

### **Community Police Partnering Center Community Problem Oriented Policing Strategy Summary Report 2009 – 2017**

The Community Police Partnering Center (The Partnering Center) is a direct outgrowth of the Collaborative Agreement (CA), with the primary role of impartial facilitator working with community stakeholders and the police to teach and advance Community Problem Oriented Policing (CPOP). CPOP engages community stakeholders and police throughout Cincinnati to work in partnership to develop responses to issues of crime and disorder while building community and police relations. The Partnering Center's role in "how to implement" CPOP is outlined in Paragraph 29 of the Collaborative Agreement. Attachment A-1 of the Collaborative Agreement goes on to explain the goal, which is to enable the community to assume a leadership role in community based problem solving.

The Partnering Center is proud of the role that it has played in helping to empower and prepare Cincinnati citizens to co-create safer communities. Over the past seventeen years the Partnering Center has worked beside citizens and police officers. Successes, like Westwood United to Stop the Violence, Place Based Investigations of Violent Offender Territories (P.I.V.O.T.), Ceasefire-Avondale, and The Cincinnati Initiative to Reduce Violence (CIRV) are highlighted in this report that spans 2009 through 2017.

At the onset, seventeen staff strong with a budget of nearly \$1.5 million annually from Better Together Cincinnati – Greater Cincinnati Foundation, the Partnering Center worked in 32 communities. The Partnering Center helped to fulfill the vision of the Collaborative Agreement's first Community Problem Oriented Policing Teams. In 2008, when the official court monitoring ended and the Recession hit non-profit organizations such as The Partnering Center hard, the staffing level dropped to half that of 2002. During the subsequent years the Partnering Center was not able to fully recover financially. There were drastic budget reductions despite continued efforts for fund raising by the organization. 2013 resulted in the Urban League of Greater Southwestern Ohio's (ULGSO) Board of Directors resolving to bring the Partnering Center under the umbrella of the organization as a department for the sustainability of the work. Early 2015 looked bleak; the budget was less than 5% of 2008's budget, with only

a part-time Executive Director on loan from the Urban League and a contractor working 100 hours per month. Had it not been for the support of The Partnering Center by the City of Cincinnati, the doors might have closed. Hard work, commitment and a renewed focus on our core mission have paid-off. We enter 2018 with a lean but functional budget, a full time Executive Director devoted to fundraising, and two to three frontline staff (Community Engagement Specialists) working with communities.

The Partnering Center has focused on four key components of the community problem oriented police plan designed to “enable community leadership to assume a leadership role in community based problem solving and partner with the police.”

### **Community Education on Community Problem Oriented Problem Solving**

One of the critical components of the CA was continued engagement of the community in authentic ways to achieve the desired goals of equitable and transparent policing with police and community sharing accountability and responsibility for safer communities, all the while developing better community and police relations. To this end the Partnering Center was charged with providing community education on CPOP along with CPD. Our tools were and are: training and workshops where we educate on the Scan, Analysis, Response and Assessment (SARA) problem solving process as introduced by the Collaborative Agreement, and strategies for crime prevention workshops such as CPTED or how to use the crime triangle along with coaching and leadership development. CPOP teams serve as the “learn by doing” component of this plan with the Partnering Center providing technical assistance and coaching.

**To date the partnering center has trained over 5000 citizens in a variety of problem solving best practices.**

Following workshop and trainings, the Partnering Center staff provided support and technical assistance to community CPOP teams as they applied this methodology of problem solving to identified crime and disorder problems. Determination of priority neighborhoods was based upon requests by police, citizens and the crime data.

**The Partnering Center engaged in fourteen neighborhoods on problem-solving initiatives using the SARA model during the 2009-2017 time frame.** These problem-solving efforts included initiatives to reduce home burglaries; to reduce theft from autos; a senior citizen safety campaign; and eliminating problem drug houses and the activity they bring, just to name a few. Neighborhoods served by the Partnering Center’s problem-solving training and support during this nine year span included:

-  Avondale
-  Walnut Hills
-  Madisonville
-  College Hill
-  Roselawn
-  Evanston
-  Northside
-  Oakley
-  West End
-  Winton Hills
-  Over the Rhine (OTR)
-  East Price Hill
-  Westwood
-  East Westwood

(Most of these neighborhoods had more than one active CPOP initiative between 2009 and 2017)

### **2009**

In 2009 a significant problem-solving project that the Partnering Center organized was the campaign to dismantle the **“Don’t Snitch” Street Code**. The **“Don’t Snitch”** code of silence presented a huge problem in Cincinnati, as it created a barrier to solving crimes for law enforcement, and perpetuated distrust between police and citizens. The idea for this campaign grew out of a break-out session facilitated by the Partnering Center at the 2009 CPOP Summit.

Community members and police officers in attendance expressed the strong need for a comprehensive strategy to change the attitude that coming forward as a witness to crime did not make one a “snitch”, but instead, a responsible citizen. This campaign was a continuation of Ceasefire’s Public Education component that the Partnering Center had implemented and it also marked the beginning of the Partnering Center’s involvement in CIRV’s “Moral Voice” message.

