

C ommunity P roblem + riented P olicing

This year's Annual Report...documents the progress the Parties achieved collaboratively and individually. The efforts undertaken this year are the result of significant hard work. They reflect tremendous success and can be a source of inspiration for Cincinnatians.

Independent
Monitor's Report
October 1, 2005



Submitted by:
Cincinnati Police Department
Community Police Partnering Center
American Civil Liberties Union of Ohio Foundation
Fraternal Order of Police

Collaborative Agreement Problem Solving Annual Report

August 2005

Table of Contents

Introduction	4
Origins of the CPOP Annual Report	4
Community Problem Oriented Policing & Problem Oriented Policing.....	5
CPOP and Roles of the Parties to the CA	6
The Challenge and Potential of CPOP	7
Best Practices	8
CPOP Training.....	8
CPOP Highlights	11
District 1	11
District 2	13
District 3	16
District 4	17
District 5	18
CPD Problem Solving	20
CPD CPOP Training	20
CPD Neighborhood Projects	21
CPD Program Initiatives.....	25
Other City Departments	29
CPPC Problem Solving	33
Major Cities Initiative & CPOP	34
ACLU Problem Solving	35
CPOP Awards Ceremony	37
Conclusion	38
Uniqueness and Benefits of Cincinnati CPOP.....	38
Lessons Learned.....	39
Looking Towards the Future	40
Writing Credits	42

The Monitor is impressed with how much was ultimately accomplished and of the increasing quality of the initiatives undertaken by the Collaborative partners. We believe that the Annual Report offers the Citizens of Cincinnati proof that change is not only possible, but an effective way to increase the level of trust and crime reduction skills of both citizens and the police.

Independent Monitor's Report
October 1, 2005



Introduction



Origins of the CPOP Annual Report

On April 11, 2002, a Collaborative Agreement was entered into by the City of Cincinnati, a class of citizens represented by the Cincinnati Black United Front and the American Civil Liberties Union of Ohio Foundation, Inc., and the Fraternal Order of Police. The purpose of the Agreement was to:

- resolve conflict,
- to improve community-police relations,
- to reduce crime and disorder,
- resolve litigation claims,
- implement the consensus goals, and
- foster an atmosphere of mutual respect and trust among community members, including the police.

The Agreement requires the Parties to the agreement to develop an annual problem solving report describing the current status and future initiatives of problem solving throughout the Cincinnati Police Department (CPD) and each Party's role in Community Problem Oriented Policing (CPOP).

According to Paragraph 29(j) of the Collaborative Agreement: "The Parties shall describe the current status of problem solving throughout the department and what is being done to improve it through an annual report. Each party shall provide information detailing what it has done relating to its role in CPOP."



Community Problem Oriented Policing & Problem Oriented Policing

CPOP is a philosophy and methodology designed to identify and analyze community problems and to develop effective responses through partnerships between City employees and Cincinnati residents by utilizing the Scanning, Analysis, Response and Assessment (SARA) Problem Solving Method. SARA is a proven, effective and equitable problem solving process that provides a roadmap to CPOP teams so they can scan, analyze, respond to, and ultimately assess the outcome of their problem solving. Beginning in the fall of 1993 all CPD personnel received problem solving training using the SARA model as the process for community problem solving.

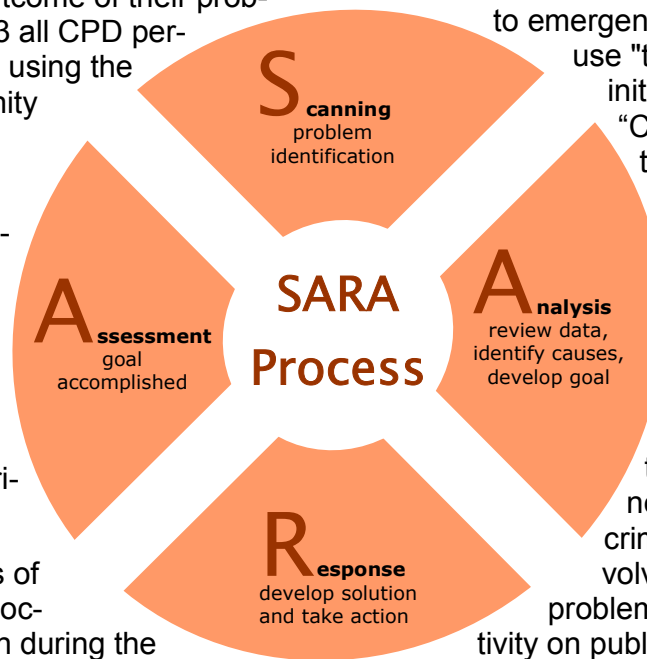
Community Problem Oriented Policing, while new to Cincinnati as a core component of the Collaborative Agreement, is not a new practice. It is a merger of two policing strategies, Community-Oriented Policing (COP) and Problem-Oriented Policing (POP). Both COP and POP have evolved over the past three decades, but stem from quite different historical and theoretical origins.

