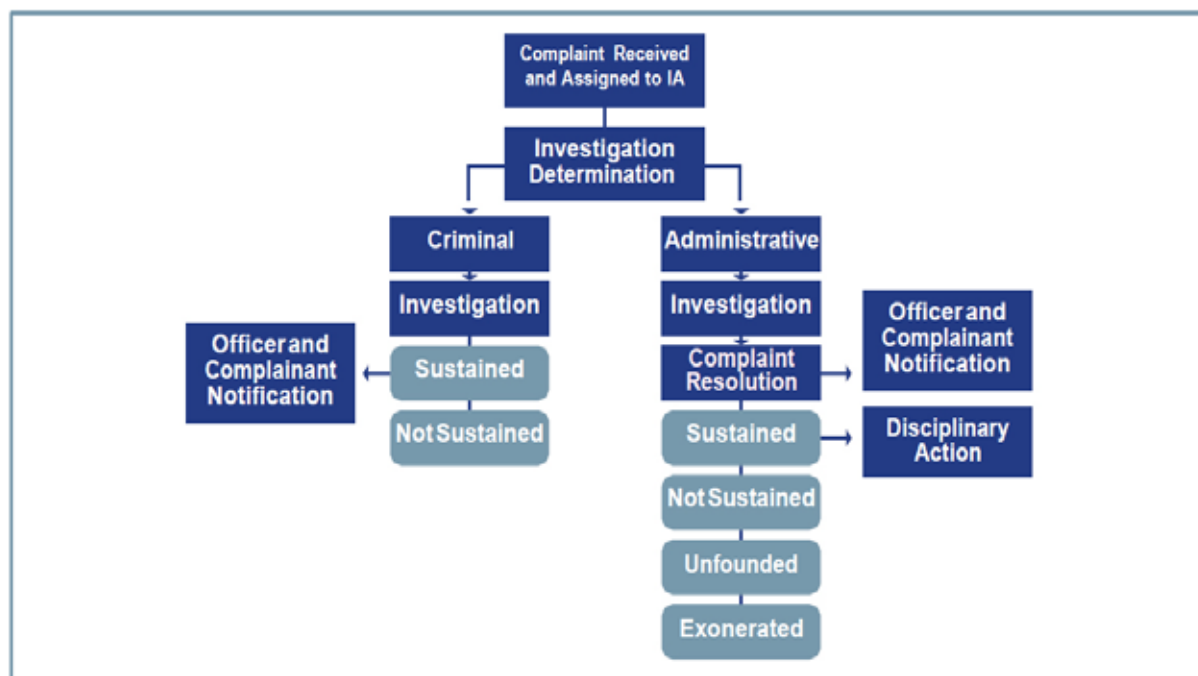


FIGURE 11: The Complaint Investigation Process **DATA SOURCES:** Building Trust Between the Police and Citizens They Serve: An Internal Affairs Promising Practices Guide for Local Law Enforcement U.S. Department of Justice COPS Office 2009

Types of Dispositions

Complaint dispositions are classified as one of the following:

- **Exonerated** - The incident occurred but was lawful and proper.
- **Sustained** - The allegation is supported by sufficient evidence to indicate that the allegation is true.
- **Not Sustained** - There is insufficient evidence to prove or disprove the allegation.
- **Unfounded** - The allegation is false or there is insufficient evidence to support the allegation.

If an allegation is found to be Exonerated, Not Sustained or Unfounded, then the Commander of the IA Unit will review the investigation with the subject employee's chain of command. Cases are referred for a Command Review

Board hearing when a disposition of sustained is determined and a disciplinary action of suspension, demotion or termination is recommended.

At the conclusion of the hearing, for each allegation of employee misconduct, the Board will recommend a final disposition to the Chair. The Chief of Police or Deputy Chief serves as Chairperson of the Command Review Board. Board members also make recommendations for corrective action to the Chair based on the department's disciplinary philosophy.

From the time a complaint is made, CPD makes every effort to investigate and adjudicate all complaint allegations within a practical time frame. However, circumstances such as case complexity and witness availability, can prolong complaint investigation. Upon disposition of a complaint allegation, the IA Unit mails a letter to the complainant to advise them their complaint has been thoroughly investigated and resolved.