Another successful problem-solving project in 2009 the Partnering Center collaborated with the Northside Neighbors Against Drugs (NAD) Campaign. This was a strategy to rid Northside of a drug house that had plagued the community for over four years. The problem was researched by staff and key community members, and the NAD program was identified as a best practice from Wisconsin. The team consisted of police, community, and the Partnering Center, with the support of over 20 community partners. The campaign was successful in eliminating this problematic drug house in Northside within 90 days of the NAD kick-off: a remarkable feat, since the targeted drug house had been such a pervasive problem in Northside. Northside community members involved in this project continued to apply this successful project template on additional identified drug houses in their community.

## **2010**

In Avondale, analysis of the available data showed that over half of the 1,400 children in the neighborhood walked to school. The Partnering Center developed a survey that was administered to a sampling of the children and parents. Through a process of mapping the routes, the CPOP team identified where each child lived, which school they attended and how far they traveled from home to their school. The completed map was then compared to a map provided by CPD that identified crime hot spots in District 4.

Based on this information, street corners were selected as safe gathering corners in the different areas of the neighborhood. The Partnering Center assisted with the training of parents and other citizen volunteers who would become part of the **“Walking School Bus”** team during the 2010-2011 CPS school year. The initiative garnered much media attention, both in print and on several local television stations, including WCPO and WLWT.

## **2011**

The “*W.E. Be The Change - West End Neighbors United Against Violence*” CPOP team formed in 2010. In 2011, the CPOP team held “Sit-Outs” also known as “Good Guy Loitering” in various CPD identified "hot spots" each week during the summer. Participants in the Sit-Outs included community members and CPPC representatives. CIRV Street Outreach Workers and the CPD kept watch over the group to provide for safety.

The CPOP team developed a mission statement for the “*W.E. Be The Change*” initiative:

*“The West End Be The Change group is composed of West End residents, members of the Cincinnati Police Department, the Community Police Partnering Center, and the Cincinnati Initiative to Reduce Violence Community Engagement team united in response to the recent increase in neighborhood homicides. Our mission is to be a visible presence to the community of peace and harmony in the West End. Our primary goal is to live in a community that is healthy, peaceful, and safe, and one in which every person prospers and thrives. Our secondary goal is to be advocates for the peaceful resolution of all issues. We will accomplish this by holding bi-monthly sit-outs in the community during the spring through fall seasons. We will incorporate a spiritual dimension to our efforts using prayer and positive affirmative statements specifically designed to create and enhance peace, harmony, and justice at the start of each sit out. We believe that a prosperous community is a safe community”*

## **2012**

The Avondale CPOP worked with the Partnering Center on a pilot project for refining the moral voice message. Lead by the Partnering Center with support from the CIRV Street Outreach Workers, the CPOP team developed a strategy to deliver CIRV’s Moral Voice message directly to the identified group and gang members.

On March 20, 2012, the Partnering Center participated in a Community Conversation held in Avondale with members of Cincinnati City Council’s Law and Public Safety Committee. The event was held at the Hirsch Recreation Center. The topic of the conversation was violent crimes in Cincinnati, especially shootings and homicides, and what the community can do to reduce crime. In addition to the City Council members the attendees included members of

Avondale Community Council, Avondale Comprehensive Development Corporation, CIRV members, CPD, the Partnering Center, and Concerned Clergy of Avondale. It was at this meeting that Avondale announced their intentional participation with CIRV and the moral voice message.

The Partnering Center worked with the CIRV Street Outreach workers on the script and process for the delivery of the moral voice messages to be shared with known offenders in their encounters on the street. There were four points to cover during the delivery of the moral voice message:

- Who we are and why we are here?
- What is NOT RIGHT?
- As someone formerly in your shoes, I believe the following ideas are empty and untrue, do not justify violence, and will destroy you and your community.
- Our joint commitment: We are asking you to change!

The team developed a list of thirty-one residents, pastors and other individuals from Avondale who could act as influencers to assist in the delivery of the moral voice and help identify the individuals to whom the message of hope should be shared.

The Avondale Moral Voice campaign began in a focused area of the community, Carplin and Ridgeway. Analysis of the data provided by District 4 and with the help Lieutenant Brett Isaac the focus was narrowed to this location because the community believed addressing this “hot spot” for gun violence would produce a ripple effect and impact locations in the surrounding area.

The team identified twenty-five individuals “most likely to shoot or be shot” connected to known group / gang networks. A list of 25 individuals was narrowed to 12 group/gang members for whom there was sufficient information to reach their influencers. The Community leaders from the Avondale Community Council and Street Advocates provided outreach to those selected to be “influencers.” Contact was made with 50% of the targeted group. CPD District 4 personnel followed up with group/gang involved individuals through home visits.

Word spread amongst gang/groups that the team was working to identify them, which collaterally resulted in others contacting the CIRV Street Advocates for assistance. Broadcasting the community's knowledge about the group/gang involved individuals renewed efforts by "influencers" to reach their loved ones. The team evaluated their response in June. At the time of the evaluation of the original 25 gang and group involved members, the team had contacted six individuals. Of the six contacted, none had been identified as being involved in gun-related or any other type of violence. Four of the six had no contact with law enforcement.

By the end of 2012 Avondale had not experienced any group and gang member homicides. In 2012 the cities homicide rates dropped. We believe these efforts along with increased police activity help to achieve this outcome.

