



'18 **INTERNAL AFFAIRS** **REPORT**

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 2018 Internal Affairs Report. Policing in the 21st Century has brought great advancements and returns. However, we have also seen at times divisiveness and fractured relationships with those we serve. Therefore, we must place the highest priority on building and maintaining public trust. That trust is earned through our actions and commitment to transparency and accountability.

The 2018 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

	2017	2018	↑ ↓	Change Over Previous Year
Calls for Service	169,519	175,037	↑	+5,518
Public Complaints of Employee Misconduct	81	101	↑	+20
Use of Force Incidents Reported	66	68	↑	+2
Arrests	6,665	6,641	↓	-24
Confirmed Shootings	99	63	↓	-36
Shooters with Criminal Histories	70%	67%	↓	-3%
Homicides	11	16	↑	+5
Firearms Seized	570	607	↑	+37
Officers Assaulted	22	44	↑	+22
Miles Driven	4.1 Million	4,435,316	↑	+335,316
Collisions Involving Police Vehicles	67	72	↑	+5
Vehicle Pursuits	25	45	↑	+20

USE OF FORCE



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

Officers of the Columbia Police Department must report:

- Pointing or presenting of any weapons, lethal or nonlethal, for the purpose of gaining compliance;
- Discharging a firearm for purposes other than training or recreation;
- Application of use of force using lethal or nonlethal weapons;
- Deployment of a police canine to apprehend or secure suspects; and
- Weaponless force that results in injury.

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.

TRANSPARENCY & ACCOUNTABILITY

Independent Investigations

If an officer uses deadly force, 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 also conducted by members of the department's IA Unit to determine if department policies were violated by the officer.

Tracking and Monitoring Use of Force Incidents

The department has procured IAPro, a software program, that improves the ability to track use of force incidents and officer involved shootings. 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 2018 Internal Affairs Report.

Body-Worn Camera (BWC) Program

CPD's body-worn camera (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. Officers are permitted to view their own BWC footage to ensure accurate report writing of incidents. 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 the agency website. BWC footage is proving to be a valuable resource in complaint investigations.

White House Police Data Initiative (PDI)

In 2016, the department partnered with the White House for the Public Data Initiative, and developed an open data portal developed to provide accessible, convenient and transparent information to the public. Currently housed in the public data portal are datasets including Assaults on Officers, Arrests and Field Interviews. In addition to the datasets, the department provides information on officer involved shootings, calls for service, code violation properties and national data with a local community crime map. The Public Data Portal can be accessed online at <https://coc-colacitygis.opendata.arcgis.com> or through the department's website.

Citizen Surveys

A text message-based survey was developed in partnership with Positive Referral Technologies 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. Citizens can also go to columbiapd.net/survey to provide feedback.

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 Columbia Police Officers to include engaging members of the community as partners in crime reduction and problem solving initiatives. The citizen feedback we get 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.

OFFICER WELLNESS

When an officer uses deadly force, the subject officer is placed on "Administrative Duty" status pending referral to the South Carolina Law Enforcement Assistance Program (SC LEAP), or another psychological service provider. Assignment to "Administrative Duty" status is non-disciplinary with no loss of pay or benefits. Officers remain on "Administrative Duty" 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/or less-than-lethal weapons, 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 2018, CPD officers received the following specialized training:

Tact, Tactics, and Trust (T3)

T3 is a law enforcement training system that integrates tactical and social skills in a single, realistic context and is the official de-escalation training and technical assistance program offered through the Bureau of Justice Assistance VALOR Officer Safety and Wellness Initiative. T3 refers to three areas of performance; TACT: face-to-face communication that affirms the rights and dignity of all persons and minimizes unnecessary conflict. TACTICS: actions conducive to preserving and protecting the life, safety, and physical and emotional wellbeing of all persons. TRUST: actions that create and sustain mutual respect between law enforcement agencies and the communities they serve. T3 provides interactive training that gives officers a set of tactical, social, and psychological tools for dealing safely and effectively with dynamic face-to-face interactions on the street. T3 covers topics such as officer safety,

trust building, and communication skills and adds interactive scenarios. The T3 program was initially presented to the Columbia Police Department by Polis Solutions, and 172 officers attended the basic Tact, Tactics, and Trust training or the Train-the-Trainer courses. The total hours of T3 training for the Columbia Police Department in 2018 was 1376.

Crisis Intervention Training (CIT)

In 2018, the Columbia Police Department joined over 400 Law Enforcement agencies across the nation and pledged to join the International Association of Chiefs of Police “One Mind” campaign. This campaign lays a foundation for successful interactions between police officers and persons affected by mental illness.

As part of this initiative, the department implemented partnerships with other agencies such as the South Carolina Department of Mental Health, National Alliance on Mental Illness (NAMI), Columbia-Richland Communications, Midlands Probate Court-Mental Health, and Richland and Lexington Emergency Services. The purpose of this partnership is to join together in developing a model policy and response to person’s in mental health crisis.

Additionally, all sworn Columbia Police Officers receive basic Mental Illness Crisis Intervention Training (CIT) from certified NAMI instructors and 20% of the department receive advanced training in CIT. The department recently completed in 2019 the practices and steps provided through the “One Mind” Campaign and assigns at least one CIT trained officer on each squad in each patrol region.

2018 USE OF FORCE INCIDENTS

In 2018, the Columbia Police Department reported 68 use of force incidents. The number of use of force incidents represents approximately .03% of the citizen encounters with officers, and approximately .01% of arrests. Traffic stops accounted for 3 incidents in which a use of force occurred. Drugs, alcohol and mental health issues are significant factors in use of force incidents, accounting for 36 occurrences of use of force in 2018.

Use of Force, Public Encounters and Arrests			
	2017	2018	Change Over Previous Year
Total Use of Force Events	66	68	+2
Total Public Encounters	169,519	175,037	+5,518
Total Arrests	6,665	6,641	-24

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

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.