Community policing arose from the crisis of legitimacy after the urban race riots that occurred in different cities across the nation during the 1960s. Several blue-ribbon reports (President's Commission on Law Enforcement and Administration of Justice, 1967; National Advisory Commission on Civil Disorders, 1968) felt the police

had lost contact with minority groups and, with that, the corresponding perception of legitimacy for their actions while engaging community members on matters of "police business."

As a result of these criticisms of the relationship between police and community members, particularly members of minority communities, police departments were urged to increase their contact with citizens in more positive settings than just responding to emergencies. Most notably they were encouraged to use "team policing" initiatives. In Cincinnati, this initiative was known as "Com-Sec" or "Community Sector" policing. It was the belief that by increasing the quantity and quality of police-citizen contact in community policing initiatives, crime would be reduced.

Problem-oriented policing, in contrast, arose from the crisis of the lack of police effectiveness in preventing crime. Problem-oriented policing, as conceived by Professor Herman Goldstein, known internationally as the "Pioneer of CPOP", provided a new paradigm in which to focus innovations in crime prevention. In contrast to community involvement for its own sake, the core concept of problem-oriented policing is the *effect* of (police) activity on public safety, including (but not limited to) crime prevention.¹



¹PREVENTING CRIME: WHAT WORKS, WHAT DOESN'T, WHAT'S PROMISING: A REPORT TO THE UNITED STATES CONGRESS, prepared for the National Institute of Justice by Lawrence W. Sherman, Denise Gottfredson, Doris MacKenzie, John Eck, Peter Reuter, Shawn Bushway in collaboration with members of the Graduate Program Department of Criminology and Criminal Justice of the University of Maryland, 1997, pages 8-5, 8-6

“Communities are the central institution for crime prevention, the stage on which all other institutions perform. Families, schools, labor markets, retail establishments, police and corrections must all confront the consequences of community life. Much of the success or failure of these other institutions is affected by the community context in which they operate.

Our nation's ability to prevent serious violent crime may depend heavily on our ability to help reshape community life, at least in our most troubled communities.”²

Community Problem Oriented Policing (CPOP), as envisioned by the Collaborative Agreement, emphasizes mutual accountability between citizen stakeholders and police, who act in partnership to become co-producers of safer environments by utilizing CPOP as the core methodology and practice to achieve this outcome. The Community Police Partnering Center (CPPC), as an incorporated component of the Collaborative Agreement, serves as a focal point of community engagement in the CPOP process, which is intended to be community driven with support from the Parties to the Collaborative Agreement (City of Cincinnati, American Civil Liberties Union and Fraternal Order of Police).

CPOP & Roles of the Parties to the CA

The combined efforts of the Parties to the Collaborative and the Partnering Center are intended to achieve two goals of the Collaborative Agreement. They are to “build relationships of respect, cooperation and trust with and between police and communities” and to create an environment wherein “police and community members will become proactive partners in community problem solving efforts.”

Crime reduction efforts have historically been offender-based, focusing on the identification and disposition of those that commit crimes while ignoring situational components of crime. CPOP embraces the methodology of “situational crime prevention.” While it does not ignore offender-based strategies, it focuses more broadly on reducing *opportunities* for crime in specific situations.

Situational crime prevention research has revealed that “specific types of targets are found in specific situations, and the type of criminal activity that develops in such situations is linked strongly to both the nature and guardianship of those targets and the nature of the offenders that converge within them.”³ Situational measures that are employed to reduce crime events include, among other things: target hard-

²*Ibid*, pages 3-1, 2-7

ening, access control, natural and formal surveillance and target removal.

CPOP relies heavily on SARA, with a reliance on analysis to inform what may be effective strategies to influence offenders, targets/victims, and locations – the three elements of the “crime

triangle” – in an effort to reduce neighborhood crime and reduction problems.

The Challenge and Potential of CPOP

Traditional enforcement responses often have significant adverse effects on minority populations. They tend to create challenges on the basis of distributive justice and police legitimacy, both of which are significant factors in community unrest.

