

Appendix H



Date: 08/25/17
To: Colonel Eliot K. Isaac, Police Chief
From: Lieutenant Matthew Hammer, PIVOT Unit
Copies to:
Subject: PIVOT Project Summaries

Site #1

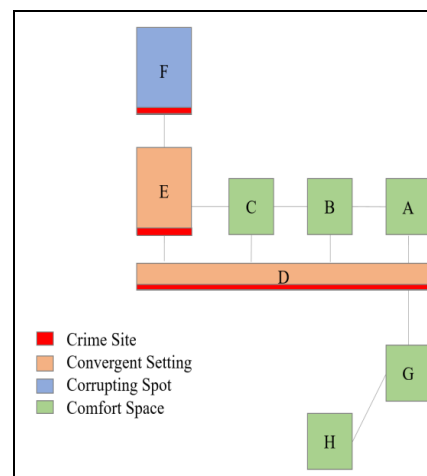
Introduction and Problem Identification

Site 1 was identified as a systematically violent location in the fall of 2015, using methods developed by the PIVOT planning team which accounted for shootings, robberies, weapon-related offenses, and weapon-related calls for service. The neighborhood surrounding Site 1 experienced pronounced year-over-year increases in shooting victimization, 2013-2015. Preliminary analysis revealed intense clustering of shootings on two intersecting street segments within Site 1. Several indicators of open air drug market activity were present. It appeared that volatile drug market activity, associated disorder, and interpersonal disputes provided an in-part explanation for sustained violence in the area. A network of places was identified during early stages of the intervention. The network was updated throughout 2016 as a result of ongoing analysis.

The Place Network

Offenders engaging in drug market activity capitalized on environmental and physical aspects of the nearby space. The network included both low density residential (A, B, C), commercial/retail (E, F), and public property (i.e. public street – D, G). Several other nearby locations were monitored during the initiative, in some cases out of concern that activity would displace after interventions took place. Community concerns primarily focused on two new locations, neither of which appear to have fully manifested into a component of the place network.

- *Meeting (A, H)
- *Supply (B)
- *Staging (C, G)



Major Interventions

The PIVOT team, including neighborhood stakeholders and collaborative partners, launched several major interventions between June 24, 2016 and December 21, 2016. Each intervention resulted from careful analysis of the problem, an assessment of resources available, and judgements informed by past evidence and best practice. Some interventions are explicit and quantifiable (i.e. adding a light tower), while others represent the addition of resources, attention and/or prioritization of processes already underway in some form or fashion. The following is a list of major interventions and synopsis for Site #1:

- *On-Street Parking Restriction, location D, 6/24/2016 to present*
 - Community and officer observation suggested that street parking was being used to support drug market activity. The PIVOT team assessed the impact of removing legal parking spaces, and noted that the vast majority of affected residents had driveways. All nearby businesses had surface lots available for customers. Neighborhood leaders were in support of parking restrictions. In fact, during sign installation, some nearby residents requested a larger restriction footprint than originally planned. PIVOT team officers informed affected residents prior to the change, and implemented a two-week warning period prior to enforcement. PIVOT team members repeatedly heard positive feedback from the community related to this intervention.

- *Owners Regaining Control , locations A, B, C, 7/19/2016, 8/26/2016, 11/16/2016*
 - Three parcels with low density (one/two-family) residences appeared to play a role in the drug market environment. All three properties were in states of disrepair, primarily with regard to land maintenance. All three parcels had histories of code, litter, and/or health complaints. PIVOT investigators recovered drug paraphernalia and firearms concealed in tall grass on one of these properties, demonstrating the clear public safety risk. In each instance, PIVOT investigators established communication with owners and coordinated with affected City departments in an effort to gain compliance.

