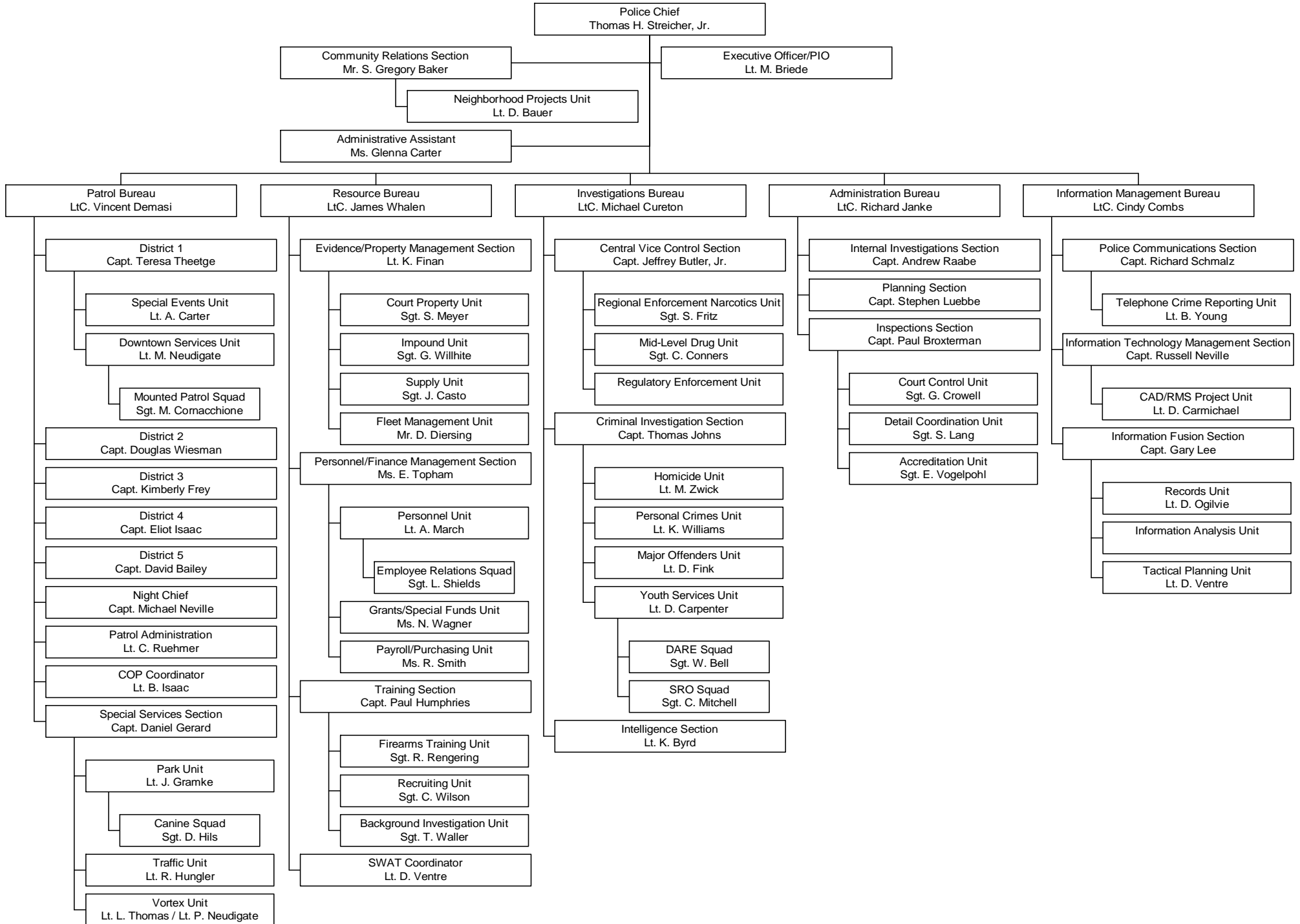


# Cincinnati Police Department

02/24/09



# THE CINCINNATI POLICE DEPARTMENT

## ORGANIZATIONAL NARRATIVE

FEBRUARY 24, 2009

**T**he Police Department is the primary law enforcement agency of the City, existing under provisions of Article IV, Section 3, of the Administrative Code of the City of Cincinnati. The primary responsibilities of the Police Department are:

- Prevention of crime
- Protection of life and property
- Suppression of criminal activity
- Apprehension and prosecution of offenders
- Regulation of non-criminal conduct
- Preservation of public peace

Under the command of the Police Chief, the Police Department's responsibilities are divided among five bureaus: Patrol, Resource, Investigations, Administration, and Information Management.