High crime communities have the contradictory experiences of being both over-policed and under-policed. They are over-policed in that community members are subject to more frequent police intervention. They are also under-policed in that, despite the disproportionate devotion of police resources, these communities still have elevated crime rates. “Zero tolerance” strategies create real challenges to police legitimacy and an arrest record can be a significant barrier to employability.

As previously stated, Problem Oriented Policing, as envisioned by Herman Goldstein, is primarily a preventive approach that relies less, if at all on the criminal justice system. Hardly any police force, including until recently the Cincinnati Police Department, has adopted (community) problem oriented policing as its principal strategy. There are several reasons for this. They include:

- the difficulty of problem solving,
- the absence of long-term commitment by citizens and police,

- the lack of expertise in POP and substantial research capability to support it,
- the difficulty of police agencies entrenched in traditional responses to make the shift to broader based crime prevention strategies,
- political and public pressure to address “crime crises” which often results in police agencies falling back on traditional enforcement responses, and
- the lack of “informed outside pressure” [institutional and community champions] to serve as a catalyst to creating institutional change in police organizations.⁴

The goal of CPOP is to implement *community-driven* problem solving efforts, supported substantially by the Parties to the Collaborative Agreement and the Partnering Center. These problem solving efforts are aimed at crime and disorder to achieve:

- a reduction of incidents of crime and disorder,
- a reduction of harm from crime and disorder events and
- a better handling of crime and disorder events.

Crime/disorder reduction initiatives that involve significant part-

³*Reorienting Crime Prevention Research and Policy: From the Causes of Criminality to the Context of Crime*, by David Weisburd, National Institute of Justice, June 1997

⁴*Problem-Oriented Policing: From Innovation to Mainstream; Crime Prevention Studies*, Volume 15; Criminal Justice Press, Monsey, NY, 2003, pages 26-37

nerships with active participation by community stakeholders are more likely to have a sustained effect on the problem. Individual, associational and institutional assets (which include businesses, nonprofit and faith-based organizations, etc.) are needed to support the process of identifying the problem, de-

signing a strategy for addressing it and taking part in the in the crime reduction efforts.

Best Practices

The Collaborative Agreement directs the Parties to establish a library of "best practices" in the area of Problem Oriented Policing. The library will assist officers and the community in the resolution of a number of issues. As new information on problem solving evolves, the library will be updated. This comprehensive list of best practices can be located at <http://192.168.100.200/cpop/library.aspx>.

CPOP Training

The initial round of SARA Trainings, which were jointly facilitated by CPPC and CPD staff, was completed in the Fall of 2004. Following a SARA training, Partnering Center Outreach Workers assigned to specific communities work with community stakeholders to help them identify and prioritize problems that are amenable to the SARA problem-solving process and then assist them in applying this process to the identified problem. The Partnering Center and CPD staff then work together to support these citizen-led CPOP teams as they apply the SARA process from scanning through assessment. As CPOP has grown, communication between Partnering Center Outreach Workers and CPD Neighborhood Officers has been enhanced, resulting in an improvement in the level and quality of support to neighborhood problem solving teams.



Lt. Larry Powell, Amy Krings, CPPC staff, and P.O. George Engleman facilitate joint training for CPPC and CPD staff

CPOP Training Statistics

As of August 2005:

- 31 Neighborhoods Total Trained in SARA Problem Solving
(5 neighborhoods have been retrained with new stakeholders that emerged since the 2004 trainings)
- 17 Developing CPOP Teams
- 20 Active CPOP Teams
- 9 Neighborhoods have received specialty multi-neighborhood trainings—such as the “Citizen Response to Open Air Drug Mar-

