

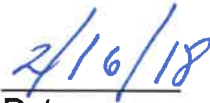
City of Cincinnati – Collaborative Agreement Provisions Evaluation

**Community Problem-Oriented Policing Strategy**

Enclosed is the supplemental report from the Cincinnati Police Department. This report is intended to serve as a supplement to the third report which highlights the problem solving efforts to date and how the Department plans to prioritize community problem oriented policing efforts moving forward.



Eliot K. Isaac, Police Chief



Date

In December of 2017, the Cincinnati Police Department (CPD) submitted its assessment relative to the Department's progress with the Collaborative Agreement's Community Problem Oriented Policing (CPOP) strategies. This was the third and final report submitted to the Independent Contractor by CPD as part of the Collaborative Agreement Refresh process. The Department's report included information to illustrate efforts in three problem solving venues:

- Identifying problem solving projects documented in the internal Problem Solving Tracking System (PSTS) database.
- Highlighting regular problem solving efforts with other City agencies to demonstrate the collaboration envisioned by Paragraph 22 of the Agreement.
- Showcasing the Department's PIVOT strategy as a problem solving project which epitomizes the vision of the Collaborative Agreement.

The intent of submission was to convey the Department's experience that problem solving had evolved over time and had been embedded into CPD operations. At the same time, the Department felt it was equally important to consider the increasing numbers of complex social factors and divides which create unique challenges for those involved in the problem solving process. To meet these challenges, CPD believes more than ever that the Department and community should be fully prepared and engaged in problem solving.

The Cincinnati Police Department is submitting this supplemental report to the Independent Contractor and the community to clearly emphasize our continued commitment to problem solving and how we plan to prioritize problem solving moving forward as an agency.

### **Problem Solving Documentation**

Based on the feedback offered by the Independent Contractor, CPD recognizes that we could have included additional information to better convey our continued commitment to problem solving in meeting our goals of community problem oriented policing.

Upon meeting and discussing our problem solving efforts among CPD Commanders, several things became clear:

- The Department had not abandoned community problem oriented policing
- Problem solving projects had become regarded by some as standard business practices in the course of everyday business and had not been thoroughly documented
- The Department had struggled with documenting problem solving activities and needed to return to the consistent documentation of problem solving projects
- There was a lack of documentation for ongoing problem solving projects as defined through the SARA process.

## **Problem Solving Projects**

While CPD submitted problem solving projects documented in the internal tracking database in the third report to the Independent Contractor, the department did not explore projects that were in progress that had not been entered into the system. We polled the entire Department to provide tangible examples of problem solving efforts engaged in over the past 18 to 24 months. What was uncovered were a number of problem solving projects that had not been included in the Problem Solving Tracking System, but met the criteria and SARA processes of the Collaborative Agreement which is to effectively address recurring and similar instances of crime, disorder, and the fear of crime in communities.

The problem-solving projects identified (Appendix A) range from violent crime, open-air drug trafficking and overdoses, homelessness, aggressive panhandling, burglaries, and disorder complaints to name a few. These projects met SARA criteria and were input into the PSTS database to further show our commitment to the Collaborative Agreement and to the SARA model as we work to improve our documentation efforts moving forward.

## **Community Engagement & Community Policing Efforts**

During this process, some of the submissions received could not be included into the PSTS database because the projects did not qualify as true “problem solving” projects fulfilling the SARA process, as defined in the Collaborative Agreement. However due to the quality and quantity of work invested in these community engagement projects (Appendix B) as well as the successes they have realized, CPD feels it is important to include some of them as prime examples of our commitment to community engagement, problem solving, and improving the quality of life in our neighborhoods. While these projects do not meet the SARA process in the traditional sense, they are in many cases pre-cursors to community building and laying the groundwork for further in-depth problem solving endeavors.

Many of these projects developed organically through our routine interactions with many grassroots community and business stakeholders or the community as a whole where we routinely work with community councils, resident councils, and neighborhood business districts. For these and many other reasons problem solving/community engagement projects and activities became second-nature so that we did not always document as well as we should have.

In addition to these types of efforts, CPD has a dedicated Community Relations Unit (CRU), staffed by officers who not only engage in problem solving and community outreach, they also address specialized issues such as chronic nuisance properties, homelessness, human trafficking, the LGBTQ community, Immigrant community and Faith-based issues. Information about CRU activities is also included in Appendix B.

Police Chief Eliot K. Isaac and CPD leadership are fully committed to re-energizing our problem solving procedures and databases internally to fully realize the important tenets of the Collaborative Agreement. The following processes will take place to demonstrate that commitment:

- 1) Reshaping of the Problem Solving/Collaborative Agreement Unit
- 2) Updating the Department's Problem Solving Guide and Tracking System
- 3) Providing training on Departmental problem solving procedures
- 4) Evaluating and determining the departmental resources necessary to optimize problem solving efforts and documentation throughout CPD
- 5) Hold a community workshop event/meeting to foster community building and problem solving with police and neighborhood stakeholders
- 6) Utilizing the expertise of our academic partners with the University of Cincinnati to assist with community building, technical support, additional training in the SARA process, and analysis/assessment of selected projects (Appendix C)

In conclusion, CPD recognizes that failing to document problem-solving projects means our ability to learn from the past is limited, which may impact the agency's success in the future. We recognize that critical components of problem solving include careful and detailed problem analysis alongside community partners, measurement and documentation of responses, and critical assessment of those responses. CPD commits to prioritizing these components by bolstering departmental problem solving processes through training and accountability, collaborating with community stakeholders, and working closely with our academic partners to provide technical support.

# ADDENDUM