### **2013 - 2014**

In 2013 the Partnering Center worked to refine the Moral Voice message and subsequently developed a strategy to compliment the efforts of CPD with focused deterrence. The moral voice strategy was a focused deterrence model presented by David Kennedy. Kennedy identified the moral voice message as the next phase of CIRV. The role of the Partnering Center was to identify and recruit community figures, family members and individuals with standing in the eyes of offenders or potential offender. The goal was to utilize these individuals, who had the power to influence potential offenders to "stop the violence." They were referred to as "credible influencers".

The following are examples of credible Influencers capable of delivering the Moral Voice message:

- Ex-Offenders
- Street Outreach Workers
- Mothers of murdered children
- Victims of Violence and Crime
- Authentic Faith and Community Leaders

- Credible Influencers (mother, barbers, football coach, significant others and etc.)

Under this strategy the Moral Voice message shifted. It was no longer a negotiation, a “trade off,” the promise of a job, or a guarantee of social services delivery. It was a request not to take the life of another human being and a commitment to support them. It also delivered the message that gun violence would not be tolerated and that the community was in support of appropriate consequences for those that engaged in gun violence. During 2013 the Partnering Center worked with East Price Hill, West End, OTR and continued with Avondale.

### **2015 - 2017**

In June of 2015 six individuals participated in a workshop **Cincinnati “Call To Action” ... Re-Engaging the Community to Address Gun Violence** offered by the Partnering Center lead by the Westwood Civic Association (WCA) President, Mary Jenkins, returned to their community armed with Scan Analysis Response and Assessment (SARA) problem solving awareness and a Community Engagement Specialist (CES), Doreen Cudnik, from The Partnering Center. WCA wanted to make an impact on their community by healing wounds and working together for the safety of all. WCA and The Partnering Center reached out to the Cincinnati Police Department’s (CPD) District Three Commander, Captain Aaron Jones. Captain Jones, a new Captain for District Three, was eager to work with this community group on problem solving around gun violence.

November 14, 2015, the WCA’s newly formed CPOP team dubbed **Westwood Uniting to Stop the Violence (WUSTV)** organizing team and the Partnering Center co-convened an event for the community to teach them about SARA. They wanted to engage more community people and stakeholders in the work that needed to be done. One hundred and fifty-four (154) community residents and stakeholders attended this event, including Police Chief Eliot Isaac and other Cincinnati Police Department personnel, Captain Jones from District 3, representatives from Cincinnati City Council, and other city leaders. PowerPoint maps of crime data were shared with those present, and an overview of the SARA process was provided. Smaller groups were then created for the “community scan”. They shared their observations

and community wisdom of where crime was clustered, as well as input about issues that may not have been evident in the crime data.

This event led to the creation of three location specific problem-solving teams formed to address: Harrison and Boudinot, Harrison and Fischer Avenue, and Harrison and McHenry Avenue. To further solidify their problem solving teams there was additional outreach to recruit people from the areas that were not at the larger community meeting, but whose input would be vital to their success. These teams worked diligently to complete their scanning, analysis and high level processing regarding effective responses at their respective locations. They identified responses that could be completed by community members alone and others that would need support and partnership from various City departments including the police.

In June of 2016 at the second all community meeting the WUTSV teams reported out to the community. They shared the result of their analysis and identified high level responses. The group comprised of approximately 150 community stakeholders then separated into sub committees; youth, faith based/churches, CPTED including clean ups. These efforts contributed to the community's sustainability strategy following CPD's Place Based Investigation of Violent Offender Territories (P.I.V.O.T) and the City's first combine Neighborhood Enhancement Program (NEP) project in the programs 10 year history. In October of 2017 these efforts won The Herman Goldstein Award for Excellence in Problem Oriented Policing that recognizes innovative and effective problem-oriented policing (POP) projects that have achieved measurable success in resolving recurring specific crime, disorder or public safety problems faced by police and the community.

### **The Cincinnati Initiative to Reduce Violence (CIRV)**

The Cincinnati Initiative to Reduce Violence (CIRV) is engaging in problem solving on a macro city level. This problem oriented policing response was designed to reduce violence by focusing on the less than 1% of the individuals involved in group and gang related gun violence that drive more than 50% of the City's gun related violence. CIRV became the city's main problem solving strategy for addressing gun violence in 2007.

In 2009 the Partnering Center began to transition CeaseFire to the community for sustainability with the advent of the Cincinnati Initiative to Reduce Violence (CIRV). The Partnering Center facilitated a series of CeaseFire Strategic planning sessions with key stakeholders to determine how CeaseFire could be most effective in working as part of the overall CIRV strategy. One of the goals was to create an infrastructure in the Avondale community so that the project would be continue and driven by the community with support and technical assistance from the Partnering Center when needed.

**By 2010** as the various roles in the initiative were clarified the Partnering Center emerged as the “co-driver” of CIRV’s Community Engagement strategy. In the spring of 2010, CPPC Board President, Herbert R. Brown, was named as a co-chair of CIRV, which enhanced the Partnering Center’s presence on the CIRV Leadership Team. Additionally, the Executive Director served as the Co-Chair of the CIRV Community Engagement Team, along with the manager of the Street Outreach Workers. The Partnering Center has continued in its role as a convener of Community Engagement for CIRV to the present day, with the current Executive Director serving on the CIRV Leadership Team as Community Engagement chair.