Outreach

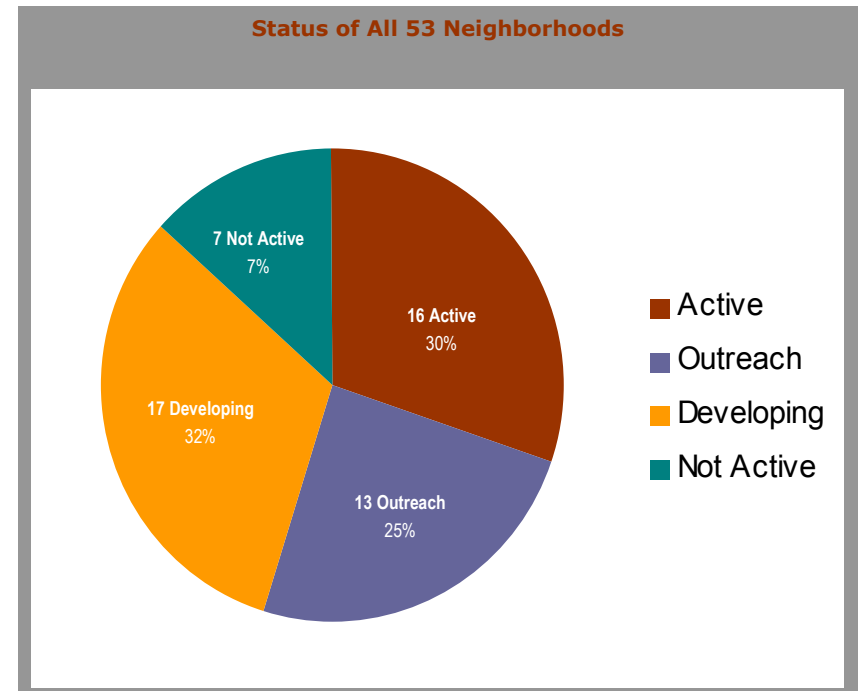
A team that is listed as in the outreach phase indicates that there is not currently a staff member assigned, or that the Partnering Center is available as a resource to this neighborhood, but there is not currently an active CPOP problem effort requiring support.

Developing Team

A team working in the initial Scanning and early Analysis phases of the SARA process to identify and select a neighborhood safety problem is a “developing” team. A “problem”, according to the CPOP curriculum, is defined as “two or more incidents of a similar nature, capable of causing harm, about which the public expects the police to do something.”

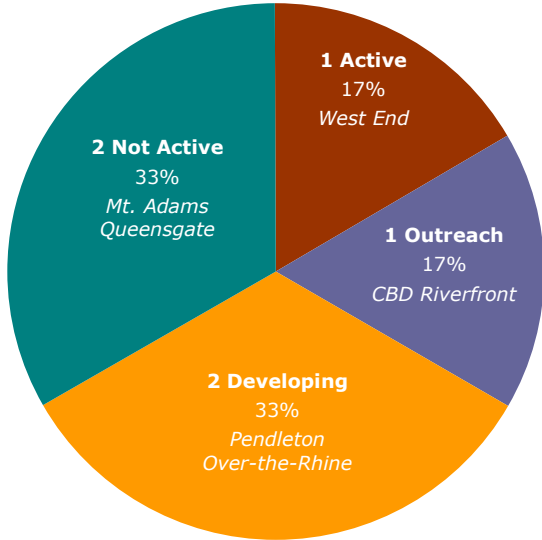
Active Team

Once a team has identified a problem, a Community Problem Solving Worksheet is completed and submitted for approval by a District Commander. Once this worksheet is approved by the District Commander, the group is considered an “active” CPOP team. A CPD representative (most often the Neighborhood Officer) and the Partnering Center Outreach Worker then support the team as they apply the SARA process.

