

## **Introduction**

The Certified Law Enforcement Executive (CLEE) program is a leadership training program presented by the Ohio Law Enforcement Foundation, for officers at the executive level. The program is 14 months in duration, and it consists of periodic “in residence” classes covering nine modules, books, chapter exercises, and case studies. The Ohio State Highway Patrol hosts CLEE program members at their academy in Columbus. The program culminates in a Capstone project, presented to a board for review and approval.

In 2024, Lieutenant-Colonel Matthew Hammer attended CLEE. He presented his Capstone (summarized below) in January of 2025, and graduated the program shortly thereafter.

## **Problem Identification**

LTC Hammer identified the problem of escalating gun violence, which has created new challenges for front line police officers, as guardians of our communities.

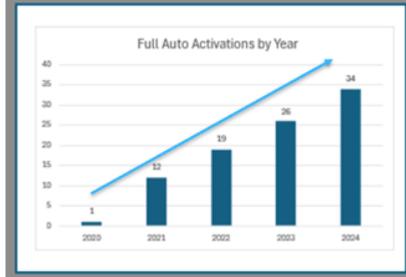
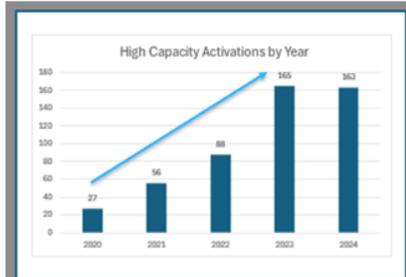
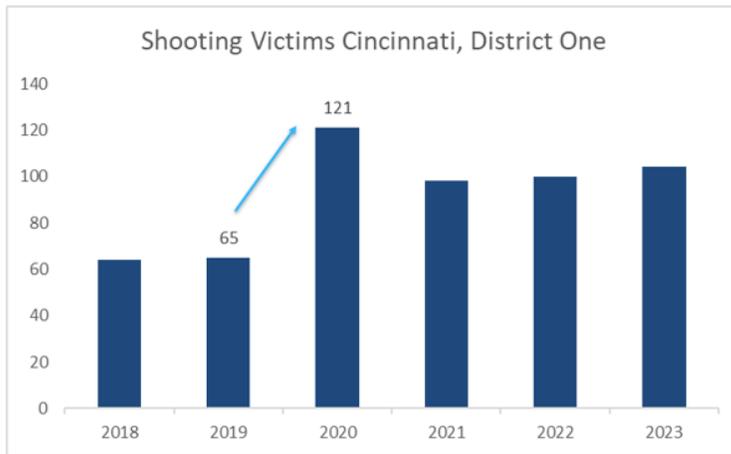
## **Analysis**

LTC Hammer was District One’s Commander from 2021-2025. During this time, several mass shooting events occurred in District One. In August of 2022, 9 people were shot on Main Street, in the Over-the-Rhine Entertainment District. Officers were present at the time of the shooting, and intervened, shooting one individual who was actively firing into a crowd. In 2023, officers were also present managing a large crowd on Flora Street when a gunfight ensued. Four victims were shot. Police recovered multiple firearms at the scene as a result of their immediate intervention. District One officers also responded to multi-victim shootings on E McMicken Avenue in OTR, and a multi-victim shooting in the West End, that resulted in the death of an eleven year old child. In the summer of 2024, District One officers were involved in a fatal police intervention shooting near Music Hall and Washington Park, when an individual who had committed a stabbing offense threatened officers with a firearm in the midst of a crowded neighborhood, following a vehicle pursuit.

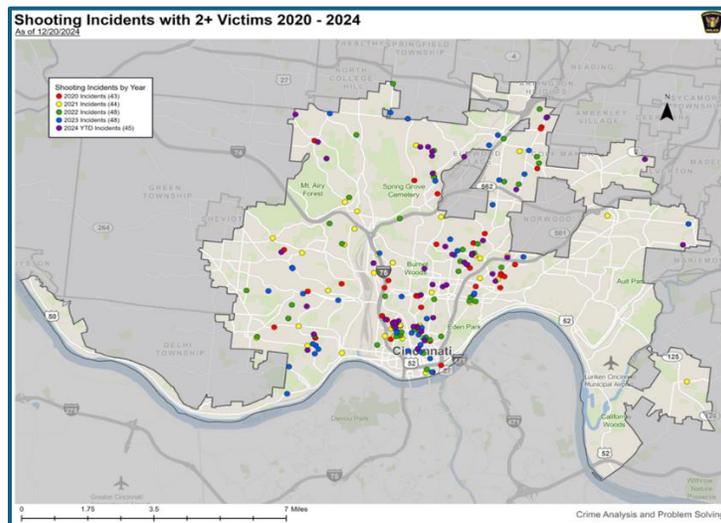
Further analysis supported the sense that increases in frequency and lethality of firearm related events presented new challenges for police, particularly first responding officers.

# CLEE CAPSTONE PROJECT: GUN CRIMES – INCREASED FREQUENCY AND LETHALITY

## Analysis



It was also noted during analysis, that although there were concentrations of multi-victim shooting events, they have not been concentrated enough to be considered a localized problem. Rather, this was a system-wide issue.



## Responses

Numerous potential responses were considered. Ultimately, responses that supported and enhanced the capabilities of patrol officers were favored, given that patrol officers most

CLEE CAPSTONE PROJECT:  
GUN CRIMES – INCREASED FREQUENCY AND LETHALITY

often were faced with confronting and resolving these events as rapidly as possible. This led to the project's goal: to improve beat officers' capabilities for highest-risk gun crimes.

Recommendations include:

- 1) Expansion of ballistic capabilities
- 2) Explore new options for field trauma care
- 3) Re-evaluate training and consider new training options
- 4) Re-evaluate and update policies to align with equipment and training enhancements

### **Assessment**

These recommendations have not yet been fully evaluated or implemented, so no formal assessment can be conducted. If implemented, the assessment will include process evaluation components, such as tracking new equipment availability and use, tracking field trauma care and outcomes (to the extent possible), and continual tracking of the problem's scope. The goal of this project is to improve the handling of the problem of increase frequency and lethality of gun violence, which is different from many projects aimed at reducing gun violence. In this case, success will be defined as improved problem handling, leading to increased safety for officers and citizens during dangerous events. This program may also reduce harms associated with gunshot victimization, improving chances of survival for individuals struck by gunfire.