The Partnering Center’s primary role in 2010 was to collaborate with the CIRV Street Outreach Team to identify and organize individuals who could positively influence group and gang involved individuals and others involved in gun violence. Additionally, the Partnering Center was also charged with acting as an “after care agent” moving in to areas after there had been a quelling of gun violence following enforcement activities and Street Advocate efforts, to organize community stakeholders in efforts to keep the peace in these identified areas.

**In 2011** the Partnering Center contributed to the City Wide Call-Ins by inviting community members to attend and contacting mothers impacted by gun violence to speak. They were the best spokes persons for the “moral voice” message to those gathered.

**By 2012** The Partnering Center’s funding was connected directly to CIRV and focused on the five communities with the highest number of homicides and non-fatal shootings. The

Partnering Center served as the facilitator for community engagement of a new response strategy of district /community level call-ins. The Partnering Center also worked on a new laser focused strategy of engaging the influencers of individuals identified as being at risk for gun violence so these influencers could deliver the moral voice message to them. The Partnering Center worked with Lieutenant Brett Isaac to develop a method for CPD to help identify individuals in need of the focused deterrence efforts. There were ongoing challenges with this strategy around how much information could be shared with the Partnering Center and the community.

The Partnering Center used available information from both law enforcement and community intelligence to identify the individuals involved in gun and gang related violence in the respective communities. The next step was to identify their credible influencers. Once these persons were identified, the community and Street Outreach Workers contacted the credible influencers to let them know that their loved ones were identified as possible victims or perpetrators of gun violence. An invitation was extended to support the family through a conversation with their loved one to stop the behaviors that placed them in this risk group.

There was no assumption made about how to best assist the identified individuals. Information was provided about support services, job training, and other resources that might be needed. The Partnering Center participated in ongoing conversations with CIRV leadership team about how best to have these conversations.

In addition, the Partnering Center coordinated efforts with law enforcement as they conducted follow-up home visits to the identified individuals. This model has been used to address gun violence in the community by having one-on-one conversations with the gang and group related individuals.

The moral voice strategy was implemented in Avondale, West End, East Price Hill, and OTR. This was a promising response; however the difficulty of obtaining information regarding the possible “credible influencers” hampered continuation.

**In 2016** the Partnering Center coordinated three **community driven** Call-Ins for individuals identified as “most likely to shoot or be shot” along with those that have been identified by Cincinnati Police Department as part of CIRV’s identified group and gang members. This was a shift from the traditional city- wide call-ins that were experiencing diminishing returns. Working with the Hamilton County Probation Department, these individuals identified by the Probation Officers were required to report to an identified location. The purpose of the call-in was to “notify” the group and gang related individuals that they are on law enforcement’s radar. It had been the most utilized deterrent method for Cincinnati since 2007. Community Call-Ins were a new “response” that the CIRV team attempted to implement. The Partnering Center coordinated these Community Call-Ins for the CIRV Initiative with the focus of engaging community to deliver the message and listen to the invitees instead of the traditional one-way conversation. Volunteers from the Sentinel Police Association and Cincinnati African American Firefighters Association turned out to represent the community in delivering the moral voice message to stop the violence and spread the message of hope and support from the community. There were 3 (Avondale, Westwood and West End) of these community call-ins/conversations were held during 2016. **Approximately 40 identified group and gang members participated in the Community Call-In/Conversations.** The Outreach Workers, Hamilton County Probation and Re-entry offered services and tracked subsequent impact of these efforts.

### **Place-based Problem Solving**

Focused place based problem solving is designed to address identified crime issues in specific identifiable locations using data. The Partnering Center worked with citizens and stakeholders on problematic locations that gave rise to many of the issues of crime and disorder or improved the quality of life. These efforts often occurred along with NEP, a 90-day collaborative effort

between City departments, neighborhood residents and community organizations to address issues of crime and blight. The Partnering Center would help communities with strategies to address hot spots, clean ups, implement Crime Prevention through Environmental Design (CPTED) and engage property owners and residents to create and sustain more livable neighborhoods.

## **2009**

The Partnering Center engaged community members in Madisonville and College Hill through the City's Neighborhood Enhancement Program (NEP) as part of its 2009 problem-solving efforts.

As part of the College Hill NEP, the Partnering Center collaborated with District Five's Youth Services Unit, Cincinnati Public Schools, and the College Hill Citizens on Patrol to develop a new protocol for truancy and curfew sweeps, to ensure that youth were safe and accounted for if they were picked up for a curfew or truancy violation. The Partnering Center developed five new tools that were utilized at the center. These tools included a Youth Curfew Intake Survey, Parent Information Packets, Youth Focused Community Resources, and Social Services Screening. According to CPD Lieutenant Denise Carpenter, partnership with the Partnering Center had "taken the program to new heights". She added that the youth were "much more open" speaking to the Partnering Center staff member than with the police or school social workers, and that the Partnering Center "seemed to have more connections to agencies that could assist the youth."

As part of the Madisonville NEP, the Partnering Center assisted in creating and distributing safety education pamphlets to Madisonville citizens, with a focus on the senior citizen population. To accomplish this, the Partnering Center hosted a Resource Fair for Senior Citizens in September 2009, with 27 various safety and community health support organizations present. Over 110 community members and safety/support organizations participated in the event.