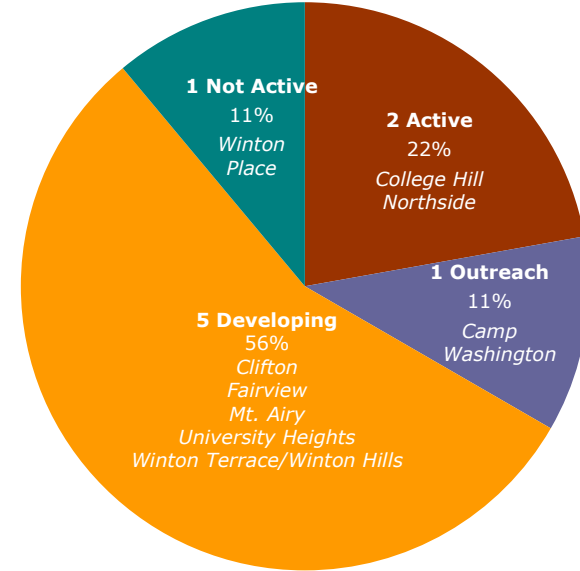


CPOP Neighborhood Training Status

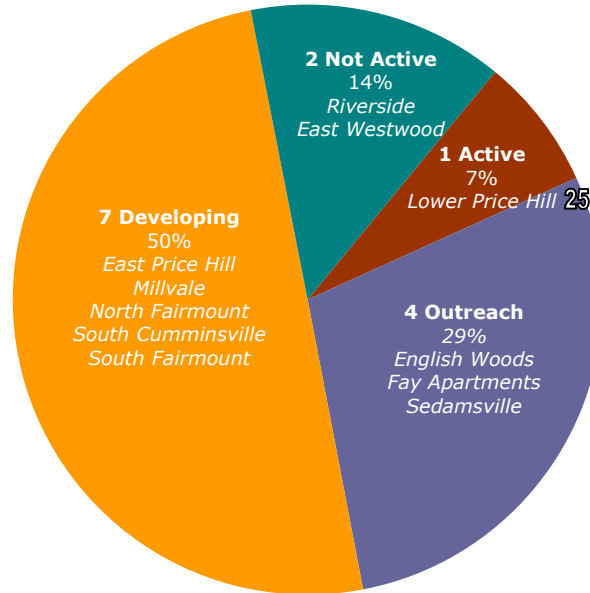
DISTRICT 1



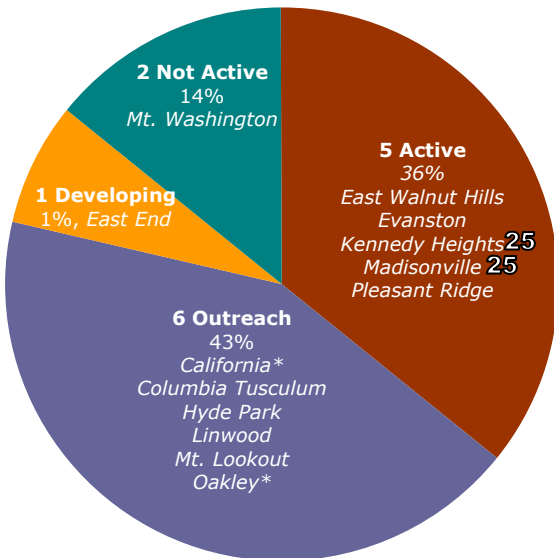
DISTRICT 5



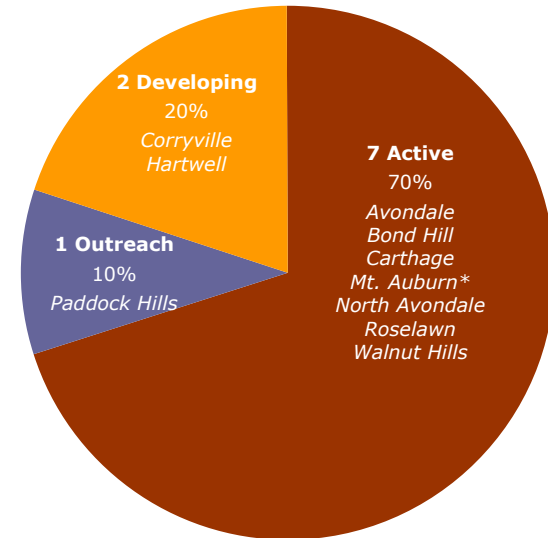
DISTRICT 3



DISTRICT 2



DISTRICT 4



25

Major 25 Cities Initiative

The Major Cities Initiative is a coordination of law enforcement, prevention and treatment activities to reduce drug use and violence related to drug use. Kennedy Heights, Lower Price Hill and Madisonville have been chosen as the pilot neighborhoods for this project.

* previous CPOP problem resolved

As previously stated, there are now 20 CPOP Teams actively involved in the SARA problem solving process. The following CPOP projects were selected as local “best practices” and highlight some of the accomplishments of the various CPOP Teams. Consistent with the Collaborative Partners definition of CPOP, all of the projects involve the participation of community members supported by both CPPC and CPD staff.



District 1

WEST END: Drug Trafficking, Littering, Prostitution, Loitering, and Related Issues

A privately owned lot at Findlay and Bauman Streets had become known to area residents as the “Crack Forest” for the multitude of illegal activities conducted there. The problem was complex and included the open trafficking of drugs, littering, prostitution, gambling, fighting, and abandoned vehicles. Contributing to the unsightliness, as well as providing cover for illegal activities, was a heavy overgrowth of trees and bushes. A CPOP team formed and aggressively addressed the issues with active leadership provided by Seven Hills Neighborhood House, a social service agency in West End.

Step one was site clean-up. The team removed debris, cut back bushes, and hauled off numerous tires that had been dumped there and were being used as seating for the drug dealers and gamblers. Tree limbs that were interfering with overhead power lines were trimmed.

The property owner was contacted regarding the numerous code violations taking place on his property. Officer Princess Davis asked several City agencies to enforce the code violations under their jurisdiction. This included the Departments of Health, Urban Forestry and Buildings and Inspections.

The property has now been sold to a new owner who owns several adjacent properties.



Crack Forest before cleanup



Crack Forest after efforts of CPOP

CPOP Highlights

Area residents feel the new owner will be more active in properly managing the property and keeping it from being a detriment to the community.