## VISION STATEMENT

The Cincinnati Police Department will be recognized as the standard of excellence in policing.

## MISSION STATEMENT

The Cincinnati Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.

## CORE VALUES

**Integrity** – Our actions and relationship with the community are guided by an internal sense of honesty and morality.

**Professionalism** – Our conduct and demeanor display the highest standard of personal and organizational excellence.

**Diversity** – Our members recognize differences as a strength in our organization and community.

**Accountability** – Our duty is to promote public trust by upholding our obligations to the department and community.

**Vigilance** – Our responsibility is to be alert to issues and activities impacting our community.

## **EXECUTIVE OFFICE**

The **POLICE CHIEF** is responsible for Police Department operations. The Chief coordinates, organizes, directs, and controls activities. The Chief also implements policy and makes necessary personnel and procedural changes to ensure the effective operation of the Department. Bureau commanders, the Community Relations Section Executive Manager, the Public Information/Executive Officer, and the Administrative Assistant are directly accountable to the Police Chief.

The **COMMUNITY RELATIONS SECTION**, directed by an Executive Manager, is responsible to the Police Chief for developing and implementing policy as it relates to public safety, police-community relations and intelligence-led policing. This section also serves as a liaison to the City Manager and various City Departments involved in activities, events, training and projects that support the City's commitment to developing, promoting and cultivating positive police-community relations.

The **Neighborhood Projects Unit**, commanded by a lieutenant, provides assistance to the Executive Manager of Community Relations by developing projects to support positive police-community relations, increase community safety, and improve quality of life through crime reduction and prevention.

This unit is also responsible for the institutionalization of problem solving methods by assisting the districts/sections/units in problem identification, analysis, and response strategies.

The **EXECUTIVE OFFICER** is a lieutenant who serves as an aide-de-camp to the Police Chief. He becomes familiar with the daily activities of the command staff, including their decision making process and operating procedures. He attends staff and special meetings, reviews and coordinates written correspondence and performs other duties as directed by the Police Chief. He is also in charge of the Public Information Office.

**Public Information Office** is the Department's liaison with the media.

This office prepares press releases and facilitates general and internal Police Department communications.

The **ADMINISTRATIVE ASSISTANT** is a non-sworn Administrative Specialist, who coordinates Department affairs affecting the Police Chief's Office. The Assistant is the liaison between the Police Chief, bureau commanders and other City agencies. The Assistant attends staff and special meetings, reviews and coordinates written correspondence, and performs other duties as directed by the Police Chief. The Assistant also serves as the contact person for the various community and business groups.

## PATROL BUREAU

This bureau, commanded by an assistant chief, performs all primary police functions. Bureau personnel respond to citizen requests for police assistance, enforce criminal and traffic laws, investigate criminal activity, take offense reports and regulate non-criminal conduct. It consists of the five police districts, a Night Chief, Patrol Administration, Community Oriented Policing, and Special Services Section.

**DISTRICTS:** The City of Cincinnati is divided into five police districts, each commanded by a captain who is responsible for operations and personnel deployment. Police officers assigned to the districts for uniform patrol activity are generally divided into three fixed shifts. Each shift is commanded by a lieutenant. The first shift has starting times of 0600 and 0700 hours. The second shift has starting times of 1300, 1400, or 1500 hours, depending on service demands of that district. The third shift has starting times of 2200 or 2300 hours.

Third shift is supplemented by a late power shift and has a starting time between 1900 and 2100 hours. This increases field strength during early afternoon and evening hours when the service demand is higher.

The districts provide uniformed patrols in a variety of ways. In addition to marked vehicle and foot patrols, each district contains a Mountain Bike Squad. These

officers provide a full range of police services. The district efforts are supplemented by mounted and canine patrols.