The Partnering Center also worked with Keep Cincinnati Beautiful to share information with Madisonville residents, which included brochures about “Altering the Environment to Prevent Crime.” These brochures were distributed to over 1,000 Madisonville residents and provided helpful and easy to read information so that residents and landlords could make simple changes around their homes and buildings to prevent crime.

## **2016**

The City Manager made a direct request of The Partnering Center to assist with the roll out of the **Place-Based Investigations of Violent Offender Territories (PIVOT)** initiative. The Partnering Center held the first community forum to share the PIVOT initiative and to discuss the role of the community. The Partnering Center recruited volunteers from the community to conduct almost 250 surveys in the identified PIVOT areas to assist in garnering baseline information regarding community perception. These surveys were to be used to assess the impact of the focused place-based work in each neighborhood. Early in the implementation, the Partnering Center advocated for community level inclusion in the PIVOT bi-weekly strategy meetings. City officials have since recognized the contribution communities have made to the sustainability efforts. In addition, the Partnering Center helped to revise the Landlord Training that was used by landlords in neighborhoods like Avondale and Westwood to learn ways of implement management techniques to better secure their properties.

## **2017**

In 2017 the NEP kicked off the first ever joint NEP. Building on the success of P.I.V.O.T in Westwood and the partnership that was beginning with East Westwood these communities were selected to pilot a new model that would continue to leverage City resources to help with the sustainability of the efforts achieved by P.I.V.O.T.

Before the NEP timeline began, the Partnering Center worked with East Westwood and Westwood community councils to build a collaborative team for the NEP project. The Partnering Center was already working with Westwood Civic Association and the Westwood United to Stop The Violence a Community Problem Oriented Policing Team (CPOP) as part of

the Cities CIRV and PIVOT initiatives, when the opportunity presented itself for the Joint NEP. The two councils made a commitment to participate in team building which culminated in the creation of “Guiding Principles” to guide their work and strengthen their relationship through the process.

During this time the partnership of WUTSV, The Partnering Center and CPD worked closely with the CPD and the City Prosecutors office to shut down one of the most problematic “crime locations” the US Market. US Market was the frequent site of illegal behaviors and violence. Once closed, The Partnering Center and WUTSV went to work on a response to see how such a negative place in the community could be turned into a positive. The Partnering Center reached out to the Jubilee Project. The Jubilee Project is a faith based program that takes rundown buildings, hires members of the local community, and bring them back to life. Working with the community The Jubilee Project purchased the US Market and committed to turning it into a Fresh Food Market for the community. Communication and collaboration became one of this community’s strongest tools for the sustainability of the gains made by the P.I.V.O.T and other policing efforts. Three ministers from different faiths are now working on this project to grow and sell fresh fruit from a local garden.

Another responses identified by both Westwood and East Westwood to the violence in their neighborhoods was youth engagement. The East Westwood and Westwood partnered with The Partnering Center on a Human Services Grant for Violence Prevention to create two Youth Councils and were awarded a startup grant. Reflecting on their Guiding Principles Westwood and East Westwood agreed that modeling the behavior of working together as one community was important and a decision was made to create a joint youth council. Working together they recruited over 100 youth and established a core group of youth from both communities that took on leadership roles. The Partnering Center provided workshops for adults and youth to facilitate a foundation for working together. The youth have created their by-laws mission and vision statements. The Partnering Center and the Adult Advisors assisted them with a service learning project utilizing the SARA process to determine the project.

## **Community Forums and Special Events**

Community Forums and special events hosted by the Partnering Center have been utilized to share new police strategies, policies and practices as well as successful problem solving strategies. The forums and events provide opportunities for two way dialogue between community and police.

### **2012**

In September, the Urban League and Partnering Center jointly hosted a Community Conversation with the newly hired Cincinnati Police Chief James E. Craig with approximately 150 community members in attendance. This forum was to introduce the new Chief of Police to Cincinnati and allow an opportunity to understand his strategy for continued support of CPD's commitment to the Collaborative Agreement.

### **2015**

#### **2015 Cincinnati "Call To Action" ... Re-Engaging the Community to Address Gun Violence**

Gun violence had reached a nine-year high. The City had recently funded the Partnering Center to engage communities in getting involved in addressing the gun violence. This workshop was designed to share with new community leadership how working with the Partnering Center to engage in the SARA problem solving efforts could help to make their communities safer. Our target was the top five neighborhoods experiencing gun related violence. There were approximately 25 community stakeholders present. **Two teams (East Price Hill and Westwood) left the workshop and started or re-invigorated CPOP teams.**

#### **Community Conversation with Chief Jeffrey Blackwell**

The Partnering Center assisted in marketing and facilitating this event. There were 125 attendees from various communities in attendance. The purpose of the "Conversation" was to discuss ways we could reduce crime during the summer months. We utilized the first phase of the problem solving process as the template for the community conversation, breaking the attendees into smaller groups so that everyone had the experience of being heard and valued.

Several of the ideas generated by this event were included in the Chief's summer crime reduction plan.