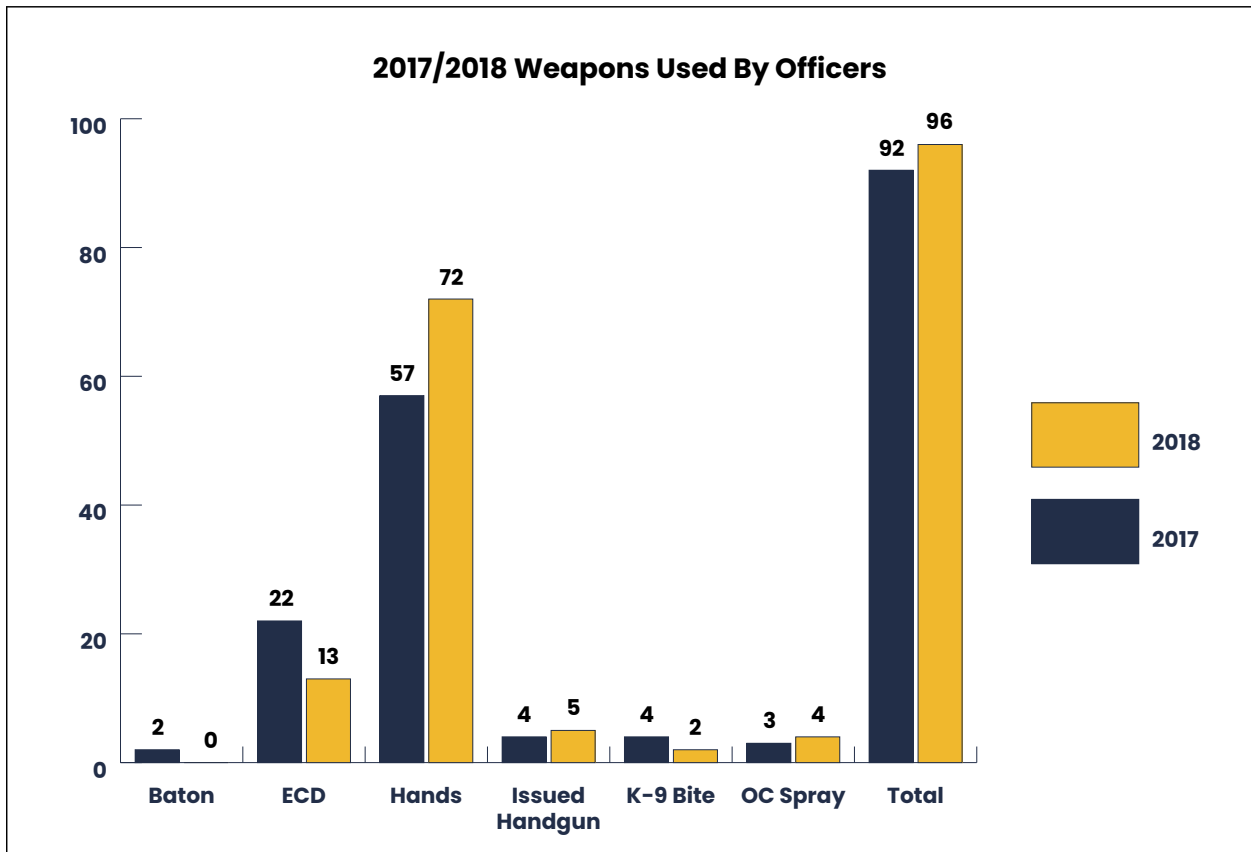


FIGURE 3: Weapons used by Officers during use of force situations. **PLEASE NOTE:** Any single use of force event may have included the use of multiple weapons by one or more officers, which is why the number of weapons used is greater than the number of events. **DATA SOURCES:** CPD

Officers must also report to their chain of command when their firearm is displayed to gain compliance. In 2018, officers displayed firearms in 146 incidents.

2018 Use of Force Locations

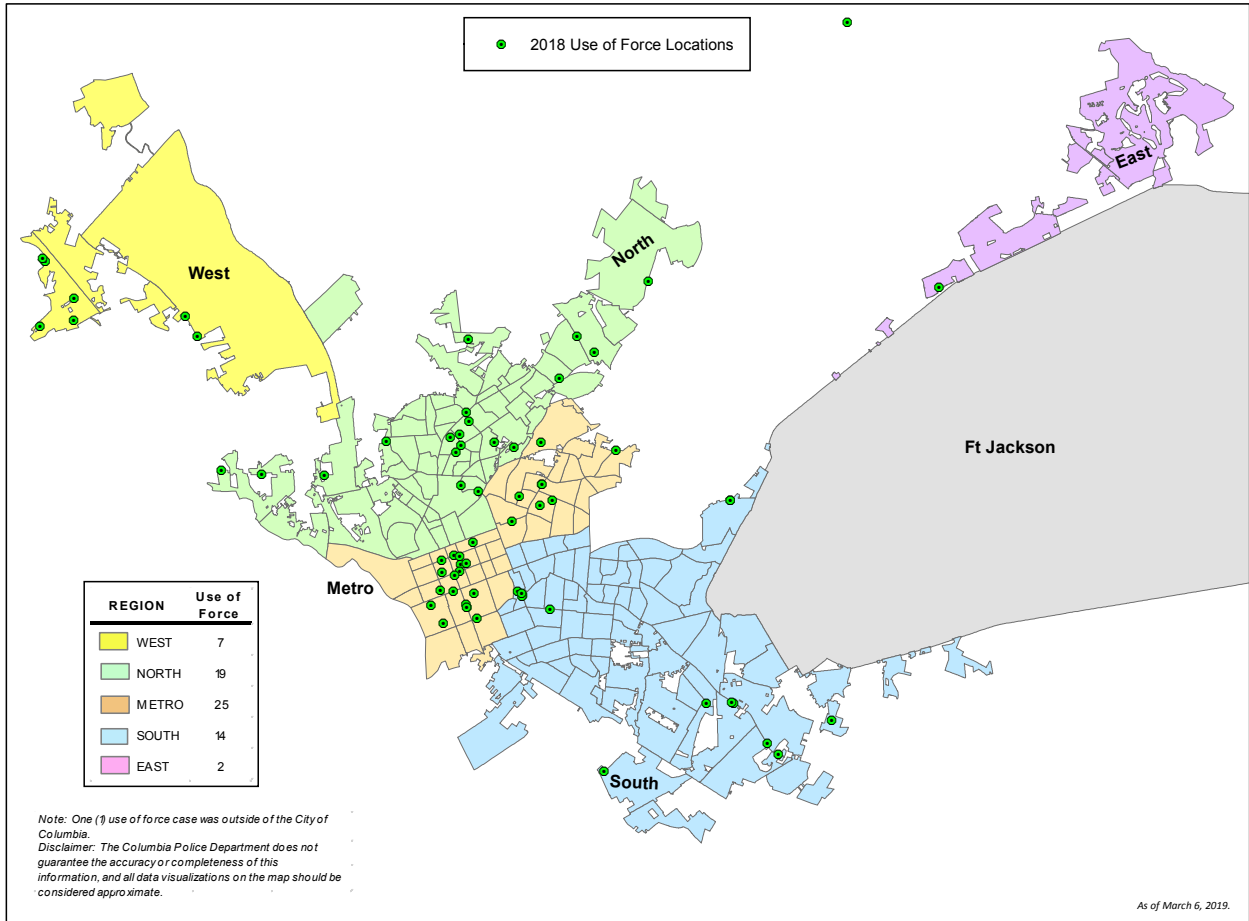


FIGURE 4: 2018 Use of Force Incidents by CPD Region. **PLEASE NOTE:** One Use of Force incident occurred in the jurisdiction of the Richland County Sheriff’s Department pertaining to an officer involved shooting. This incident is not notated on the map but would be located outside the northern boundary of the North Region depicted in green color. **DATA SOURCE:** CPD