Each district has an investigative unit commanded by a lieutenant. This unit investigates crimes occurring within the district. When necessary, the unit coordinates these investigations with the Criminal Investigation Section (CIS) of the Investigations Bureau.

Each district has identified a Community Problem Oriented Policing (CPOP) liaison supervisor and an officer on each shift as a contact for the community to address recurring problems. Citizens can contact these officers via e-mail or the 24-hour CPOP cell phone. The goal is for all officers to adopt and apply the components of problem solving and community policing to address community concerns.

Each district fields a Violent Crimes Squad (VCS) supervised by a sergeant. VCS officers concentrate on responding to and investigating reports of violent crimes. They also serve outstanding warrants to arrest and incarcerate the subjects committing these violent crimes.

Each district assigns officers to perform specialized law enforcement tasks that include crime prevention, community relations, vice enforcement activities, traffic control, crime analysis and warrant service.

**Special Events Unit** is commanded by a lieutenant. In addition to handling permits, the Special Events Unit plans for police presence and coordinates the response of all City Departments for special events. As the vast majority of these major events occur in the downtown and riverfront area, the Special Events Unit is organizationally placed in District One. Should a major event occur in another district, the Special Events Unit assists that district's personnel in ensuring a proper police presence is maintained.

**Downtown Services Unit** is commanded by a lieutenant and staffed with personnel who are responsible for policing the Central Business District. Uniformed patrol officers and the Mounted Patrol Squad are assigned to this unit to provide a police presence to downtown neighborhoods. Through the use of foot, bicycle, motorcycle, and horse patrols, officers are able to interact with downtown merchants, residents and customers.

**Mounted Patrol Squad**, supervised by a sergeant, directs all equestrian activities including scheduling, training, stable management, veterinary and farrier services.

The Mounted Patrol Squad provides an added dimension to policing: visibility, mobility and travel into areas not accessible by any other vehicles.

Mounted Patrol Squad officers patrol all areas of the City, including the downtown business district, with emphasis on Fountain Square and the Central Riverfront. The unit is also available to provide special services to the districts upon request.

The **NIGHT CHIEF** is responsible for providing a command presence for the Police Department during the evening and overnight hours. This captain position carries Department-wide responsibilities.

**PATROL ADMINISTRATION**, commanded by a lieutenant, coordinates and reviews reports and other information submitted by the districts and Night Chief. This lieutenant serves as the deputy commander/administrative liaison for the Patrol Bureau and reports to the Patrol Bureau commander.

**COMMUNITY ORIENTED POLICING (COP) COORDINATOR** is a lieutenant responsible for the progression of the COP philosophy in the Department. The COP Coordinator guides the districts' Community Problem Oriented Policing (CPOP) liaison supervisors and CPOP liaison officers as they work to develop neighborhood-based collaboratives with citizens. The COP Coordinator serves as the clearinghouse for information on community policing.

**SPECIAL SERVICES SECTION**, commanded by a captain, is responsible for the Park Unit, the Traffic Unit and the Vortex Unit.

**Park Unit**, commanded by a lieutenant, is responsible for patrol of the City's 141 park areas, which encompass 4,765 acres of land. This unit is committed to providing a more visible police presence and improving safety in City parks. Other responsibilities include response to citizen requests for assistance, enforcement of criminal and traffic laws, regulation of non-criminal conduct, reporting incidents and offenses, investigation of criminal activity and enforcement of park rules. The Park Unit is responsible for the planning and coordination of events in the parks. The Park Unit Commander is also responsible for the supervision of the Canine Squad.

**Canine Squad**, supervised by a sergeant, is responsible for assisting district officers in high-risk search situations. On a cooperative basis, in conjunction with the mutual aid agreements, the canine teams can be used by other police agencies within Hamilton County, with approval of a command officer.

**Traffic Unit**, commanded by a lieutenant, is responsible for coordinating the Department's traffic efforts. It has staff supervision over the Department's selective enforcement program and other specialized traffic-related programs.