OVER THE RHINE: Drug Trafficking

The Over the Rhine CPOP effort at 12th and Republic Streets stands as another shining example of the benefits of partnering between police, citizens, and neighborhood organizations.

Heavy drug trafficking was creating serious quality of life and safety issues both for the residents, as well as the employees and customers of the area's main stakeholder organizations. They included Tender Mercies, the Lord's Gym, Emmanuel Community Center and the Drop-In Center.

Following the analysis, which was largely based on citizen observations, the CPOP team decided upon a series of response tactics to "reclaim" the corner. First, the team decided to broadcast community intolerance for drug activity and deny drug dealers access to their usual selling spots. They installed a banner above the intersection that proclaimed "Do Not Buy or Sell Drugs Here." This sign still hangs proudly at this location today, over a year after this response tactic was implemented.

In addition, there have been four community activities at this corner during the hours that CPD crime statistics showed the drug activity had been the heaviest. These community events

included two outdoor cafés where citizens, police and city officials enjoyed coffee and donuts, a voter registration drive, and a neighborhood cookout. All of these events were well attended by community residents, including many not involved with CPOP, some of whom were witnessing for the first time positive police / community partnership in action.

Environmental changes were implemented in the area to further deter drug dealing and other crime. These included increased lighting, closing off of an alley where problem behavior was occurring, and chaining off a parking lot belonging to Tender Mercies to keep out those who were using it to park and exchange drugs and cash through car windows.

The overall response strategy has had a positive effect on the community most affected, to include an improved perception of safety by some of the main stakeholders. Partnering Center Community Analyst Jibril Abdum Muhaymin is working with the CPD on an in-depth analysis of the outcome of this community-driven project, which will help determine if the same response strategies should be used elsewhere.

PENDLETON: Drug Trafficking

In late 2004, several Pendleton residents expressed concern to the Partnering Center about a temporary street closure that was erected at 600 Reading Road as a CPOP response to high drug activity at 13th Street and Reading. Police reports following the closing of the street due to a construction project indicated it had resulted in successfully reducing drug activity and other crime at this location.

However, certain individuals felt they had been overlooked in the decision process as well as not properly notified prior to the change being made. In particular, a business owner whose street access was impacted by this CPOP effort complained about a loss of business as a result of the detour.

First, the team decided to broadcast community intolerance for drug activity and deny drug dealers access to their usual selling spots. They installed a banner above the intersection that proclaimed "Do Not Buy or Sell Drugs Here."

This sign still hangs proudly at this location today, over a year after this response tactic was implemented.

The Partnering Center staff met with several community members who were unhappy about the street closure. The staff shared information about the drop in crime due to the closure, and provided information from the U.S. Department of Justice Problem-Oriented Policing Guide titled “Closing Streets and Alleys to Reduce Crime.” This helpful guide details how similar efforts have proven successful in reducing crime in other areas.

As part of the assessment phase, District 1 Sgt. Maris Herold

Center staff toured the area with Dr. John Eck of the University of Cincinnati Criminal Justice Division and CPPC Executive Director Richard Biehl as part of the Ohio Service for Crime Opportunity Reduction (OSCOR) initiative. Finally, a “post-barricade” CPOP Team is being formed in Pendleton, with joint facilitation by the CPD and the Partnering Center.

District 2

KENNEDY HEIGHTS: Drug Trafficking and Loitering

After citizens identified a problem of drug dealers sitting on the Kennedy Avenue Bridge, located on Kennedy between Woodford and Northdale, the Kennedy Heights CPOP team decided to tackle this problem by increasing natural surveillance and applying a unique Crime Prevention Through Environmental Design (CPTED) strategy.

This CPTED strategy involved using plastic Easter eggs as molds and pouring concrete into one side of them. This created concrete “bumps,” oval on one side and flat on the other, which were then glued to the bridge to deter drug dealers from sitting there while waiting to make a sale. Additionally, fencing was installed underneath the bridge to block access to what had become a convenient hiding place for drugs.



After the Kennedy Heights bridge was prepared for the bump molds, concrete was poured into Easter eggs and attached to the bridge. At the bump party, CPOP members wrote anti-drug messages in chalk.

On several occasions beginning in early summer 2005, the team organized over 40 people, including police, Kennedy Heights residents, and some residents from the neighboring community of Madisonville, to come out and glue the concrete bumps onto the bridge. The group also had cookouts for the neighborhood, posted positive anti-drug messages with chalk on the bridge, and passed out information flyers to passing motorists about what they were doing on the bridge (see accompa-

nying photos). This helped show the determination of the neighborhood to take control of the situation. The group continues to host the popular “bump parties” periodically to provide any needed maintenance, add new bumps to the bridge, and maintain a positive community presence at this former “hot spot” for drug activity.