Discipline Philosophy

The department is committed to a system of discipline that minimizes abuse of authority and promotes the department's reputation for professionalism. The Chief of Police makes the decisions regarding appropriate disciplinary actions, ensuring all such actions are consistent with CPD's established Discipline Philosophy. The department's Discipline Philosophy is based on the understanding that employees will occasionally make errors in judgment in carrying out their duties, and that some errors call for greater consequences than others.

Employees are expected to conduct themselves, both in interactions with each other and the public, in a manner that conveys respect, honesty, integrity, and dedication to public service. In turn, CPD employees can expect to be treated fairly, honestly and respectfully, by their peers and other employees of the department holding positions at all levels of organizational authority. The department has an obligation to make its expectations for employee behavior and the consequences of failing to meet those expectations very clear to

employees. Disciplinary action can range from counseling/ retraining to a recommendation for employee termination. In many cases, employees receive additional training in the subject areas where violations occur. When behaviors occur that are not in keeping with the expectations of the department, the consequences or discipline imposed is based upon a balanced consideration of several factors. These factors are interactive and carry equal weight, unless there are particular circumstances associated with an incident that would give a factor greater or lesser weight. All of these factors will not apply in every case. Some factors may not apply to a particular incident.

The factors considered in disciplinary matters are:

- **Employee motivation:** An employee's conduct will be examined to determine whether the employee was operating in the public's interest or if they were motivated by personal interest.
- **Degree of harm:** The degree of harm an error causes is also an important aspect in deciding the consequences of an employee's behavior. Harm can be measured in terms of monetary cost to the department and community, personal injury, and by the impact of the error on public confidence.
- **Employee experience:** The experience of the employee will be taken into consideration as well. A relatively new employee will be given more lenient consideration when errors in judgment are made. Employees with more experience who make the same errors may expect to receive more serious sanctions.
- **Intentional/Unintentional Errors:** An unintentional error is an action or decision that turns out to be wrong, but at the time it was taken, seemed to be in compliance with policy and the most appropriate course, based on the information available. An intentional error is an action or a decision that an employee makes that is known (or should be known) to be in conflict with law, policy, procedures or rules at the time it is taken. Generally, intentional errors will be treated more seriously and carry greater consequences. Within the framework of intentional errors there are certain behaviors that are entirely inconsistent with the responsibilities of police employees.
- **Employee's Past Record:** To the extent allowed by law and policy, an



During swearing-in ceremonies for new officers, Chief Holbrook discusses his expectations related to officer conduct and his philosophy on discipline.

employee's past record will be taken into consideration in determining the consequences of a failure to meet the department's expectations. An employee that continually makes errors can expect the consequences of this behavior to become progressively more punitive. An employee that has a record of few or no errors can expect less stringent consequences.

Disciplinary actions are not taken if an employee resigns while under investigation. Although resignations in lieu of terminations may be accepted by the Chief of Police, resignations accepted while the employee is still under administrative investigation are still subject to the outcome of the investigation and any disciplinary documentation that would apply. The results of such findings are reported to the South Carolina Criminal Justice Training Academy Misconduct Unit for further action.

2017 COMPLAINTS AND DISPOSITIONS

The IA Unit processed 108 complaints of misconduct against employees of the CPD. The vast majority of complaints were initiated by the citizens of Columbia.