The responsibilities of this unit include radar and intoxilyzer training and certification, fatal accident investigation, assisting the Federal Aviation Administration (FAA) and the Ohio State Patrol (OSP) in aircraft crash investigations and assisting the Ohio Department of Natural Resources (ODNR), Division of Watercraft, in boat crashes. The unit also acts as a liaison and an implementation site for state programs such as the seat belt and holiday drunk driving programs. The unit supervises and coordinates private police officers, school crossing guards and the Public Vehicles/Private Police Squad.

**Vortex Unit**, commanded by a lieutenant, is a highly visible, proactive unit that has a zero tolerance approach to street crimes, drug trafficking, and quality of life issues. The focus of this unit is to seek out and physically arrest both minor and major criminal offenders by enforcing every law available and using every tool at our disposal to inconvenience criminals.

By utilizing uniform patrols, mountain bike officers, plainclothes officers and confidential informants, the Vortex Unit makes a positive impact in the City. The Vortex Unit assists the districts by targeting hot spots and providing additional uniform presence during high profile events.

## **RESOURCE BUREAU**

**T**his bureau, commanded by an assistant chief, performs a variety of functions that support the operation of the Department. It oversees the operation of the Evidence/Property Management Section, Personnel/Finance Management Section, Training Section, and the SWAT Coordinator.

**EVIDENCE/PROPERTY MANAGEMENT SECTION**, commanded by a lieutenant, is responsible for any property held by the Department for the courts or other purposes. This Section includes the Court Property Unit, Impound Unit, Supply Unit, and Fleet Management Unit.

**Court Property Unit**, supervised by a sergeant, tracks, maintains custody, and disposes of items found, confiscated, forfeited or held as evidence. It is responsible for the disposal of unclaimed property and the destruction of drugs and weapons.

**Impound Unit**, supervised by a sergeant, receives, secures, and disposes of impounded and seized vehicles. These originate from OVI and suspension arrests as well as law violations. It auctions unclaimed and forfeited vehicles and exercises supervision of private towing companies on the police rotation towing list.

**Supply Unit**, supervised by a sergeant, orders, receives, stores and distributes items needed by the Department to maintain normal operations. This responsibility includes paper forms, firearms and related equipment as well as uniform orders and maintenance. This unit receives supply requisitions from other Department units and directs an annual inspection of uniform parts and other Department issued equipment.

**Fleet Management Unit**, managed by a non-sworn Fleet Services Supervisor, ensures the vehicular needs of the Department are met. The unit plans for future vehicular needs, maintains a liaison with the Division of Fleet Services and monitors vehicle usage by Department personnel. This is accomplished by maintaining records of mileage, service, accidents and damage involving Department vehicles, as well as from periodic and special reports.

**PERSONNEL/FINANCE MANAGEMENT SECTION** is directed by a non-sworn Division Manager. The primary function of this section is the administration and management of human and financial resources within the Department. The preparation and oversight of assigned program budgets for both staffing and financial resources, combined with the control and audit of Department expenditures for both the general operating funds and restricted purpose funds are performed by this section. This section is also responsible for the preparation, processing, maintenance, and analysis of all Department financial statements, payroll records, personnel records and personnel actions.

**Personnel Unit** is commanded by a lieutenant, maintains employee personnel records, coordinates personnel assignments and maintains a liaison between Police Department employees, the City physician, the police psychologist and the City's Human Resources Department. It also processes Family Medical Leave Act (FMLA) requests, coordinates Americans with Disabilities Act (ADA) requests, monitors the injured with pay (IWP) process, coordinates the sick leave request process, monitors the grievance process and maintains records concerning the Police Department's Affirmative Action Plan.

**Employee Relations Squad**, supervised by a sergeant, assists Police Department employees engaged in the retirement or resignation process. The sergeant is also the liaison to the Ohio Police and Fire Pension Board and City Retirement Office.

**Grants/Special Funds Unit** is managed by a non-sworn Senior Accountant. This unit manages the asset forfeiture funds for the Department, which includes processing employee travel and training requests. The grant function includes reviewing current publications for available funding, preparing and submitting grant applications, and administering the grant programs. The unit also monitors and audits all of the Department's grant projects and is responsible for processing all Department receivables.