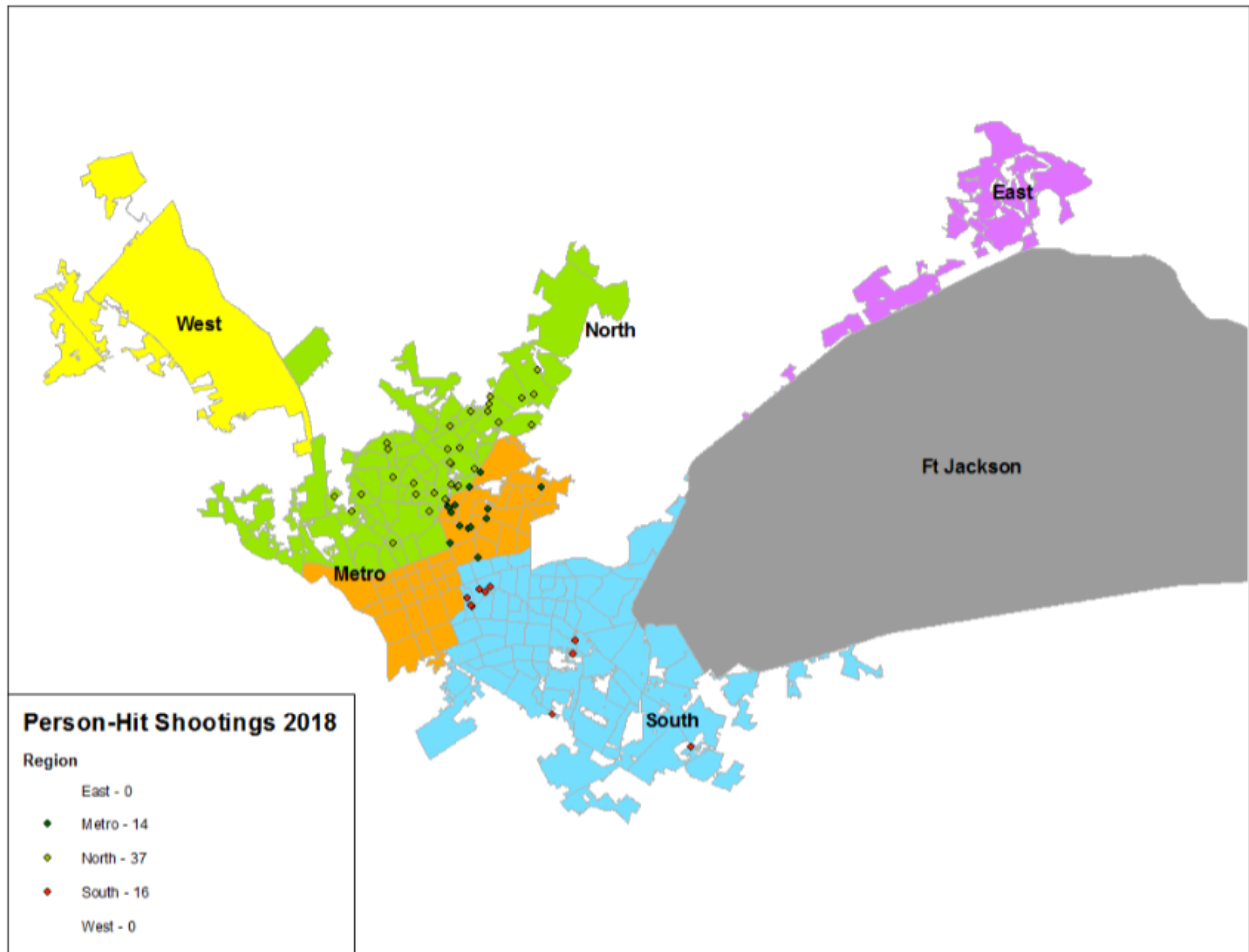


FIGURE 5: 2018 Persons Hit by CPD Region. **DATA SOURCE:** CPD

Typically, patterns of gun crime correlate with higher numbers of use of force incidents. In 2018, the Columbia Police Department received 1908 shots fired calls, with 67 victims shot within the city of Columbia related to 63 confirmed shootings. In shooting incidents where a person was hit by gun fire, 82% of the shooting suspects had prior criminal histories; 62% of the persons shot also had previous criminal histories. Of the 16 homicides in 2018, 12 were committed with a firearm.

2018 Demographics in Use of Force Incidents

There were 64 suspects involved in use of force incidents in 2018 (48 black, 14 white, 1 Asian, and 1 Hispanic any race). The majority of suspects in the use of force incidents were male. 96 officers were involved in use of force incidents in 2018 (69 white, 22 black, 3 Native American, and 2 Hispanic). Four use of force incidents involved aggressive dogs.

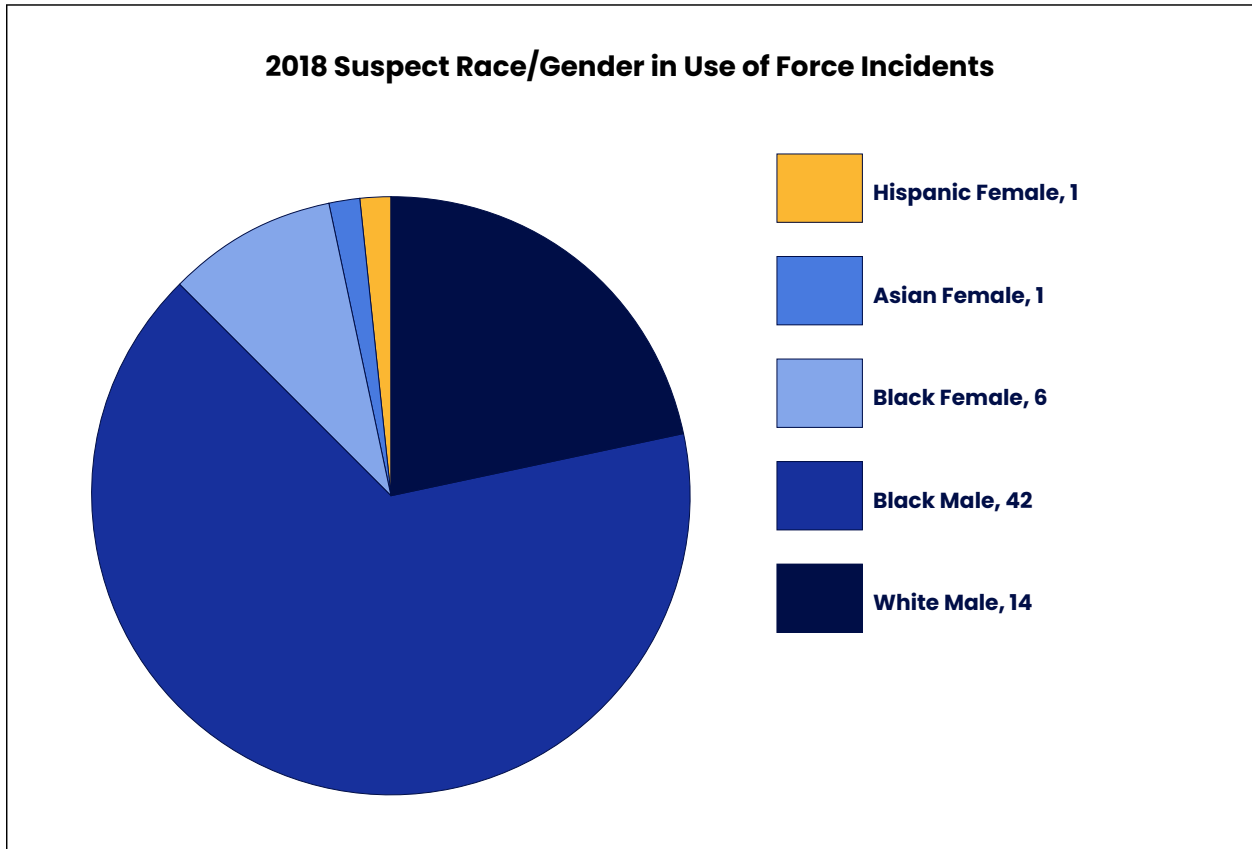


FIGURE 6: 2018 Suspect Race / Gender in Use of Force incidents.