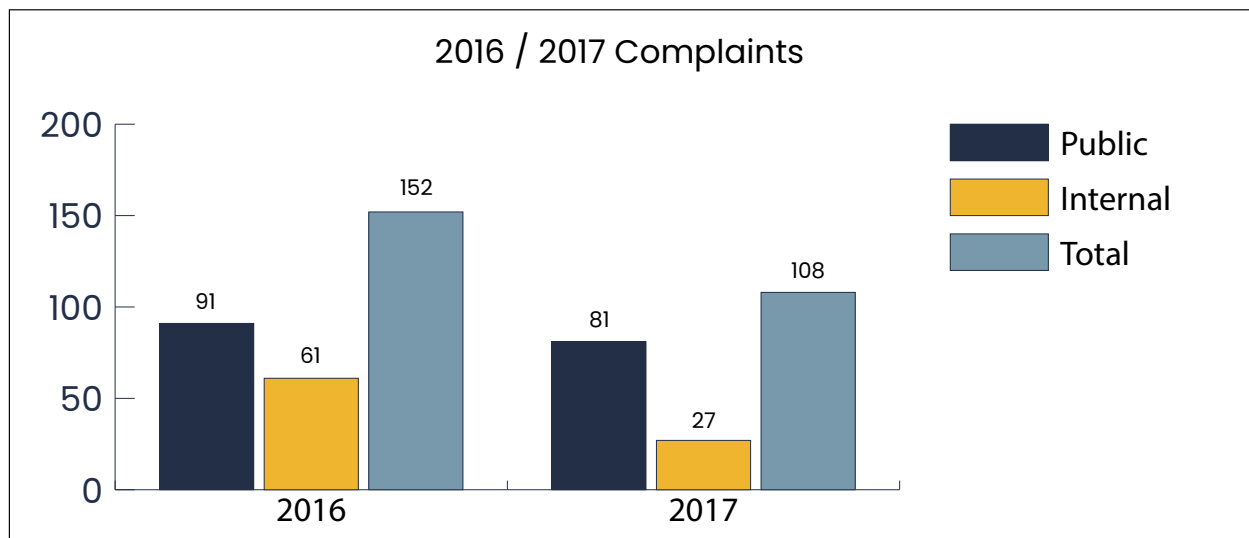


FIGURE 12: The total number of internal and external complaints received in, 2016, and 2017. **PLEASE NOTE:** Complaints may contain multiple allegations.

DATA SOURCE: CPD

A significant reduction in Complaints was observed in 2017. The reduction in complaints is representative of a decrease in external and internal allegations against employees. Compared to 2016, the 2017 allegations involving courtesy dropped 42%, reporting for duty allegations dropped 57%, conduct unbecoming an officer allegations dropped 80%, and allegations involving excessive force dropped 46%. Internal allegations involving the misuse of sick time and the proper handling of evidence also decreased during the reporting period.

Factors that contributed to the reductions in overall complaints:

- Improved hiring practices
- De-escalation training
- In-Service training with an emphasis on decision making and the review of critical incidents
- FBI Law Enforcement Executive Development Association (LEEDA) training for supervisors
- Accident Review Board and Command Review Board
- 70+ promotions between 2016 and 2017
- A culture of accountability
- 21st Century Policing Initiative

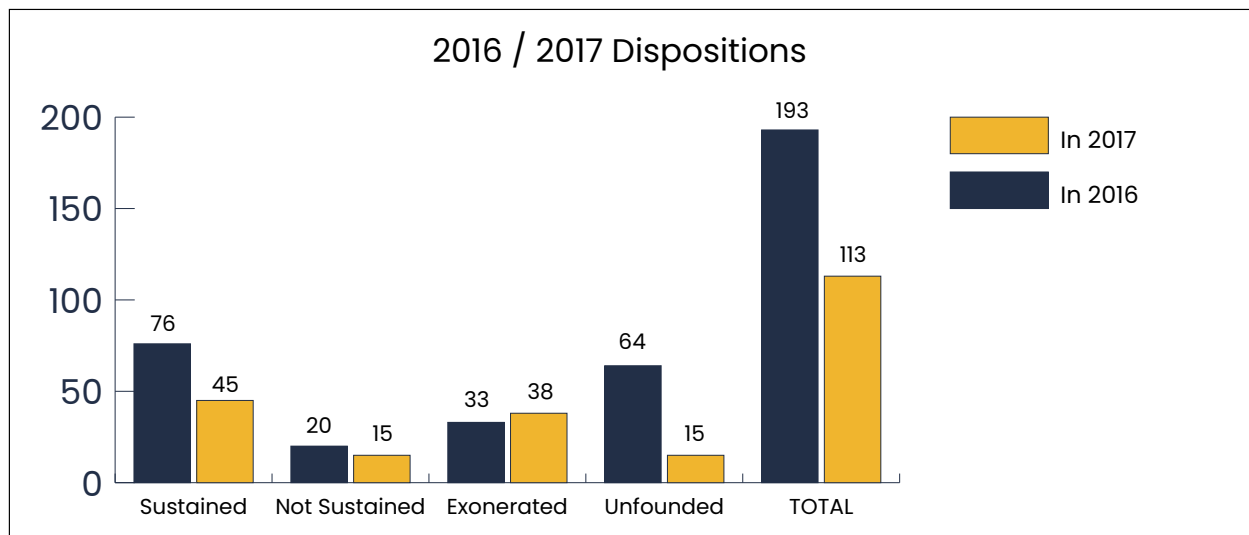


FIGURE 13: Dispositions reached for internal and external allegations. **PLEASE NOTE:** Complaints can contain multiple allegations, therefore, the number of allegation dispositions can be greater than the number of complaints received. **DATA SOURCE:** CPD

PLEASE NOTE: In some cases, a complaint event includes more than one officer and/or a given officer may be accused of more than one act of misconduct in the same event; therefore, it is often the case that the number of alleged rule of conduct violations is higher than the number of complaint events.