## **2016**

### **Community Engagement and Problem-Solving Workshop**

The Partnering Center hosted a training by Mr. Campbell of Campbell DeLong Resources, Inc. Mr. Campbell specializes in community problem solving, strategic planning, and research. He is a nationally recognized for his facilitation, and strategic planning for the implementation of community policing programs and policies. Mr. Campbell customized his community engagement and problem-solving workshop for Cincinnati. Invitees included community members, Street Outreach Workers, CPD and Partnering Center Community Engagement Specialist. The workshop was designed to emphasize the importance of community engagement in problem solving and "how to do it." **There were 16 participants at this workshop.**

### **Re-Framing Safety, Re-Thinking Policing, & Adjusting the Cincinnati Collaborative Agreement,**

Dorothy Smoot, the Executive Director, partnered with Dr. John Eck, Ph.D. to present a breakout session for this conference on how and why the Collaborative Agreement identified SARA as the key tool for police reform, relationship building and safer communities. As part of the presentation, leadership from the neighborhoods that had implemented successful CPOP efforts were invited to discuss the impact of CPOP and SARA. **Twelve participants attended this breakout session.**

### **"Your Neighborhood"**

The Partnering Center hosted a workshop for community councils on using data. Community stakeholders had an opportunity to preview the available data the Data, Analytics and Performance Office, a newly created office by City Manager Black was able to provide on a community level for more data driven problem solving. **There were 21 community council representatives present.**

## **2017**

## **Beyond the Trial**

July 7, 2017 the Partnering Center held a community forum designed to facilitate community conversation around concerns connected to

Over **100 members of the community attend throughout the course of the evening.** To focus the group presentation were made by local attorneys to frame the evening. The goal was not to re-try the case, rather to, identify concerns participants might have with the process and circumstances. There was a mini SARA presentation on problem solving and the attendees were divided into six groups to engage in the first phase of the model scanning. There were eight recurring themes throughout the six groups.

The themes included voting, jury selection, civic power, racism, integration, education, police-community relations and police training. The Partnering Center hosted three follow up meetings to share the work from July 7, 2017. A commitment to host four additional meetings was extended. A core team of stakeholders met for four weeks to identify “the problem(s)” to address. The two identified problems that emerged for further problem solving were building trust through understanding of the various systems (police and in the judicial) and changing the negative narratives that feed bias and inequitable treatment promoted by the various forms of media. The Partnering Center helped to connect these groups with other interested stakeholders. A follow up session is planned before year end to bring the groups back together to check on progress.

## **Summits and Award Event**

The annual summit workshops and awards luncheon accompanied by community workshop(s) were envisioned to be an opportunity to provide training/workshops for the community while recognizing community, individual and law enforcement contributions to CPOP teams and or collaborative teams.

## **Ninth Annual Summit and Awards Luncheon**

The CPOP Summit provided citizens with six different break-out sessions, and closed with a plenary discussion led by then City Manager Milton Dohoney. Session topics included the following:

- A session to provide opportunities for citizens to learn specific ways they can target crime and blight in their neighborhoods
- An overview by the Cincinnati Police Department about new technology that they are employing to fight crimes with each new Chiefs opportunity for them to share their philosophy on policing and new strategies.
- A discussion on the state of funding and ways for non-profits & community groups to leverage resources
- A conversation about the problem of the “Don’t Snitch Street Code of Silence”.

## **2012**

The Partnering Center and the Cincinnati Police Department worked together to plan the 8<sup>th</sup> Annual CPOP Summit and Banquet. The event was held on Saturday, September 8, 2012 at the Cincinnati Christian Academy from 8:00 am to 2:00 pm. **An estimated 300 individuals attended the CPOP Summit and/or Banquet.** The following trainings was offered during the Summit

- Starting and maintaining a community youth council
- CPD K-9, SWAT & Taser Demonstrations
- Cincinnati Gangs
- Coffee with the Chief
- Community Emergency Response Training

A special edition program was produced that contained some of the best CPOP team’s problem solving strategies from the last ten years.

## **2013-2016**

There were no Awards luncheons or summits held as a result of limited resources.

## **2017**

### ***“Celebrating the Work of Cincinnati Neighborhoods”***

After five years, the Partnering Center hosted the CPOP Award Luncheon in collaboration with CPD and Citizen’s On Patrol. This year’s luncheon was designed to renew the energy

around CPOP teams and communities engaged in promoting safety in their community. **Over 150 community volunteers attended.** Citizen's On Patrol celebrated their 20<sup>th</sup> Anniversary.

### **Focus on Youth**

Youth were and continue to be a critical focus group to engage in problem solving. Since the early days of the Collaborative Agreement there was a desire for intentional engagement of youth in problem solving.

### **2009**

The City of Cincinnati dedicated funding for two full-time staff members for the Youth Gun Violence Reduction Project, and the Partnering Center was able to expand existing work related to CeaseFire Youth Groups already underway in Avondale, Walnut Hills and Over the Rhine. Assemblies were organized for local youth organizations and schools. Most assemblies included peace-inspired hip hop music, and stories from a gun violence victim and gun violence offender. The CIRV Street Advocates in partnership would often attend the assemblies to share their stories of turning their life around with the youth.

The Partnering Center also coordinated special events to engage youth to promote peace and non-violence. One notable event included the **International Day of Peace Youth March**, which occurred in September. Over 130 participants came out to rally and march from Fountain Square to the National Underground Railroad Freedom Center. The youth carried posters that they created with images and messages of peace. The event concluded with a program at the Freedom Center with spoken-word poetry, peace-inspired hip-hop by a local artist, and a keynote speech by Avondale youth and Boys & Girls Club Youth of the Year Award Winner Ian Martin. Another notable event included a 'Power of Peace' gospel-music inspired event, which included peace-inspired music and gospel performances by youth. The Partnering Center also organized an anti-violence assembly for all youth present at the event.