DATA SOURCE: CPD

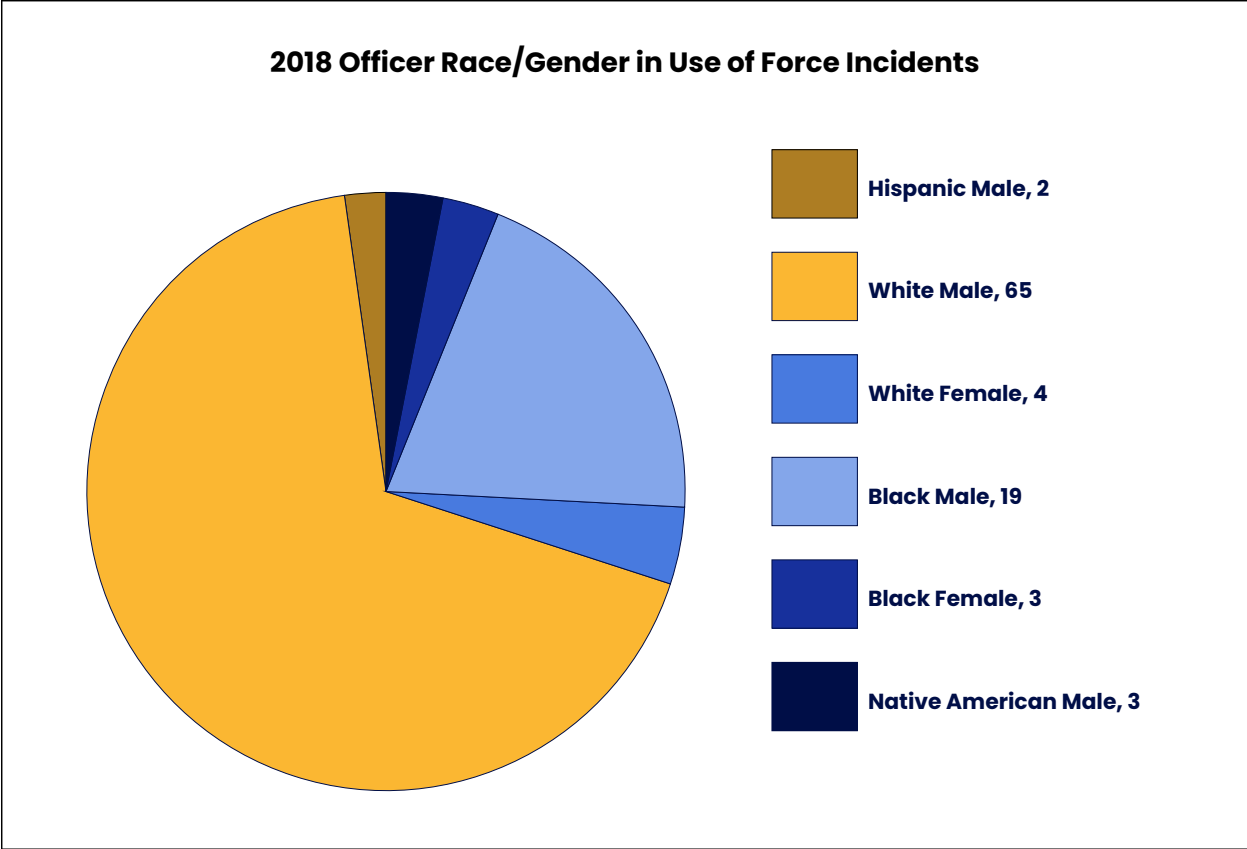


FIGURE 7: 2018 Officer Race / Gender in Use of Force incidents.
DATA SOURCE: CPD

Prior Year Demographics in Use of Force Incidents

There were 67 suspects involved in use of force incidents in 2017 (52 black, 14 white and 1 Hispanic). Again, 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).

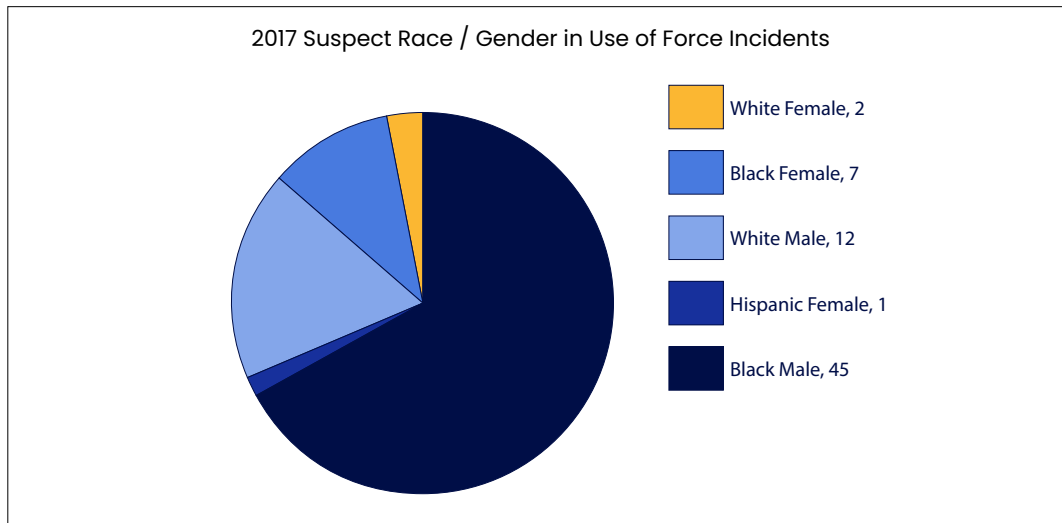


FIGURE 8: 2017 Suspect Race / Gender in Use of Force incidents.

DATA SOURCE: CPD

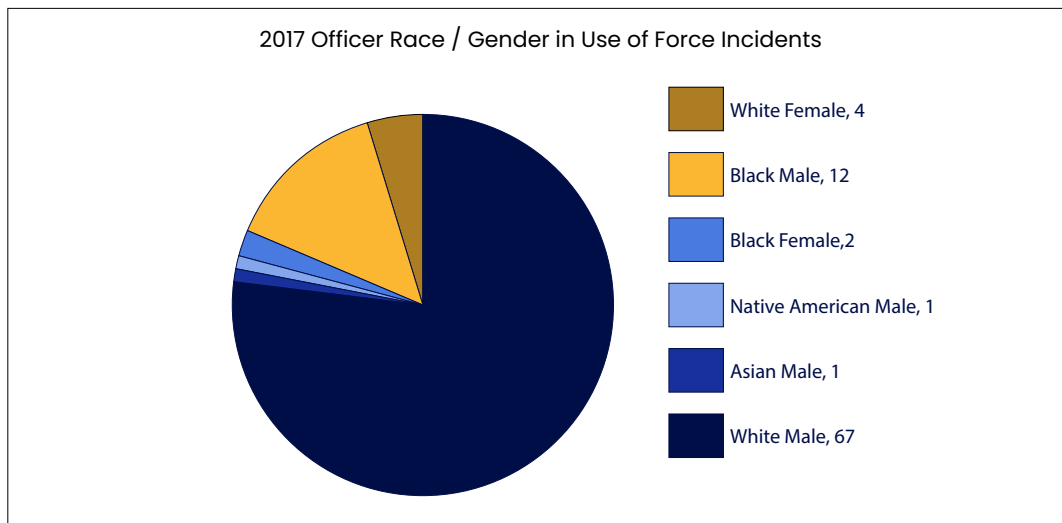


FIGURE 9: 2017 Officer Race / Gender in Use of Force incidents.

DATA SOURCE: CPD

Summary of 2018 Deadly Force/Officer Involved Shooting Incidents

Date/Time of Incident: July 26, 2018 at 00:30 a.m.

Location: Richland Northeast (Region 6)

Officers Involved: Charles Ashford (age 53, B/M, 30 years of service)

Summary: On July 26th, 2018, shortly after midnight, CPD Officer Charles Ashford was operating an unmarked police vehicle when he pulled into his driveway of his residence located in Northeast Columbia, Richland County. Officer Ashford was wearing his issued department uniform and had just returned home after working a detail in Columbia. Officer Ashford pulled in and parked next to his personal truck, turned off his car and was finishing listening to music on the car radio.