The following disciplinary actions were taken as a result of the complaints sustained.

	External	Internal	Total
Counseling/Retraining	9	8	17
Oral Reprimand	5	2	7
Written Reprimand	3	8	11
Suspension	4	0	4
Termination	0	3	3
Performance Improvement Plan	1	0	1
Employee Resigned	1	0	1
Resignation in Lieu of Termination	0	1	1
TOTAL	23	22	45

FIGURE 14: Disciplinary actions taken in conjunction with sustained allegations in 2017. Note that one officer resigned from CPD in lieu of termination before disciplinary action was taken on several allegations. One officer was terminated for untruthfulness related to his background investigation. **DATA SOURCE:** CPD

Disciplinary actions may also result from policy or rule violations not related to formal complaints.

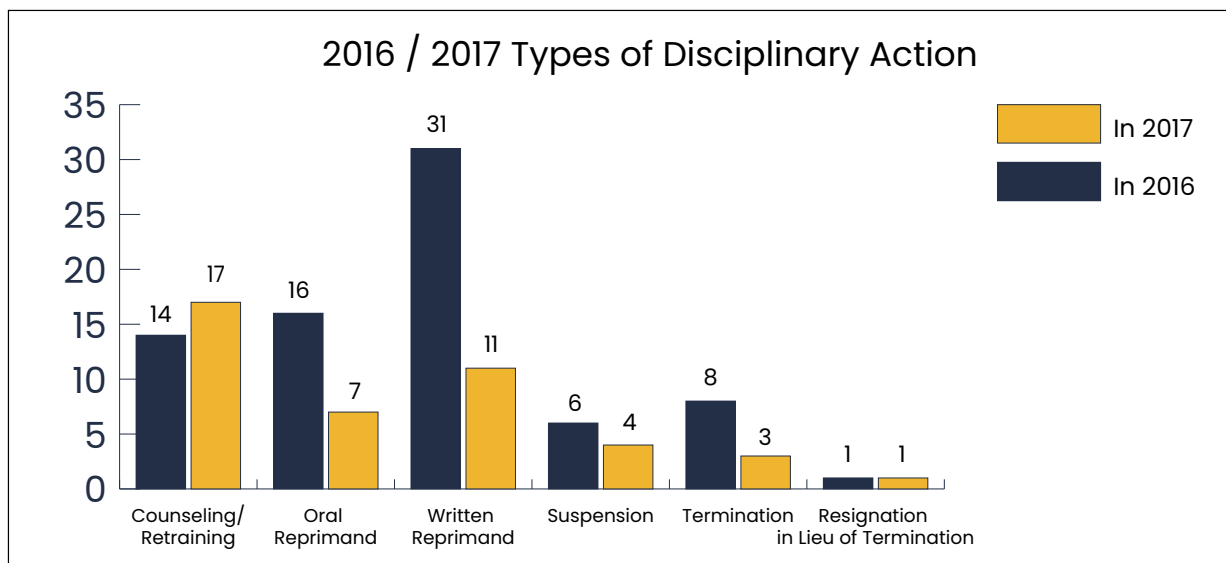


FIGURE 15: The types of disciplinary actions taken for policy or rule violations not related to a formal complaint investigation. **PLEASE NOTE:** In 2017, one officer resigned prior to disciplinary action being taken. **DATA SOURCE:** CPD

CRIMINAL INVESTIGATIONS INVOLVING EMPLOYEES

When an employee is accused of a crime within the city of Columbia’s jurisdiction, the case is referred to the South Carolina Law Enforcement Division (SLED) for investigation. If the alleged crime occurs outside of the department’s jurisdiction, the agency with jurisdiction in that area conducts the criminal investigation in accordance with local procedures. The facts revealed by the criminal investigation are presented to the appropriate prosecutorial authority, for a determination of whether the officer should be criminally charged.