**Payroll/Purchasing Unit** is managed by a non-sworn Senior Accountant.

The purchasing function includes logging purchase requests, initiating purchase orders or contracts, and processing invoice payments for all material and service requirements of the Department. The unit also monitors and processes payroll for both sworn and non-sworn employees.

**TRAINING SECTION**, commanded by a captain, develops and conducts training programs for the Police Department. This includes recruit, in-service and firearms training in both live fire and the firearms training simulator (FATS). Training Section conducts training in the areas of supervision, management, physical fitness, self-defense, officer survival, interpersonal skills, legal issues and current topics. The Training Section coordinates numerous outside training requests, FBI training programs and computer training programs. The staff produces training bulletins, memos and video programs for Department use at roll calls. Training Section also conducts the Citizen Police Academy and Student Police Academy.

**Firearms Training Unit**, supervised by a sergeant, is responsible for the Department's live firearms training. The unit conducts annual firearms qualifications for all sworn personnel and firearms instruction for police recruits. It inspects, repairs, and evaluates Department firearms and makes recommendations on appropriate ammunition for Department use.

**Recruiting Unit**, supervised by a sergeant, is responsible for the coordination of the police recruit selection process. The Recruiting Unit assists the City Human Resources Department with recruiting and testing of applicants.

**Background Investigation Unit**, supervised by a sergeant, is responsible for conducting background investigations for the Police Department and some other City Departments.

**SPECIAL WEAPONS AND TACTICS (SWAT) COORDINATOR**, is a lieutenant responsible for supervising all SWAT officers and SWAT activities. All SWAT officers have full-time responsibilities in the various districts, sections and units. SWAT trains as a unit on a regular basis and responds to hostage, barricaded person and other high-risk situations as needed. SWAT is composed of two elements - Tactical and Negotiations. These elements complement each other and both report to the SWAT Commander.

## **INVESTIGATIONS BUREAU**

**T**his bureau, commanded by an assistant chief, consists of the Central Vice Control Section, Criminal Investigation Section, and Intelligence Section. This bureau handles investigations and gathers intelligence involving vice activity, homicides, sex crimes, crimes against children and property crimes.

**CENTRAL VICE CONTROL SECTION**, commanded by a captain, is responsible for activity related to general vice and drug enforcement. The section enforces laws related to liquor, prostitution, gambling, drugs, obscenity, pornography and regulatory violations. The section operates two shifts, each commanded by a lieutenant. A drug dog is assigned to each of these shifts. The section coordinates Department enforcement activity in these areas and provides a central repository for related records and vice intelligence information. In addition to street level drug and vice enforcement, the section also includes the Regional Enforcement Narcotics Unit (RENU), a unit focusing on mid-level drug dealers, and the Regulatory Enforcement Unit.

**Regional Enforcement Narcotics Unit**, supervised by a sergeant, has personnel assigned to the Regional Enforcement Narcotics Unit (RENU). RENU is a multi-agency organization which investigates primary sources for the suppliers of illicit drugs into Greater Cincinnati.

**Mid-Level Drug Unit**, commanded by a sergeant, is responsible for undercover personnel assigned to investigate mid-level drug activity. This unit includes Asset Forfeiture.

**Regulatory Enforcement Unit**, supervised by a sergeant, has primary responsibility for oversight of investigations into four areas. These areas are Pharmaceutical Compliance, Asset Forfeiture, Liquor Control and Drug Abatement.

**CRIMINAL INVESTIGATION SECTION (CIS)**, commanded by a captain, is comprised of the Homicide Unit, Personal Crimes Unit, Major Offenders Unit, and Youth Services Unit.

**Homicide Unit**, commanded by a lieutenant, investigates homicides, all violent or suspicious deaths, fire deaths, police shootings, police use of force resulting in hospitalization, prisoner deaths while in custody, potentially fatal assaults, felony patient abuse and neglect cases, kidnappings and abductions. The Homicide Unit also maintains a central file of confiscated weapons. The unit administers the Department's Robbery Apprehension Program (RAP) and is the Department's liaison with the Hamilton County Coroner's Office. The Homicide Unit is also responsible for the direct supervision of the Criminalistics Squad.