After several minutes, Officer Ashford saw the side view mirror light of his truck turn on, and a moment later he saw a subject wearing a dark colored hooded sweatshirt next to the truck. The subject pulled on the driver's side door of Officer Ashford's police vehicle at which time Officer Ashford opened the same door. The subject appeared startled by Officer Ashford and immediately reached for something in his waist band. At this time, Officer Ashford saw a second subject also near the truck.

Officer Ashford un-holstered his duty pistol and fired one round towards the subject who was reaching into his waist band. Both subjects fled and Officer Ashford went into his house and called police dispatch. Surveillance video did not capture the shooting; however, video provided to the Richland County Sheriff's Department did depict two

subjects running from Officer Ashford's home as the incident unfolded and leave the area in an unknown vehicle.

Conclusion: A criminal investigation was conducted by the Richland County Sheriff's Department regarding the officer's actions. The 5th Circuit Solicitor's Office reviewed the investigation and concluded that the use of deadly force by the officer was lawful under South Carolina law. An administrative investigation was conducted by the Internal Affairs Unit regarding the officer's actions. The administrative investigation was reviewed by the officer's Chain of Command and Command Staff. It was determined that the officer's use of force was justified and was not in violation of Department General Orders.

INTERNAL AFFAIRS STRUCTURE AND PROCESS

The department has a well-established process for receiving, investigating, and adjudicating complaints made by citizens, co-workers and supervisors regarding employees' inappropriate behavior.

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, criminal charges against employees 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 persons involved in the complaint process and treating everyone with dignity and respect. IA currently has 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
- Criminal misconduct
- Moral turpitude - an act or behavior that gravely violates the sentiment or accepted standard of the community

Command Review Board for Discipline (CRB)

Procedural Justice is one of the cornerstones in 21st Century Policing. It's based on the idea that people's perceptions of police legitimacy are influenced more by their experience of interacting with officers than by the end result of those interactions. The concept includes focus on principles of fairness, respect, and dignity while embracing transparency and neutrality. In implementing Procedural Justice, it is recognized that the importance extends to internal matters as it influences external police actions.

In keeping with the implementation of Procedural Justice at the Columbia Police Department, the department established a Command Review Board (CRB) in 2015. The purpose is to provide a more transparent decision-making process for administrative investigations and solicit the community to participate. 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 2018, the CRB met on nineteen (19) occasions 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 makes 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 between the police department and the community by establishing open dialogue and transparency concerning department policies and procedures. 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 to provide citizen input in administrative cases involving officer misconduct. 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) representatives and the Chief of Police appoints three (3) representatives to the CAC. The Council meets at least quarterly.

In 2018, the CAC met four (4) 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 a Command Review Board.

THE COMPLAINT PROCESS

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

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, please visit www.ColumbiaPD.net, select "Inside CPD," and click "Office of Professional Standards." This area of our website contains detailed information about the complaint process.

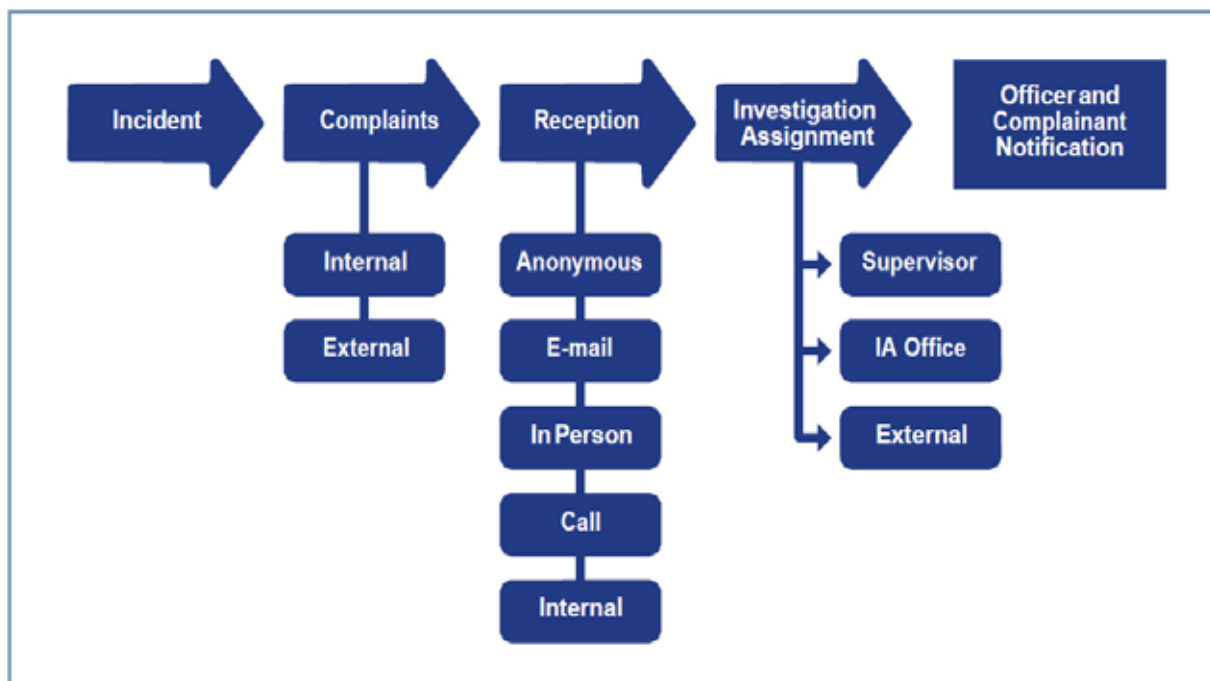


FIGURE 10: The Complaint Process **DATA SOURCES:** Building Trust Between the Police and Citizens they Serve: An Internal Affairs Promising Practices Guide for Local Law Enforcement, U.S. Department of Justice COPS Office 2009

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.

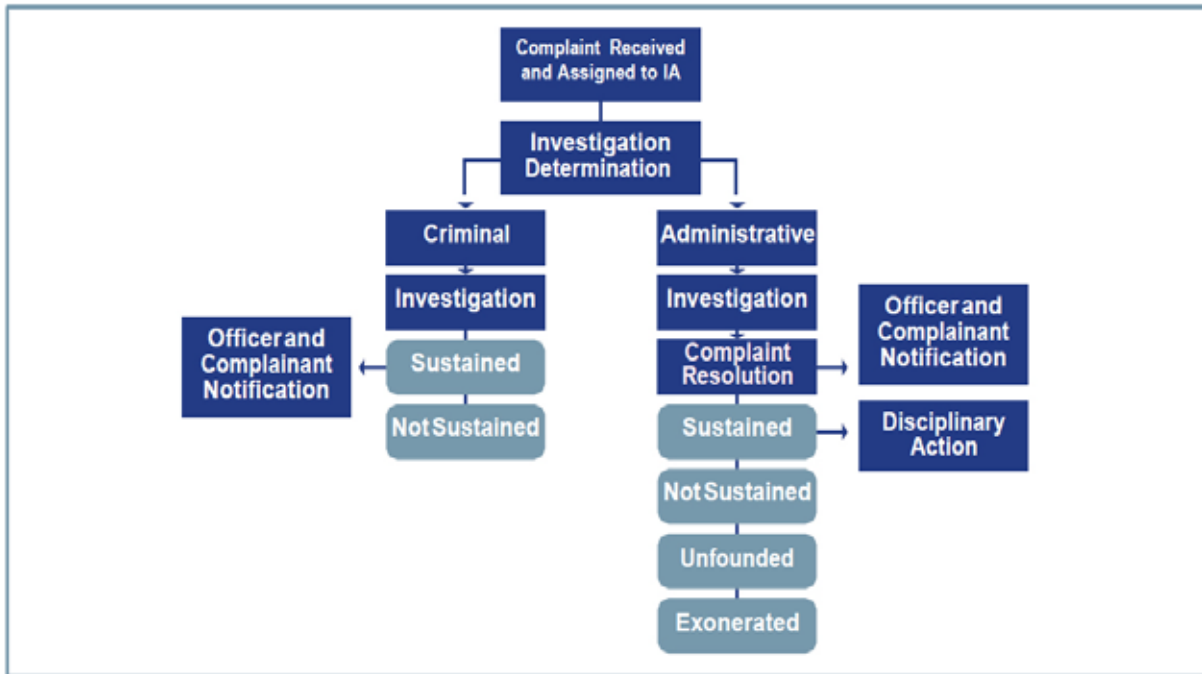


FIGURE 11: The Complaint Investigation Process **DATA SOURCES:** Building Trust Between the Police and Citizens They Serve: An Internal Affairs Promising Practices Guide for Local Law Enforcement U.S. Department of Justice COPS Office 2009

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.