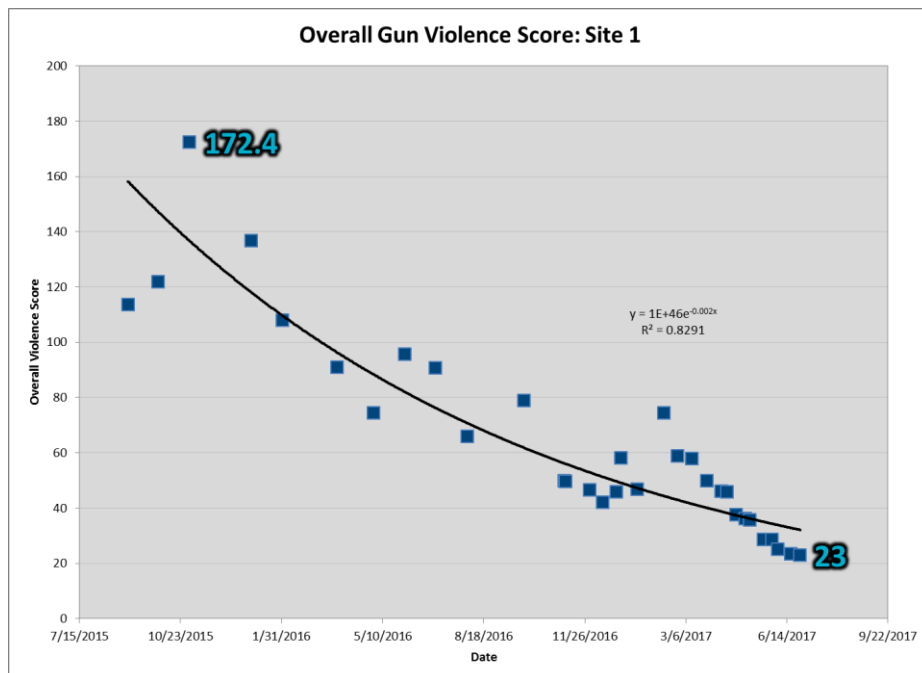
- *Code Enforcement/Owner on Notice, location E, 7/16/2016*
 - Drug market activity and disorder was also noted at location E, a commercial/retail property adjoining locations A, B, and C. City Buildings and Inspections noted several violations, some of which were likely being capitalized on by drug market participants (examples include a dumpster not enclosed and set near street providing cover and concealment, and a street vender on the property contributing to high volume pedestrian traffic and disorder). Representatives from the PIVOT team met with the owner to discuss associated issues and possible solutions.

- *Directed Patrols, location F, 8/22/2016 – 1/23/2017*
 - Officers observed evidence suggesting regular drug market activity at location F, despite very few calls to police. A directed patrol strategy was initiated on 8/22/16. Phase II of the strategy included Emergency Communications Center (ECC) dispatch prompts, generating a higher percent of directed patrol completion.

- *Light Tower Intervention, location G, 12/21 – 2/3/2017*
 - PIVOT investigators received information that car-to-car drug transactions were occurring on a quiet portion of a public street. Investigators stationed a light tower/generator at this location, elevating light levels, and perhaps more importantly, creating a high-profile symbol of City/police presence while Department of Traffic and Engineering coordinated with the local electric provider to add a permanent light source. Community leadership was again aware of, and supportive of the intervention. Lines of communication were opened to ensure that associated side effects (i.e. noise levels) were not problematic to residents. Residents repeatedly voiced their support and appreciation for this intervention.
 - On 2/16/2017 a permanent street light was added at this site by the local electric provider at the request of the community, police, and Department of Traffic and Engineering.
- *Demolition of Blighted Property, location H, 2017*
 - This vacant abandoned location had been the site of repeated code violations (trash and debris on property, open and/or broken windows, and partial structural collapse). The PIVOT team focused on it because of general blight and concern that the space may operate as a comfort space within the network. The property was attended to by City Buildings and Inspections, declared a public nuisance and demolished.

Early Assessment and Results

The PIVOT strategy is data-driven, and requires ongoing analysis to inform the decisions that are made during projects. Primary benchmarks are shootings and robberies. Project analysts also regularly report volume of reactive, illicit goods/service, and weapon-related calls although it is recognized that changes in call volume could indicate either increase in the scope of problem, or increase in citizen engagement. One of the project partners, Keep Cincinnati Beautiful, provides a street-segment-level blight index, updated monthly. A key benchmark measure is the “violence score” metric developed by CPD Senior Crime Analyst Blake Christenson. This score accounts for several indicators of the level of violence in an area, and consolidates these to a single informative score:



Shooting victimization in the Site 1 neighborhood increased from nine, to ten, to eighteen victims in 2013, 2014, and 2015 respectively. But during 2016’s intervention period five gunshot victims were reported. It was also noted that an adjoining neighborhood which appeared at risk for geographic displacement recorded zero gunshot victims in 2016, after suffering four, four, and six during 2013, 2014, and 2015 respectively. The number of days between shootings in the PIVOT area exceeded 100 days between each incident, while shooting events occurred with four times the frequency during the year prior to intervention. Dramatic reductions were noted in the violence score from the pre-project high of 172. The violence score almost continuously declined during 2016 to a score of 58 on 1/1/2017. As of 5/24/2017 the score dipped below 29.