**Personal Crimes Unit**, commanded by a lieutenant, is responsible for investigating rapes and other sexual assault offenses, missing persons, child stealing and certain other crimes against children. It acts as a liaison with the Hamilton County Juvenile Court and other social support organizations. The unit also coordinates and schedules all polygraph and computer voice stress analyzer examinations.

**Major Offenders Unit**, is commanded by a lieutenant. The unit is responsible for the operation of the Financial Crimes Squad, which conducts investigations of financial institution robberies, fraud, forgery, credit card fraud, check embezzlement, extortion, coercion, and bribery offenses. The unit also administers the Crime Stoppers and Rapid Indictment programs.

**Youth Services Unit**, commanded by a lieutenant, is responsible for the administration and services related to juveniles. Youth Services Unit includes the Drug Abuse Resistance Education (DARE) Squad and School Resource Officer (SRO) Squad. This unit is committed to the development and perpetuation of programs designed to prevent and control juvenile delinquency. The responsibility for participating in or supporting the agency's juvenile operations function is shared by all agency components and personnel.

**DARE Squad**, supervised by a sergeant, is responsible for implementing and coordinating the DARE program. Kindergarten through eighth grade classes are instructed by police officers in all Cincinnati public schools and selected private schools. Fundamental courses are given to kindergarten through fourth grade students. The core of the program is taught to fifth grade students and upon successful completion they graduate from the DARE course. Reinforcement classes are then given to students in grades six through eight.

**School Resource Officer (SRO) Squad**, supervised by a sergeant, consists of uniformed personnel working in the schools providing community police services to the school population.

**INTELLIGENCE SECTION**, commanded by a lieutenant, gathers, analyzes, stores and disseminates information concerning organized crime, terrorist activity and criminally violent groups. The unit monitors threats against public safety, threats against public officials and threats against police officers. In addition to their traditional responsibilities, the Intelligence Section oversees firearm investigations, fencing of stolen property, pawn shop coordination, auto theft coordination and the coordination of citywide investigative efforts for burglary offenses. Intelligence Section manages the Department's involvement in the Southern Ohio Fugitive Apprehension Strike Team (SOFAST). It also maintains a network of communication with regional and national intelligence organizations.

## **ADMINISTRATION BUREAU**

**T**his bureau, commanded by an assistant chief, is responsible for coordinating and performing inter-bureau planning tasks and special research evaluation studies.

This bureau consists of the Internal Investigations Section, Planning Section, and Inspections Section.

**INTERNAL INVESTIGATIONS SECTION**, commanded by a captain, is responsible for investigating citizen complaints of a serious nature, complaints of alleged police misconduct, and use of force incidents that result in serious injury or death. This section coordinates pre-disciplinary hearings in conjunction with the Department hearing officer(s) and coordinates the investigation of complaints referred by the Citizen Complaint Authority.

**PLANNING SECTION**, commanded by a captain, is responsible for planning, research, and the development of programs that maximize the effective use of Department personnel and resources. Planning Section is responsible for long-range planning, developing forms and procedures, conducting legal research and tracking civil litigation involving the Department and its members. This section serves as the Department's liaison with the City Solicitor's Office.

**INSPECTIONS SECTION**, commanded by a captain, monitors the activity of the Department through staff inspections and unannounced inspections conducted on a random basis, including the Department's random drug-testing program. At the annual uniform inspection, this section monitors the condition of issued equipment and ensures compliance with Department dress and grooming standards. Inspections Section conducts critical reviews of all use of force incidents and serves as the Department's central record repository for all use of force incidents. This section is also responsible for ensuring the Department meets CALEA standards.

**Court Control Unit**, supervised by a sergeant, is the police liaison with the local judiciary and manages police officer attendance in court by monitoring officers' court appearances. This unit verifies attendance, time spent in court by officers, as well as ensuring the Police Department dress and grooming standards are met. The Court Control supervisor randomly visits courtrooms to monitor officers' testimony and case preparation.

**Detail Coordination Unit**, supervised by a sergeant, coordinates all outside employment extension of police service details. This unit also maintains the Police Department's outside employment activity records for all officers. These records are reviewed monthly to ensure compliance with Department policy. The Detail Coordination Unit supervisor also conducts audits and random inspections of outside employment details.