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. The Columbia Police Department makes every effort to investigate and adjudicate all complaint allegations within a practical time frame from the time a complaint is made. However, circumstances such as case complexity and witness availability, can prolong complaint investigation.

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 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.

2018 COMPLAINTS AND DISPOSITIONS

The IA Unit processed 148 complaints of misconduct against employees of the Columbia Police Department in 2018. The vast majority of complaints were initiated by the citizens of Columbia.

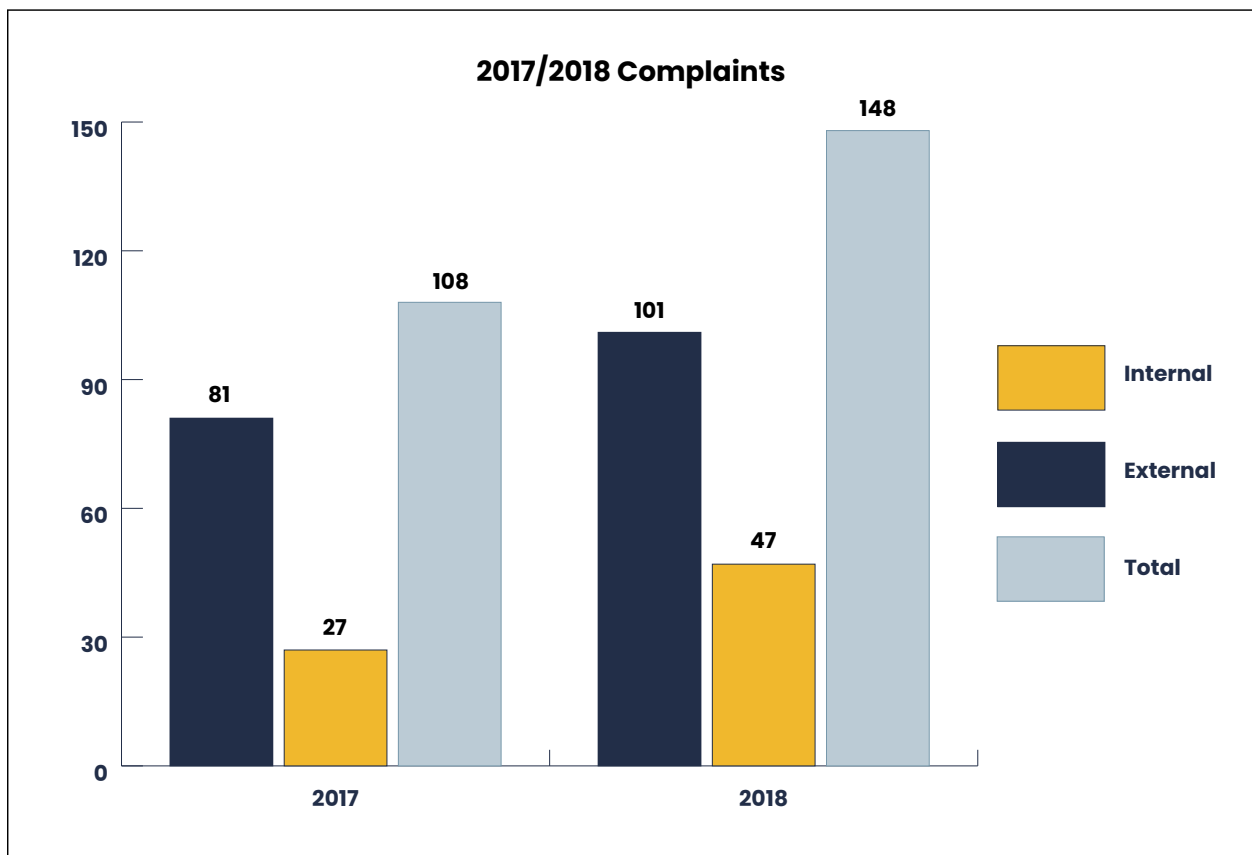


FIGURE 12: The total number of internal and external complaints received in, 2017 and 2018. **PLEASE NOTE:** Complaints may contain multiple allegations.

DATA SOURCE: CPD

The IA Unit processed 148 complaints of misconduct against employees of the Columbia Police Department. The vast majority of complaints, nearly 70%, were initiated by the public.

As shown in the bar graph, a 25% increase in Public Complaints was observed in 2018. This increase can be attributed to a number of variables. The department transitioned from a Report Management System to a Web Based Reporting system in 2018. During the transition, system deficiencies were encountered. Operating issues were identified related to data importation. There was also a need for additional training related to officer familiarity with the system. As a result, incident reports were not being completed in a timely manner. Traffic collision reports were also not completed in a timely manner or to the satisfaction of complainants in 2018. The majority of these complaints related to issues encountered with "Report Beam", a computerized operating system utilized for traffic collision documentation which has required additional training for officers in 2018.

Calls for service increased by 3.25%. In conjunction with the increase, the Use of Weaponless Force (hands) increased by 28% and is typically attributed to resisting arrest. An increase in weaponless force is also attributed the decrease in ECD (Taser) utilization, which fell from 68 uses in 2015 to 13 in 2018. ECD utilizations declined after a 2016 U. S. Appellate Court ruling in *Armstrong vs. Village of Pinehurst* restricted its use.

It is important to note that each matter involving complaints related to reports and complaints involving the use of force were thoroughly administratively investigated. Only one occurrence in each category was found to be a sustained violation of the department's General Orders.