It is too early to understand the long term trends for Site #1, the surrounding neighborhood, or nearby communities. However, early assessment suggests the strategy has much promise. Long-term assessment and additional interventions/case studies will help us better understand the full impact of this exciting new strategy.

Site #1 Partner Matrix

Locations ----->	Site-wide	A	B	C	D	E	F	G	H	I*
Partners:										
Police	X	X	X	X	X	X	X	X	X	X
Community Leaders/Council	X	X			X	X	X	X		X
Buildings and Inspections (B & I)		X	X	X		X	X		X	
Community & Economic Development	X					X	X			X
Traffic/Engineering (DOTE)					X			X		
Public Works	X				X					
Law			X			X			X	
Community Leaders/Council	X	X			X	X	X	X		X
Community Police Partnering Center (CPPC)	X									
Keep Cincinnati Beautiful (KCB)	X									
CIRV Leadership/Partners	X					X	X			
Community & Economic Development	X					X	X			X
Health						X				
Recreation Commission (CRC)										X
Hamilton County Probation	X									
Private Partners (see below)	X									X

Key private partners for this site included: Rumpke Waste & Recycling Company, Welsh Excavation Company (*I), KaBOOM! (*I).

*An unused soccer field owned by the Cincinnati Recreation Commission (CRC) was not an identified component of the crime place network, but it abuts network location G and is directly across the street from location H. As a part of the PIVOT & NEP processes, discussions began directed toward activating the space in a positive way. Community leadership participated in soliciting input regarding community needs/wants to facilitate CRC and Economic Development’s work to re-purpose the space. As a component of the partner Neighborhood Enhancement Program, this became a signature public-private development project composed of a “KaBOOM” playground, surrounded by a walking trail.

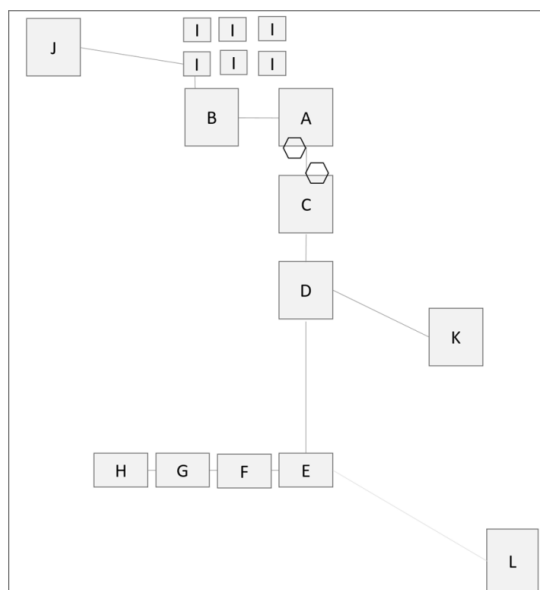
Site #2

Introduction and Problem Identification

Site 2 was identified as a systematically violent location in the fall of 2015, using methods developed by the PIVOT planning team which accounted for shootings, weapon-related offenses, and weapon-related calls for service. Preliminary analysis revealed clustering of shootings in the immediate vicinity of a busy intersection. Indicators of open air drug market activity were present. It appeared that volatile drug market activity, associated disorder, and interpersonal disputes provided a partial explanation for sustained violence in the area. Systemic street robberies and commercial robberies were noted during problem identification. Several high-density apartment complexes are located nearby. A substantial number of commercial/retail establishments are located nearby. Given the number of high-density residences and the transaction volume of nearby retail establishments, the robbery problem may be partially influenced by the sheer number of available targets. A place network was identified during early stages of the intervention and updated throughout 2016.

The Place Network

The place network for site two includes commercial/retail (A, C, D, K, L), low density residential (B), and high density residential properties (E, F, G, H, I, J). Not all of these locations were the site of major interventions, in part because of the network size and resource limitations, and in part because intervention opportunities were not always readily available.



