The City of Cincinnati Integrated Violence Reduction Strategy:

P.I.V.O.T.
Place-based Investigations of Violent Offender Territories

Eliot Isaac, Police Chief
Cincinnati Police Department
Focused Deterrence (Offender Based) Initiative
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Focused Deterrence Principles:

1. Active chronic offenders commit majority of violence
2. Offenders loosely organized in groups/gangs*
3. Most violence based on disrespect, norms / narratives of the street
4. Violence can be impacted through group pressure/support
5. Sustained communication w/ streets
What is a Gang Incident?

Gang “Motivated” vs. Gang Member Involved

• Motive Based Incident: One that furthers the ends of the gang – “Gang” prosecution.

• Member Based: One that involves a gang member, regardless of what prompted the commission of the crime.
  – Majority of incidents
Focused Deterrence in Practice: How does it work

Direct communication with target population

7 Step Process:
1. Identify the Problem
2. Organize Your Team
3. Identify Violent Group/Gang Members
4. Direct Engagement / Deliver Core Message
5. Deliver Promises / Consequences
6. Engage the Community
7. Measure and Repeat
Focus Deterrent Operations

• Group/gang self selects by engaging in violence
• Gather intelligence
• Determine group weaknesses
• Coordinate relevant partners
• Refine intelligence*
• Utilize group weaknesses for enforcement
• Explore prosecution options
• Immobilize group through incarceration
• Timeframe: 6 months or less
Place-Based Initiative
Research Evidence that Supports a Place-Based Policing Strategy

- Crime is concentrated across places
  - 80-20 Rule
- Troublesome places tend to stay that way without intervention.
- A diffusion of crime prevention benefits is more likely than displacement.
- Owners can create or correct troublesome places.

![Diagram showing the frequency of crime across places, with the majority of places having little or no crime, a few places having most of the crime, and some having a modest amount of crime.](image-url)
Organization of Crime Places

Crime Places
(Madensen & Eck, 2013)

Proprietary Places
(single address)

Crime Sites -- micro-places where crime occurs

Convergent Settings -- routine public meeting places (Felson 2003)

Comfort Spaces -- offender created private staging and lounging locations (Hammer 2011)

Corrupting Spots -- crime places that create crime at other places (Madensen & Eck, 2013)

Proximal Places
(places that influence each other through close spatial proximity)

Meeting
Supplying
Staging

Pooled Places
(large aggregate areas - e.g., neighborhoods)
Afghanistan Gang Territory
Place-Based Project Example

Poinciana Apartments
3522 Reading Road
Place Network Analysis

Crime Site – Most violent proprietary location in Avondale neighborhood
Place Network Analysis

- Crime Site – Most violent proprietary location in Avondale neighborhood
- Convergent Settings – Lincoln Statue, “Corner Market”
Place Network Analysis

- **Crime Site** – Most violent proprietary location in Avondale neighborhood
- **Convergent Settings** – Lincoln Statue, “Corner Market”
- **Comfort Spaces** – Specific apt. units, Nearby residences
Place Network Analysis

- Crime Site – Most violent proprietary location in Avondale neighborhood
- Convergent Settings – Lincoln Statue, “Corner Market”
- Comfort Spaces – Specific apt. units, Nearby residences
- Corrupting Spots – Nearby businesses
### Proprietary Places: Different Roles in the Crime Process

<table>
<thead>
<tr>
<th></th>
<th>Long Before</th>
<th>Just Before</th>
<th>During</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Crime Site</strong></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Convergent Setting</strong></td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Comfort Space</strong></td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Meeting</strong></td>
<td>X</td>
<td>X</td>
<td></td>
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</tr>
<tr>
<td><strong>Supplying</strong></td>
<td>X</td>
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<td></td>
<td>X</td>
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<tr>
<td><strong>Staging</strong></td>
<td></td>
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<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Corrupting Spot</strong></td>
<td>X</td>
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If we focus solely on crime sites, we ignore other stages and facilitators of the crime process.
P.I.V.O.T.
Place-Based Investigations of Violent Offender Territories

Identify Locations

Proximal Places

Prolific Offenders

Disrupt Networks

Establish Resiliency

Select long-standing (persistent) violent locations

Investigate networks of contributing proximal places and prolific offenders
  • Integration with CIRV

Disrupt these networks through a coordinated, city-sponsored effort

Monitor and sustain crime reductions by building victim/resident/business resiliency
P.I.V.O.T.
Place-Based Investigations of Violent Offender Territories

- Identify Locations
- Disrupt Networks
- Establish Resiliency
- Proximal Places
- Prolific Offenders

→ SCANNING
→ ANALYSIS
→ RESPONSE
→ ASSESSMENT
How PIVOT Strengthens CPD’s Crime Fighting and Problem-Solving Capabilities