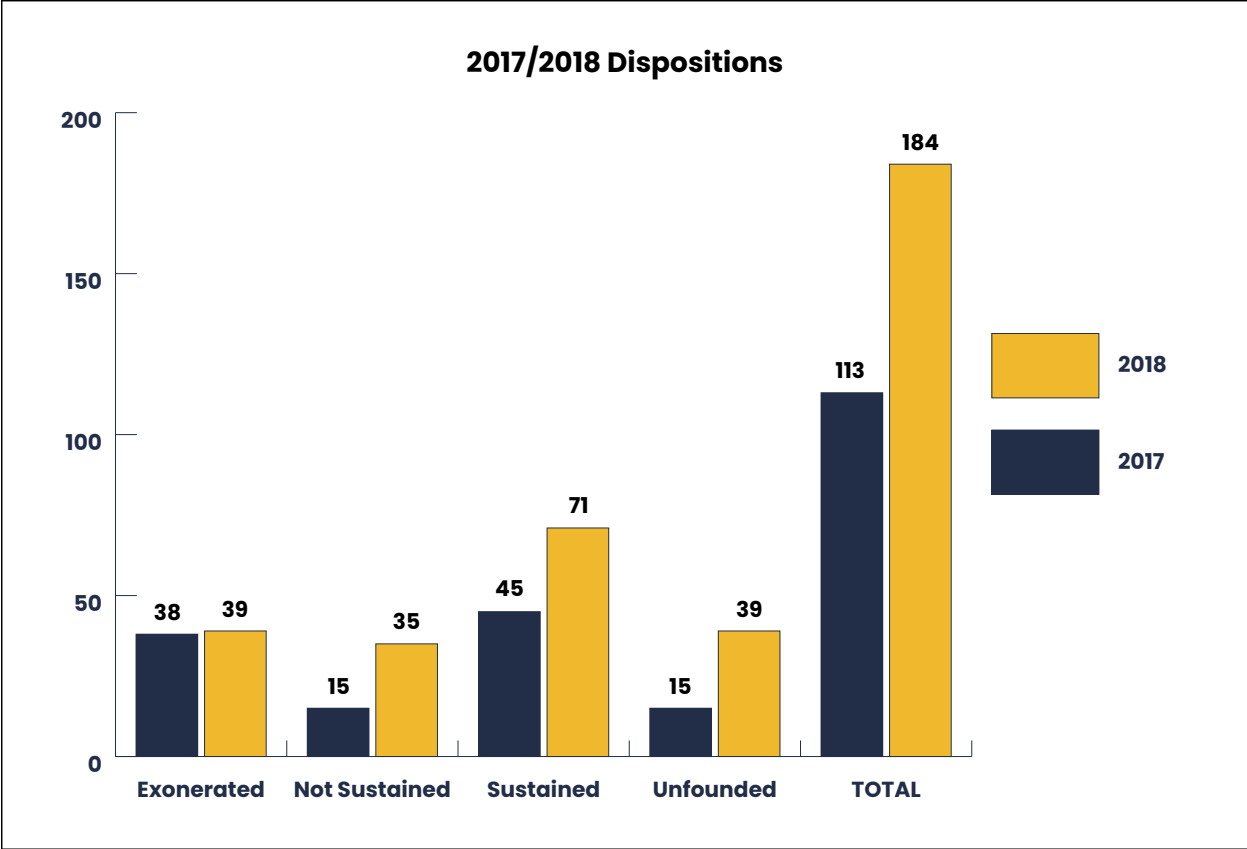


FIGURE 13: The findings of misconduct and rule violations alleged in complaints in 2017 and 2018. **PLEASE NOTE:** Complaints can contain multiple allegations therefore, the number of allegation dispositions can be greater than the number of complaints received. **DATA SOURCE:** CPD

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

	External	Internal	Total
Counseling/Retraining	5	14	19
Oral Reprimand	4	9	13
Written Reprimand	6	13	19
Suspension	5	5	10
Termination	4	6	10
Employee Resigned	0	0	0
Resignation in Lieu of Termination	0	0	0
TOTAL	24	47	71

FIGURE 14: Disciplinary actions taken in conjunction with sustained allegations in 2018. **DATA SOURCE:** CPD

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

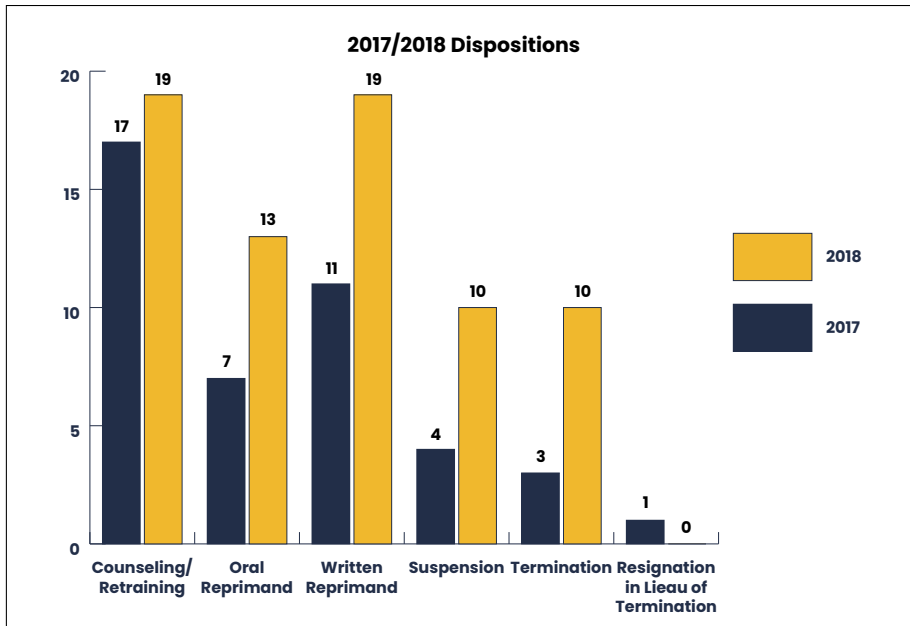


FIGURE 15: The types of disciplinary actions taken for policy or rule violations not related to a formal complaint investigation. **DATA SOURCE:** CPD

CRIMINAL INVESTIGATIONS INVOLVING EMPLOYEES

When an employee is accused of a crime within the city of Columbia’s jurisdiction, the case is referred to an independent agency, such as SLED, for investigation. If the alleged crime occurs outside of city of Columbia Police 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 after the criminal investigation, unless directed 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.

Domestic Violence related charges were filed against one employee of the Columbia Police Department in 2018, resulting in the officer's termination of employment Department. In addition, Embezzlement charges were filed against a civilian employee of the Columbia Police Department in 2018, which also resulted in the employee's termination.

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 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 2018, 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 cause to believe the necessity of apprehension outweighs the immediate danger of a pursuit to the officer and the public created. 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 take oversight responsibility for the pursuit and 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 an After Action Report which provides a written summary of the incident and forwards the Vehicle Pursuit 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		
	2017	2018
Pursuits:		
Vehicles/Officers Involved	50	92
Terminated by Supervisor	9	9
Terminated by Officer	4	12
Terminated by Suspect	12	23
Terminated by Suspect due to Collision	7	14
Policy Compliant	10	39
Policy Compliant/Remediation	2	4
Policy Non-compliant	15	6
Justified Pursuits w/o Policy Violation	10	39
Justified Pursuits w/ Policy Violation	15	6
Unjustified Pursuits	0	0
Collisions resulting from Pursuits	11	20
Total Pursuits	25	45
Injuries:		
Officer	0	1
Suspect(s)	2	3
Third Party	3	4
Reason Initiated:		
Traffic Offense	9	14
Criminal Offense	16	31

FIGURE 16: 2018 Pursuits. **DATA SOURCE:** CPD

Vehicle Pursuits – Definitions

Justified – the pursuit is legal according to State Law. The officer is justified in regards to SC State law in initiating a traffic stop and/or pursuing the vehicle.

Unjustified Pursuits – pursuits that may have occurred because they were initiated due to unjust, wrong, and/or unlawful reasons, lacking reasonable suspicion and not of an actual or suspected law violator.

Policy Compliant – does not violate policy, the incident complied with policy.
Policy Not Compliant – violates policy directly related to the pursuit policy or any other policy during the pursuit

Justified without Policy Violation – the pursuit was legal and lawful (at a minimum reasonable suspicion existed for the traffic stop) and there were no violations of policy

Justified with Policy Violation – The pursuit was legal and lawful (at a minimum reasonable suspicion existed for the traffic stop) and the pursuit violated policy.