Major Interventions

The PIVOT team (including neighborhood stakeholders and collaborative partners) launched several major interventions between June 1, 2016 and December 14, 2016. Each intervention resulted from careful analysis of the problem, an assessment of resources available, and judgements informed by past evidence and best practice. Some interventions are easily identified and quantified (i.e. addition of a high-profile public safety camera), while others represent the addition of resources, attention and/or prioritization of processes already underway. The following is a list of major interventions and synopsis for Site #2:

- *Gang Enforcement Squad long-term investigation, search warrant execution (7/15/2016), public nuisance action (7/27/2016), leading to agreed property closure (9/6/2016) of location A.*
 - Community members identified open air drug market activity surrounding location A, and indicated that the store was selling items known to facilitate drug market behavior (items commonly used to package and consume illicit drugs). Officer observations confirmed drug market activity. CPD Gang Enforcement Squad investigation led to execution of a search warrant on the property and arrest of several employees. City solicitor's office filed a public nuisance action which led to an agreed closure of property for several months and forfeiture of the liquor license.
 - This property has recently been purchased. The new owner's goal is to run a non-profit fresh produce and thrift market at the location, selling produce grown on nearby vacant land parcels.

- *Property control, location B*
 - Problems associated with location B escalated during the project period, necessitating rapid intervention. These included police service calls related to making threats, possessing a firearm, and a fight to that address in a 48 hour period in November 2016. Substantial issues were noted that affected the safety of property occupants (no electric, water, heat, and other aspects of physical property safety), and the building was vacated.

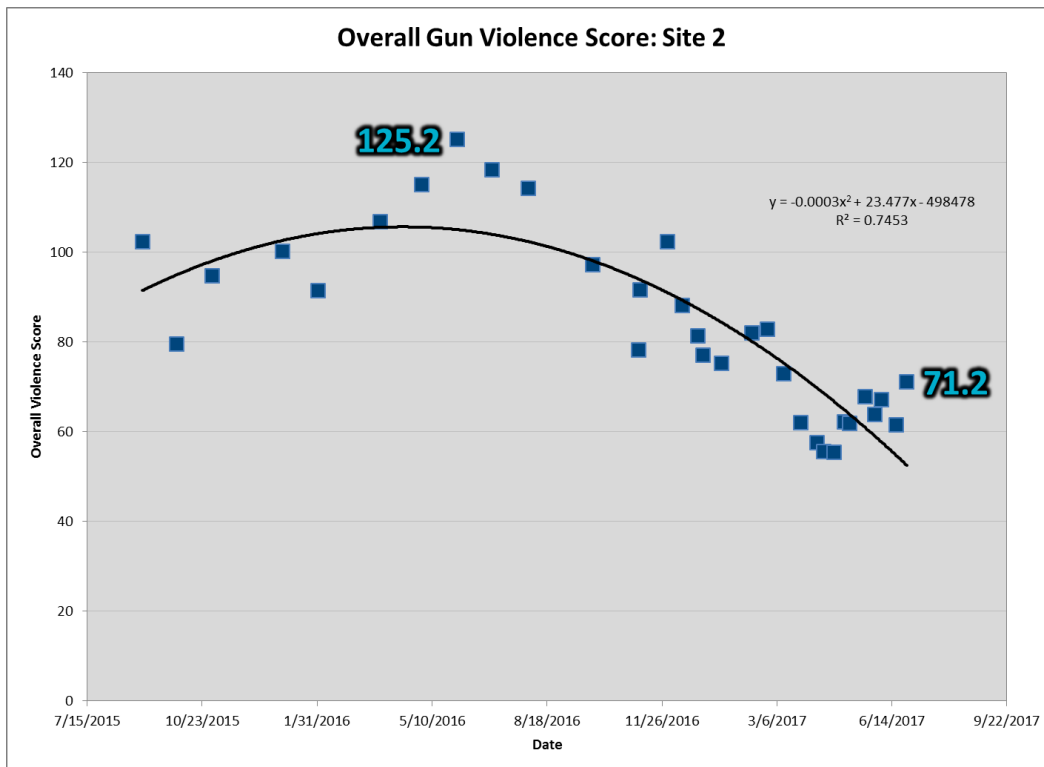
- *Bus stops closed apron of locations A & C (8/14/2016 to present)*
 - Officers and citizens witnessed drug related activity occurring at/near two particular bus stops, located on the property aprons of locations A & C. The presence of these stops complicated any efforts place managers might make to address trespassing on their property, as well as any police response to attend to the same issues. Officers and some nearby property owners noted that persons confronted regarding trespass on property would use the bus stop as an explanation for their presence, reducing property owner's ability to address trespass issues on their property. Officers witnessed individuals who claimed to be waiting for the bus standing at the location for hours, as buses came and went. Officers witnessed open air drug trafficking, and shootings at these locations. PIVOT partnered with Metro/SORTA and community leadership to temporarily close these two stops in the interest of public safety. PIVOT developed a survey which was administered by the Community Police Partnering Center and volunteers related to this response, noting the sensitivity of altering bus accessibility. Detailed analysis was conducted related to impact and risk prior to implementation, and it was noted that alternate stops were available within 500 feet of the closed stops.