1. Leverages all available city resources
2. Disrupts each side of the crime triangle
3. Relies on familiar, systematic investigative processes
4. Promotes officer “buy-in” for problem-solving assignments
1. Leverages all available city resources

Examples of City partnerships that will improve place-based investigations and responses

<table>
<thead>
<tr>
<th>City Planning</th>
<th>Buildings &amp; Inspections</th>
<th>Community &amp; Economic Development</th>
<th>Health Department</th>
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<tbody>
<tr>
<td>Fire Department</td>
<td>Law Department</td>
<td>Environment &amp; Sustainability</td>
<td>Public Services</td>
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<tr>
<td>Transportation &amp; Engineering</td>
<td>Keep Cincinnati Beautiful</td>
<td>Cincinnati Recreation Commission</td>
<td>Parks Department</td>
</tr>
<tr>
<td>Community Partnering Center</td>
<td>Port Authority</td>
<td>Community Development Corporations</td>
<td>Local Community Councils</td>
</tr>
</tbody>
</table>
2. Disrupts each side of the crime triangle

- Network analyses of (and response to) places/owners, offenders, and victims

Focus Deterrent Processes

City & Community Partnerships

Eliminate environmental “suspects” – problem conditions that facilitate social and physical disorders
3. Relies on familiar, systematic investigative processes

- Officers are natural investigators
- Case jacket approach

* Crime and demographic trends; Historical police/city/community interventions; Ownership analysis; Journey to crime (arrests, FI); Social media analysis; Documented social history (probationers/parolees, gangs, FI, homeless, mentally ill)

<table>
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<th>Investigation Activities</th>
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<tbody>
<tr>
<td>Detailed Location Work-up*</td>
</tr>
<tr>
<td>(30-day intel gathering)</td>
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| Intel Refresh Briefings |

| Surveillance/Observations |

| Community Intel |
• PIVOT will use an enhanced place investigation checklist to disrupt place networks, similar to offender-based investigations.
4. Promotes officer “buy-in” for problem-solving

**SHIFT:** Systemically-violent Hotspot Investigations Focus Team

- **Captain**
  - **Lt.**
    - **Sgt.**
      - Liaison Officers
        - 5 VCS officers (1 per district)
        - Special Services Section
        - 2 Relief Officer per Shift
        - 5 NLU Officers (1 per district)
        - 5 District Sergeants
  - **Lt.**
    - **Sgt.**
      - **Officers**
        - **Offender**
        - **Place**

**PIVOT Strategy**
Identifying PIVOT Project Areas:
Analysis Parameters

4 Data Sets
- Shootings (fatal and nonfatal)
- Aggravated Robbery
- Other Firearm/Gun Offenses
- Weapon-Related CFS
- Illicit Goods Markets

3 Time Frames
- 365-day (1 yr)
- 1095-day (3 yr)
- 1825-day (5 yr)

Scale
- Points aggregated to a 100-by-100 ft. grid across the City of Cincinnati with a 400 ft. search radius

20 locations were selected. These locations have the highest concentrations of violent crime indicators across all three time periods in Cincinnati.
Citywide Violence Scores

Legend
- Neighborhoods
- CIRV Territory

Potential Problem Solving Locations
Violent Hot Spots by Violence Score

- Core Score = 12 (12 locations)
- Core Score >= 11 (2 locations)
- Core Score >= 10 (9 locations)
- Core Score >= 9 (5 locations)

Combined Violence Score

There are 23 clusters of 8 or more contiguous cells (100x100 ft) with violence scores of 10+. A 400 foot buffer (~1 block radius) is drawn around each of these clusters.

A violent score of 12 means that each violent indicator (shootings, agg robbery, firearm/gun offenses and weapon-related calls for service) is in the top 1% of the city across all 3-time periods of interest, 1 yr, 3 yr, 5 yr.

Prepared by: SCRMA Blake Christenson & CRMA Beth Christenson
Data Prepared On: 12/29/2015
Systemically Violent Locations

Examples

Primary Address: 3749 Glenway Av
Name: BP
% of Violent Crime Over 5 Year: 19.1%

Primary Address: 2340 Gilbert Av
Name: Marathon
% of Violent Crime Over 5 Year: 21.5%
Implementation Next Steps

• Pre-Community Surveys (CPPC- end of Feb)
• Pre-Social and Physical Disorder Surveys (CPD Staff- end of Feb)
• Training of CPD and City Staff (Dr Madensen / CPD-Cpt Herold & PO Werner - end of Feb)
• Journey to Crime Analysis (CPD-CAPS – Feb 15)
City of Cincinnati Performance Goals

• Safe Streets
• Healthy Neighborhoods
• Innovative Government
• Economic Growth/Sustainability
• Strategic Investment