Finally, District Two Police and the Kennedy Heights Citizens on Patrol (COP) team have implemented “direct patrols” of this target area after this problem was identified, which has improved the relationship between neighborhood residents and the police.

MADISONVILLE: Littering, Loitering, Public Drinking, Intoxication and Disorderly Conduct

In 2004, the Madisonville CPOP team identified the problem of public littering, young people loitering, public drinking and other disorderly conduct taking place in the parking lot of a shopping plaza on Madison Road, between Ravenna and Whetsel. The team surveyed residents and businesses in the area to assess their perception of safety and security in the area. The team met with all the store owners/managers in the plaza to request their assistance in enforcing littering and loitering ordinances around their business, and that they make a concerted effort to clean up their section of the parking lot.

In addition, the Madisonville CPOP team contacted the owner of the plaza and its parking lot regarding getting the plaza’s parking lot lighting repaired. Darkness was providing a “cover” for undesirable behavior and putting some “light on the subject” both diminished the area’s attractiveness for inappropriate conduct, as well as increased the feeling of safety and security for people who lived, worked and shopped in that area. Further help came when the Cincinnati Human Relations Commission Youth Street Workers organized a Youth / Police basketball

The group continues to host the popular “bump parties” periodically to provide any needed maintenance, add new bumps to the bridge, and maintain a positive community presence at this former “hot spot” for drug activity.

event that was held on two separate occasions at the Madisonville Recreation Center.

As part of the team’s problem solving effort, in May 2005 it hosted a “Unity in the Community” event at this strip mall. The same “Do Not Buy or Sell Drugs Here” sign that was previously used by Tender Mercies in OTR was hung at this corner. CHRC Youth Street Worker Aaron Pullins emceed the community event which included participation from the Police and Fire Departments, elected officials and neighborhood youth. The activities were broadcast live as part of the weekly “BUZZ on CPOP” radio show.

As CPOP activities bear fruit in Madisonville, which previously participated in the Weed and Seed Program, residents are experiencing a profound change in their perceptions of and relationships with the police. Neighborhood Officer Dwayne Dawson is greatly valued by the team, as is Lieutenant Kimberly Williams, Sergeant Carolyn Wilson and former District Captain, now Lieutenant Colonel Michael Cureton. Newly appointed District Captain Steven Gregoire attended the last meeting of the CPOP team to listen, learn about the team’s recent work, and organize his staff to provide any necessary follow up.

Prencis Wilson, chair of the Madisonville CPOP team, said that being involved in CPOP has definitely had a positive effect on her perception of the police. “Prior to becoming involved in CPOP, I did not particularly like police officers,” Wilson said. “I thought of them as arrogant, out of touch with citizens, and unapproachable.” But after participating in SARA Training, Wilson says she began to see police officers for what they are – “just people.”

The relationship built between citizens and police has had a “ripple effect” on others in the community as CPOP team mem-



CPOP Team member Dora George leads Madisonville youth in the call for a drug-free community at “Unity in the Community Day”, held May 21, 2005 as a community response to the problem of drug dealing at the corner of Madison & Whetsel.



The Partnering Center hosts a monthly radio show on WDBZ-AM, “The BUZZ on CPOP” to discuss community-driven strategies to reduce crime and improve safety in Cincinnati neighborhoods, and provide listeners with an update on the progress of the Collaborative Agreement and CPOP. Here, Partnering Center Executive Director Richard Biehl (far right) interviews Madisonville stakeholders, joined by Cincinnati City Council member John Cranley (second right) during a live remote broadcast.

bers speak to friends and neighbors, explaining the role of the police and what citizens can do to improve their community. Ms. Wilson exclaims, “Word is getting around that the relationship between citizens and the police can work and that when police and citizens work together, it creates a totally win-win situation – that’s the best part about CPOP.”

CALIFORNIA: Excessive Noise, Illegal Drinking, Disorderly Conduct and Littering

Every summer, the softball field on Linneman had become a focal point for inappropriate behavior by some visitors. Noise, illegal drinking in the park, public urination and littering made the park an increasing liability for area residents. Not only were they reluctant to use the park themselves, but the disruption at the park was such that it interfered with the residents sleep and safety, as alcohol-impaired visitors drove out of the park.