The IA Unit conducts independent administrative investigations that run concurrent with the criminal investigation, unless otherwise decided by the Chief of Police. The completed administrative investigation is presented to the CRB for review to determine if any directives and/or procedures were violated. Decisions on the final disposition of criminal and administrative cases are made independently of one another.

Employees charged with a crime, including certain traffic offenses, are required to report the charges to their immediate supervisor and/or the Staff Duty Officer. Employees may be placed on Investigatory Suspension pending resolution of the charges. Depending on the outcome of the charges, the employee may be subject to disciplinary action, up to and including termination from employment.

State Domestic Violence charges were filed against one CPD officer in 2017, resulting in the officer's employment with the department being terminated.

IN-CUSTODY DEATHS

CPD has several policies relating to prisoner care and transportation. These policies are periodically reviewed and updated to guide employees in their handling of persons in custody. Officers receive annual training on these policies.

If a person dies while in the custody of CPD, the Richland/Lexington County Coroner's Office and SLED are requested to respond to the scene to conduct an independent criminal investigation. The investigation is presented to 5th Circuit Solicitor's Office who reviews the criminal investigation and decides whether to file criminal charges against involved officers. An Internal Affairs investigation is concurrently conducted to determine policy compliance. At the conclusion of the internal investigation, the case is reviewed by the officer's chain of command or the Chain of Command Review Board to determine the disposition, and any disciplinary action, if appropriate.

- **In 2017, no in-custody deaths occurred.**

VEHICLE PURSUITS & COLLISIONS

Vehicle Pursuits – Policy and Practice

Pursuit driving is one of the most serious and dangerous duties and responsibilities of police officers. The primary responsibility of an officer in pursuit of a violator is safety: the safety of the public, the violator, and police officers. The department's policy authorizes officers to engage in a vehicle pursuit only when they have reason to believe the necessity of apprehension outweighs the immediate danger to the officer and the public created by the pursuit. The need for immediate apprehension of the violator must continuously be weighed against the inherent risks created by pursuit driving.

If a pursuit is initiated by an officer of the department, the officer's supervisor will initiate oversight and responsibility for the pursuit to ensure compliance with all policies. Supervisors respond to the area of the pursuit while monitoring the pursuit on the radio and continuously evaluate the circumstances surrounding the pursuit. The supervisor completes a Vehicle Pursuit Packet which provides a written summary of the incident and forwards the packet through the chain of command to the Office of the Chief. The Office of Professional Standards reviews and analyzes each pursuit packet to identify potential needs for additional training and/or policy/directive modifications.

PURSUIITS		
	2016	2017
Pursuits:		
Vehicles/Officers Involved	30	50
Terminated by Supervisor	4	9
Terminated by Officer	0	4
Terminated by Suspect	16	12
Terminated by Suspect due to Collision*	7	7*
Policy Compliant	13	10
Policy Compliant/Remediation	1	2
Policy Non-compliant	6	15
Justified Pursuits w/o Policy Violation	13	10
Justified Pursuits w/ Policy Violation	6	15
Unjustified Pursuits	1	0
Collisions resulting from Pursuits	11	11
Total Pursuits	20	25
Injuries:		
Officer	0	0
Suspect(s)	1	2
Third Party	0	3
Reason Initiated:		
Traffic Offense	8	9
Criminal Offense	12	16

FIGURE 16: 2017 Pursuits. **PLEASE NOTE:** In 2017, the Vehicles/Officers involved represent the number of officers that were involved in the pursuits and not the number of actual vehicles involved. Occasionally two officers may have been in one vehicle. *Of the 12 pursuits terminated by suspect, 7 ended in collision **DATA SOURCE:** CPD

Violations that Initiated Vehicle Pursuits	
Offenses Initiating a Pursuit	2017
Homicide	0
Burglary/Home Invasion	0
Assault on Government Officer or Employee	0
Assault w/ Deadly Weapon	0
Auto Breaking	0
Sexual Assault (Rape/Sex Offense)	0
Larceny of a vehicle	4
Hit and Run	1
Unlawful Entry into an Enclosed Area	0
Kidnapping	0
Robbery (Armed)	2
Traffic Offense (Not DUI)	8
Wanted Person	3
Weapons Law Violation	0
Arson	0
Criminal Offense - Non Felony	0
DUI	2
Person with a gun	2
Shots Fired	1
Suspicious Person	1
Civil Disturbance	1
TOTAL	25