The Partnering Center's "Stop the Violence" continued as part of the Youth Gun Violence Reduction Program. This included canvassing and targeted outreach to youth, particularly in areas identified as hot spots for violence. The Partnering Center's public education materials provided information to youth about ways they could reduce violence in their community, and encouraged youth to act as "peace ambassadors" in their schools and communities.

## **2010**

The city-funded **Youth Violence Prevention Program (YVPP)** evolved in 2010 to address not only gun violence, but also focus on other types of youth violence, situations and influences that may lead youth to violent behavior. Through the YVPP's **Teen Speak** programming, the initiative featured discussion forums and provided educational information for youth to develop new tools to avoid behavior and situations that could lead to violence.

**Forty-five youth-related forums and workshops were facilitated by the CPPC in 2010, with a total of 1,167 youth participating.**

## **2011**

The Partnering Center introduced the **PeaceBuilders** curriculum as the primary vehicle for youth-related engagement in problem solving in 2011. PeaceBuilders is science-based and research-validated, and the experience is designed to become a "way of life", not merely a curriculum. The program assists the adults and volunteers to create an environment that helped youth to develop a core sense of safety, belonging, support, and competency in dealing with life's most stressful situations and disappointments. It has been identified as a best practice for youth violence reduction with a by-product of academic success. The Partnering Center was trained and certified as a PeaceBuilders site.

PeaceBuilders goal is to change the climate and culture by positively changing characteristics of the site and providing new tools to the staff to promote developing positive relationships between peers, site leaders, and staff; directly teaching non-violent attitudes, values, and beliefs; and by providing incentives for young people to display these behaviors in the school,

after-school and in a community setting. At a PeaceBuilders site, it is these positive behaviors that earn attention from peers and adults alike.

PeaceBuilders skill-based curriculum teaches six simple principles:

- 1) Praise People
- 2) Give-Up Put-Downs
- 3) Seek Wise People
- 4) Notice Hurts
- 5) Right Wrongs
- 6) Help Others

PeaceBuilders emphasizes making these principles a daily practice which according to the authors of *Antisocial Behavior in School: Evidence-Based Practices*, these daily practices move youth toward “caring, altruism, self-regulation and positive relationships with key social agents in their lives (peers and adults)”.

The Partnering Center implemented the PeaceBuilders Program in the following schools and programs for children in Kindergarten to 12th grade:

- Urban League Summer Youth Program
- Woodward CT High School
- Hays-Porter Elementary School
- Rockdale Academy (Avondale)
- South Avondale School
- Winton Hills Academy
- Winton Hills Recreation Center
- LeBlond Boys and Girls Club
- Price Hill Recreation Center
- Hirsch Recreation Center

**PeaceBuilders total participants for 2011.**

Total Youth Reached-Training - 647  
Total New Youth (Reached through Special Events) - 96  
Total Parents Involved - 198  
Total Staff Involved - 55  
Total Community Partners - 15

Total Volunteers – 7

## **2012**

**PeaceBuilders** program became an official worksite for the 2012 Summer Youth Employment Program funded by the City of Cincinnati. Leveraging this work readiness program for youth ages 14 to 18; Partnering Center staff trained and employed approximately 30 young people. The youth spent seven weeks learning both the PeaceBuilders and the SARA model for problem-solving. They utilized the SARA model to identify a community issue, analyzed the issue, and proposed and implemented a solution. The final component was an evaluation of their response for impact/success.

The Partnering Center trained several after school program center staff from the Boys and Girls Club of Greater Cincinnati and the Urban League of Greater Cincinnati on to use the PeaceBuilders model. They used the PeaceBuilders model during 5<sup>th</sup> Quarter/Summer programming at Woodward Career and Technical High School, South Avondale Elementary and Rockdale Academy and several for Cincinnati Public Schools.

**Over 230 students participated in PeaceBuilders activities in 2012.**

## **2014**

By 2014 the PeaceBuilders program was fully imbedded in the Woodward Afterschool program and recognized as a best practice strategy for youth development in the Cincinnati Public School afterschool network. To date it continues to be imbedded in the Woodward Afterschool Program. On average 225 youth participate in the Afterschool program annually.

## **2016–2017**

### **Youth Councils**

In 2016 responding to an ongoing request by various neighborhoods for Youth Councils, the Partnering Center applied for the City of Cincinnati Human Services Violence Prevention Grant. The Partnering Center worked with Westwood Civic Association (WCA) and the East Westwood Improvement Association (EWIA) to implement their vision for a combined Westwood-East

Westwood Youth Council which has been named Cincinnati Youth United. Creating a youth council was one of the responses identified by WUTSV to address violence in the neighborhood.

This remained a community driven project designed as a violence prevention strategy for the teen population of their communities.

The Partnering Center also provided training for adult volunteers on how to engage and support youth development and youth on how to work collaboratively with adults, share leadership and accountability. Three adult training workshops were facilitated by a contract partner, Youth at the Center. Two of the workshops were provide at the onset of the program and a continuous learning workshop was conducted at the conclusion of the funding cycle to debrief and brainstorm around the ongoing activities for the program. A total of 23 adults from WCA and EWIA combined participated in the training. The culmination of the training resulted in guiding principles created by the group built on the core values of “Authority, Authenticity and Accountability.” The principles of these “3 A’s”, guided their interaction with the youth.