**Accreditation Unit**, supervised by a sergeant, is responsible for the daily activities required to maintain the Department's accredited status by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The unit develops and maintains the required proofs of compliance, functions as a liaison with other Department components regarding accreditation matters, and is the liaison between the Department and CALEA.

## **INFORMATION MANAGEMENT BUREAU**

**T**his bureau, commanded by an assistant chief, is responsible for maintaining auxiliary services which include answering citizens' calls for police, fire and emergency medical services. It is responsible for data collection and retrieval; upgrading and maintaining technology; and information systems, World Wide Web page construction and management, and crime analysis and mapping. This bureau consists of the Police Communications Section, Information Technology Management Section (ITMS), and Information Fusion Section.

**POLICE COMMUNICATIONS SECTION**, commanded by a captain, operates a combined police, fire and emergency medical services (EMS) radio communications system, as well as the Telephone Crime Reporting Unit (TCRU). This section receives all citizen requests for police, fire and emergency medical service. All police operations are dispatched from this section. Reports of stolen and recovered vehicles and license plates are processed by this section. Dispatchers use computer aided dispatching (CAD) and an enhanced 911 phone system. The section coordinates the use of Department telephones (including cellular), pagers and Mobile Data Computers (MDC). The section maintains computer interface with the National Crime Information Center (NCIC), Ohio Law Enforcement Automated Data Systems (LEADS) and the Regional Crime Information Center (RCIC). The section maintains a voicemail service to all local news media.

Police Communications Section provides inter- Department mail service. Notifications for coordinated response to critical incidents are managed by the section. Responsibility for the staffing of the Emergency Operations Center is also a function of the section.

**Telephone Crime Reporting Unit (TCRU)**, supervised by a lieutenant, receives and processes minor complaints and offense reports by telephone.

**INFORMATION TECHNOLOGY MANAGEMENT SECTION (ITMS)**,

commanded by a captain, assists and supports all levels of the Department in planning, installation and utilization of information technology. This section includes the CAD/RMS Project Unit. It is responsible for fulfilling the computer and technology needs of the Police Department, including business computers, networking, application services and related functions. This section also coordinates and serves as a focal point for the communications between the Internet worldwide community and the Police Department. The section commander represents the Department at information technology- related meetings.

**CAD/RMS Project Unit**, commanded by a lieutenant, is responsible for coordinating the Department's efforts in developing and implementing a new Computer Aided Dispatch (CAD) System and Records Management System (RMS).

The project manager will act as the primary liaison between the primary vendor, sub contractors, and other City Departments to see the implementation through on time and within budget. This position is a temporary position lasting the life of the project, which is expected to be two to three years.

**INFORMATION FUSION SECTION**, commanded by a captain, is responsible for information collection, data analysis, and dissemination with a direction toward developing a plan for a hybrid analysis solution for the Department. This section is comprised of the Records Unit, Information Analysis Unit and Tactical Planning Unit.

**Records Unit**, directed by a lieutenant, receives, reviews and files most criminal offense reports, auto accident reports and related records. Additionally, reports of offenses committed, criminal and traffic arrests, missing persons, homicides, traffic stop data, gun registrations, and public records requests are handled by this section. This section is responsible for maintaining the Department's computerized criminal and traffic court dockets, court information sheets and statistical reports. This section processes traffic violation citations, Ohio Crash Reports and applications for firearm transfers and registration. All public records requests are coordinated by this section.

The **Information Analysis Unit**, coordinates the collection of data from external sources considered to be beneficial for dissemination throughout the Department. This unit coordinates training for district crime analysts, reviews new information sources for possible use by the Department, and coordinates Department-wide reports for use by the command staff.

**Tactical Planning Unit**, commanded by a lieutenant, engages in planning and preparation for critical incidents including terrorist threats and civil disorder. Other functions include acting as a liaison with businesses, organizations, and government agencies, training Department and City personnel, and acquiring and deploying new strategies and equipment. Additionally, this unit bears the responsibility of ensuring the Department receives current information on evolving terrorist threats locally and globally, and serves as the liaison to the Regional Terrorism Early Warning Group.