FIGURE 17: Violations initiating pursuits in 2017. In addition, one of the incidents regarding a person with a gun also involved domestic violence. **DATA SOURCE:** CPD

Employee Motor Vehicle Collisions

To provide police services throughout urban and suburban Columbia, designated employees drive a significant number of miles in department vehicles. The geographic jurisdiction for CPD includes areas covering 134.9 square miles with additional annexations added frequently. In total, the department has approximately 426 vehicles in operation, with many vehicles being operated 24-hours a day. In 2017, department vehicles were driven a total of 4.1 million miles and were involved in 66 collisions; a collision rate of 1 collision for every 62,121 miles driven.

State law (Section 56-5- 765) requires the State Highway Patrol to investigate all collisions involving law enforcement vehicles in order to make a determination as to whether the agency vehicle/motorcycle was operated properly within the guidelines of appropriate statutes and regulations.

Internal administrative reviews are conducted on all collisions involving department vehicles. An independent Vehicle Accident Review Board, appointed by the IA Unit Commander reviews the results of the internal investigations to determine if the accident was preventable or not preventable. As seen in Figure 18, half of the collisions that occurred in 2017 were determined to be preventable or employee at fault.

When an employee is involved in a preventable collision, the Vehicle Accident Review Board determines appropriate corrective action. Corrective actions include counseling and retraining through punitive actions such as written reprimands or suspension. In conjunction with these actions, personnel may be required to attend drivers training or emergency vehicle operation course as a remedial action.

In addition, the Board identifies patterns of driving, circumstances, equipment or training deficiencies that contribute to accidents and recommends strategies to resolve these issues. These recommendations and strategies are reviewed by the departments training unit and incorporated into training lesson plans proctored during annual recertification of sworn officers and/or for individual application.

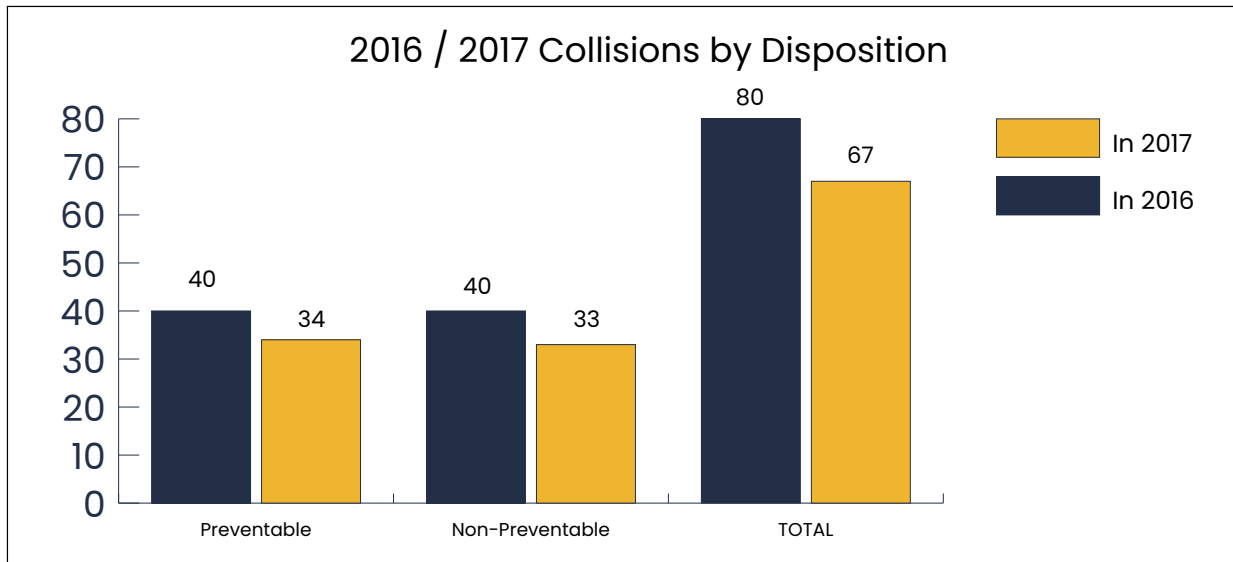


FIGURE 18: Dispositions reached in investigations of department vehicle accidents. **DATA SOURCE:** CPD



COLUMBIA POLICE DEPARTMENT

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