The adult volunteers agreed that creating these guiding principles was a key contributor to the success of the last ten months.

The youth council youth and adults volunteers participated in ongoing workshops. Youth also participated in workshops on drug awareness presented by a retired CPD officer and healthy choices provide by The Children’s Home. One youth and one adult volunteer were trained in the Scan Analysis Response and Assessment (SARA) problem solving model. They in turn facilitated a problem solving activity that lead to their service-learning project to increase awareness around teen suicide. Many of the youth knew youth from their community that had committed suicide in the last year.

Over the funding period they continued to recruit youth resulting in a total of **100 youth participating in at least one activity and a core group of 15 youth** that participated regularly and shared leadership responsibilities. Adult volunteers came from all sectors of the community including neighborhood officers and local businesses.

An interesting development and change occurred during the planning of the Youth Councils with WCA and EWIA. When initially approached about developing Youth Councils, each community council was adamant that there should be two separate youth councils. As planning progressed for the individual youth councils in conjunction with planning for their Neighborhood Enhancement Project (s), the Adult Advisory Team(s) blended and committed to working together to model “true community partnership.” This was a remarkable achievement considering the strained history of the two councils.

**We are currently in the process of working with four new youth councils in Bond Hill,**

### **Advocacy**

The Partnering Center has held a seat on the City Manager’s Collaborative Advisory Group (MAG) since its inception in August of 2008 to monitor and implement the reforms of the Collaborative Agreement. This positioned the Partnering Center to receive information about the city’s priorities and challenges in “real time” enabling the Partnering Center to provide timely and relevant information about the city’s priorities and programs to our community partners. This position also serves as an avenue for advocacy for community engagement and the use of problem solving using the SARA process even with the MAG. Another place for advocacy is as a member of the CIRV Strategic Initiative team and the P.I.V.O.T bi-weekly strategy meetings.

### **Challenges**

The last nine years with diminished funds and less capacity staff capacity, there were obstacles. However, the Partnering Center was able to adapt and stay focused on the core mission, building community capacity to work in partnership with the police and serving as a bridge for better community police relations. However, there were three significant challenges that impacted the Partnering Centers work. The first was the numerous changes in city and police leadership, policing philosophy and commitment to CPOP and the critical “C” community which required intentional and authentic inclusion. From 2009 until 2016 there were four

Chiefs of Police, changes in the police Command Staff, 2 mayors, 3 city managers and reassignments of neighborhood officers all of these changes making it difficult to forge the “partnership” intended by the CA. The second, was the lack of data analysis. CPOP is a data driven model of problem solving that requires data analysis to determine the problem, data to assess the impact of prescribed responses and equally as important to ensure the responses cause as little harm to the community as possible. Finally, there was little shared clarity around what “community engagement” should look like. For some community engagement was 911 calls or providing the police “information” on crimes or “the bad guys” for others community engagement was an actual participation in decision making, creating quite a conundrum.

### **Moving Forward**

The Partnering Center is positioned in 2017 to address many of the challenges noted. Now as a full-fledged department of the Urban League of Greater Southwestern Ohio the Partnering Center engaged in the strategic planning process in 2016. Responding to the “call to action” presented by their release of *The State of Black Cincinnati; 2015 – Two Cities* the organization set out to do business differently. The League emerged with a five year strategic plan that fully embraces the advocacy role of the Partnering Center in upholding the goals and principals of the Collaborative Agreement thus providing us with a stronger organizational infrastructure.

A strategic initiative of the League is upgrading the IT infrastructure to become a regional expert on social analytics. As the league build the infrastructure and expertise to achieve this goals the Partnering Center’s will have the internal capacity for data collection, analysis and reporting. The recently launched Social Innovation Lab for the League is co-located with the Partnering Center. From here the Partnering Center will be able to develop community specific projects and produce an annual report on community problem solving activities. The ECCI will also assist to collect, analyze and assess data addressing our need for an internal data analysis capacity. It will also allow the Partnering Center to develop and it a comprehensive library of

best practices from the community problem-oriented policing efforts of our local neighborhoods.

A lesson learned from the lean years is that outreach, ongoing community engagement, and organizational and community capacity building is critical to sustainability. The Partnering Center will recruit volunteers from the League's cadre of volunteers to expand our reach. In addition, the Partnering Center will receive technical support from the Leagues marketing department and IT department to improve our social media outreach. Our goal is to use social media to connect communities to the Partnering Center allowing them easier access to information, training and the sharing of problem solving best practices.

At the last hearing of the Collaborative Agreement in August 2008, Lead Monitor Saul Green is quoted as saying the implementation of Community Problem Oriented Policing - led jointly by the Partnering Center and with the Cincinnati Police Department - was "unique", "brave" and gave Cincinnati "the best chance of resulting in a permanent state of good police-community relations." The Partnering Center is committed to that vision.

The Partnering Center will continue to advocate for the goals and strategies of the Collaborative Agreement. In that role of advocate we will promote intentional and authentic inclusion of the community. We will seek to establish a shared understanding of the vision for our city.