Vehicles/Officers Involved – the number city vehicles involved in the pursuit, and officers in the vehicles.

Terminated by Supervisor – The pursuit is terminated by the supervisor, for various reasons such as: time of day, surrounding, charges etc.

Terminated by Officer – The pursuit is terminated by the initiating officer for various reasons such as: time of day, weather conditions

Terminated by Suspect – The pursuit is terminated by actions of the suspect such as: collision, fleeing the vehicle etc.

Terminated by Suspect due to Collision – The pursuit is terminated due to accident, involving the suspect vehicle.

Collisions Resulting from Pursuits – Pursuits that ended with an accident.

Reasons for Initiating Vehicle Pursuits	
Offenses Initiating a Pursuit	2018
Homicide	0
Burglary/Home Invasion	2
Assault on Government Officer or Employee	0
Assault w/ Deadly Weapon	1
Auto Breaking	0
Sexual Assault (Rape/Sex Offense)	0
Larceny of a vehicle	20
Hit and Run	2
Unlawful Entry into an Enclosed Area	0
Kidnapping	0
Robbery (Armed)	1
Traffic Offense (Not DUI)	14
Wanted Person	1
Weapons Law Violation	0
Arson	0
Criminal Offense - Non Felony	0
DUI	0
Person with a gun	2
Shots Fired	0
Suspicious Person	0
Narcotics Violation	3
TOTAL	45

FIGURE 17: Violations initiating pursuits in 2018. **DATA SOURCE:** CPD

The rise in Vehicle Pursuits from 2017 to 2018 may be related to the changes in Policy (General Orders). General Orders were updated which broadened justification to conduct a pursuit from Violent Felony to include Violent Criminal Activity and Serious Criminal Activity. The purpose was to provide further guidance and direction of authorized pursuit situations.

Violent Criminal Activity: Any activity that resulted in death or bodily injury, or any act by the subject where the public or an officer is threatened with bodily injury or death. e.g. the subject has used or threatened to use a weapon.

Serious Criminal Activity: Any activity which would be adjudicated in the Court of General Sessions if a person were arrested and convicted for engaging in that activity.

Furthermore, the Pursuit Authority defined in the Police Emergency Vehicle Operation and Motor Vehicle Pursuit Policy of General Orders (General Order 01.03 Section 3.2) was updated to say, "Officers are authorized to engage in a vehicle pursuit only when they have reasonable suspicion to believe that the driver or occupant of the other vehicle has engaged or is about to engage in violent criminal activity or serious criminal activity AND the pursuit assessment indicates pursuit is reasonably warranted." (Whereas the previous General Order stated: "Officers are authorized to engage in a vehicle pursuit only when they have reasonable suspicion to believe that the driver or occupant of the other vehicle has committed or is about to commit a violent felony.")

Additionally, the definition of Pursuit Assessment was also included in the policy in order to better help officers and supervisors assess if a pursuit is warranted and is defined as: the process of weighing the factors to the pursuit to decide whether the necessity to immediately apprehend the fleeing suspect outweighs the level of inherent risk created by a motor vehicle pursuit.

In 2018, no serious injuries or fatalities resulted from pursuits initiated by the Columbia Police.

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 the Columbia Police Department includes the city of Columbia and the unincorporated areas covering 134.9 square miles with additional annexations added throughout the year. In total, the department has approximately 497 vehicles in operation, with many vehicles being operated 24-hours a day. In 2018, department vehicles were driven a total of 4,435,316 million miles.

In 2018 Seventy Two (72) collisions involving the department's motor vehicles were reported, an increase of 5 from the previous year. State law (Section 56-5- 765) requires the State Highway Patrol to investigate all collisions involving law enforcement vehicles 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 is composed of the City of Columbia's Risk Management Office, the City Fleet Services Division, and officers from the traffic and training unit. The 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 2018 were determined to be preventable.

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. In conjunction with these actions, personnel may also 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.

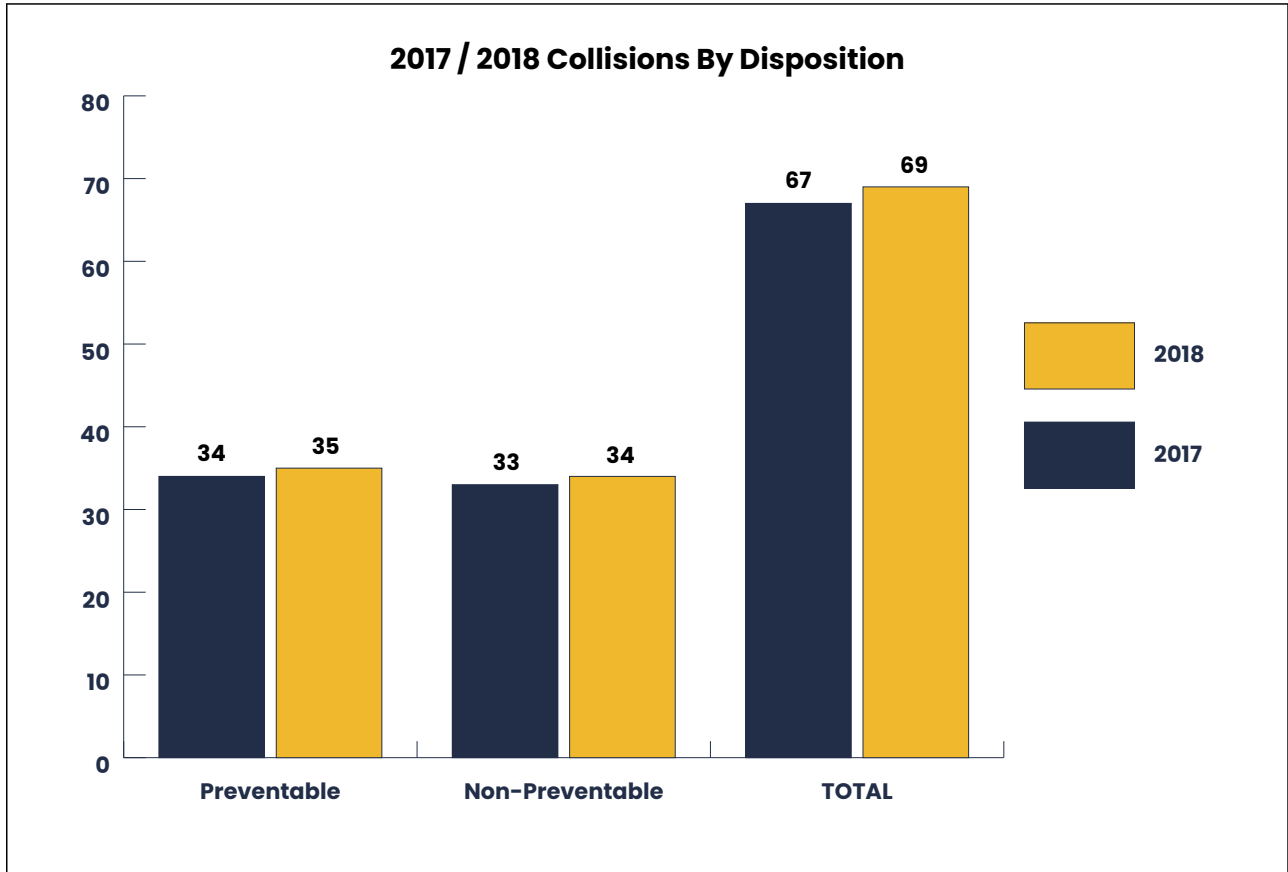


FIGURE 18: Dispositions reached in investigations of department vehicle accidents. **DATA SOURCE:** CPD



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