- *Collaborative Problem-Solving, location C (7/6/2016 – 12/29/2016)*
 - CPD, the property owner, and the surrounding community noted that location C suffered from trespass, disorder (panhandling, open container, theft, and criminal damaging), and weapon related activity. The PIVOT team and business owner partnered in a problem solving effort which included strengthening place management practices (hourly monitoring/walkthrough of property blind spots, review of environmental features supporting negative behavior, and active management and monitoring of employees).

- *Directed Patrols, locations A & C (8/22/2016 – 1/23/2017)*
 - Officers observed evidence suggesting regular drug market activity at locations A and C, and violent criminal activity, including shootouts, were occurring at the site. These events not only presented a great public safety risk, but they also undermined property owners' ability to manage smaller problems nearby. A directed patrol strategy was initiated on 8/22/16. Phase II of the strategy included ECC dispatch prompts, generating a higher percent of directed patrol completion.
- *Cleanup/Barricade location D (Spring, 2017)*
 - Location D, a vacant commercial structure, showed physical signs of disrepair and blight, with broken windows, evident bullet holes, and trash strewn across the property. The structure of location D creates cover from the main roadway on the building's side and rear. Locations C and D share a property line, further undermining efforts to manage behavior at location C. Several project partners worked to achieve 3rd party cleanup efforts at this location. 3rd party efforts continue to appropriately barricade and beautify the exterior.
- *High Profile Camera, locations A – D (12/2/2016)*
 - Given the history and volume of violent criminal activity at this location, CPD installed a high-profile Neighborhood Public Safety Camera installation at the main intersection. Signs were posted in conjunction with the camera in an effort to manipulate the risk/reward offender decision. While directed patrols were an important component of areas stabilization, high-profile cameras were intended to maintain a sense of CPD presence when officers were otherwise occupied.
- *Communication with owners, locations E, F, G (1/5/2017 to present)*
 - Locations E, F, G, H represent four adjoining multifamily parcels at the mouth of an intersecting street to the main thoroughfare. Regular review of offense, call, and intelligence information suggested that these sites were important not only as a hotspot for violent activity, but also as a space offenders retreated toward after committing offenses nearby. Buildings and Inspections and CPD engaged the owners in an effort to raise awareness and improve property management. CPD also presented relevant information about these sites to a community group focused on stopping violence in their community. PIVOT officers went door to door in an effort to raise community engagement and put potential offenders on notice that law enforcement was watching (calls for service appeared to under-represent the problem and contained little information of use). County probation partnered with CPD by ensuring that home visits of probationers on the street were conducted, as appropriate, as well.

Early Assessment and Results

The PIVOT strategy requires ongoing data analysis to inform in-project decision making. Shootings and robberies are closely assessed. Project analysts regularly compile and report counts of reactive, illicit goods/service, and weapon-related calls (however, changes in these calls may reflect changes in negative behavior and/or changes in reporting behavior). Keep Cincinnati Beautiful, a project partner, provides street level blight-indexes of PIVOT locations. One of the most critical in-project measures is a violence scoring metric developed by CPD Senior Crime Analyst Blake Christenson. This metric accounts for several indicators of the level of violence in an area and reduces them to a single score:



Within the PIVOT intervention site, where shootings had previously concentrated, 234 days passed between shootings (and still counting, as of 6/28/2017). Site 2's violence score is currently 71 (6/28), a reduction of 43% from the high score. Prior to project launch, the average number of days between shootings in the project site was 28. These early indicators appear very promising for the trajectory of gun violence in this area. Robberies, however, continue to be problematic and are driving the violence score.

It is certainly too early to understand the long term trends for Site 2, the surrounding neighborhood, or nearby communities. These early results appear promising. Ongoing assessment and additional project sites may provide more information regarding this strategy's impact.