The problems occurred primarily at night. Residents had reported these issues to the police for 15 years. They joined forces with the local community council to revoke the park’s license permitting alcohol consumption. That effort failed, although park officials promised to enforce drinking in designated areas; unfortunately, they were unsuccessful in doing so.

The California CPOP team decided to make one more attempt to negotiate with the owners and managers to correct this situation. The residents asked them to make good on their previous promise to limit alcohol consumption to designated areas. They also requested a fence be repaired to serve as a “buffer zone,” separating softball activities from the residential area and that park lighting be redirected so it did not shine into area homes. The CPOP team also contacted appropriate City agencies, including the CPD, for the enforcement of City codes and laws.

The fence has been repaired, lighting redirected and the enforcement by District 2 police of laws related to public drinking, littering, public urination and noise have made the park a more

pleasant and safer place for all. Local residents enjoyed a quieter and better managed 2005 summer than they had for the

previous 15 years and are hopeful this improved situation will continue.



District 3

LOWER PRICE HILL: Building Relationships of Trust and Respect

Trust of the police and willingness to cooperate with them are not universally held behaviors. The Lower Price Hill CPOP team recognized that improving their neighborhood would have to start by first building positive relationships of mutual trust and respect between area residents and the officers who served their community.

Fear of being perceived as a “snitch” made many Lower Price Hill residents unwilling to cooperate with the police, even if such cooperation would benefit the quality of community life. The CPOP team began a series of Friday Night Police/Community Walks with the Neighborhood Officer Steve Ventre. The first walk in July 2004 attracted 41 people, 36 of whom were residents. This was considered remarkable, given the fear previously and openly expressed by many residents of interaction with police. Subsequent walks, which continued through the summer of 2005, have also been successful. Residents are now involved in policing their neighborhood, providing important resources to the community and identifying hot spots.

During the walks, CPOP team members have handed out information about resources for help with drug addiction. The participating residents have had an opportunity to talk with Officer Ventre and share their concerns, while learning about the services he and his colleagues are able to provide to improve the neighborhood.

The walks have served both as an opportunity for community residents to develop a relationship with an officer, but also as a way to scan the neighborhood for problems. The CPOP team identified two: drug trafficking and prostitution at the corner of Stores and Neave and a crime ridden apartment building on St. Michael Street. Strategies for addressing these two situations are now being developed.

In recognition of the increasing number of Hispanic people living in Lower Price Hill, CPD and the Partnering Center Staff has also passed out brochures written in Spanish that explains how to behave if one is stopped by the police. A representative of the Talbert House has also passed out instruction sheets about the CPD supported Latino beeper project, which connects a Latino interpreter via telephone to officers at the scene of any incident if needed.

LOWER PRICE HILL: Apartment House Used for Drug Abuse and Prostitution

Two residents of an eight-unit apartment building located in Lower Price Hill were allowing their units to be used for criminal activity, specifically drug use and prostitution. Complaints from area residents resulted in an increase of police being dispatched to this address.

Although the increase in police runs to the units slowed the criminal activity down, it continued to persist. The Cincinnati Building Department was asked to inspect this complex. Several building code violations were found. Previous requests for

improvements had been ignored. This time, a letter was issued by the CPOP team and the Lower Price Hill Community Council, as well as the Building Department, with assistance provided by Councilman Chris Monzel's office. The managers were ordered to board up vacant apartments and make necessary repairs to occupied units and the building as a whole.

The property manager finally acted on the letters regarding code violations and community requests for action. The two remaining tenants were evicted and the building was boarded up making it inaccessible for habitation.



District 4

AVONDALE: Drug Trafficking, Littering and Graffiti

The work of the Avondale CPOP team culminated in a series of events that "took back" the corner of Rockdale and Burnet Avenue previously overrun with drug activity as well as marred by litter and graffiti making it both unsafe and unattractive. An abandoned Mobil gas station was identified as a gathering spot for drug dealers and their clientele.

Work on this situation began in the spring of 2004 when the abandoned gas station was torn down and the land donated to the community. The team began the work of converting the lot into a neighborhood market and on August 28, 2004, the first "Jay Street Market" was held featuring food vendors, crafts, games for children and entertainment. This well-attended event resulted in media coverage by both the *Cincinnati Enquirer* and WCPO-Channel 9. Participating with CPOP was Local Initiative Support Corp Community Safety Initiative (LISC-CSI), the Avondale Business Association, the Avondale Community Council and the Injury Free Coalition. A second Jay Street Market event was held in May 2005.

The CPOP team then reached out to the community's 54 churches enlisting their support for Jay Street Market events for 2005. The partnership with the Avondale Community Council and LISC was continued in making an application for a "Safe & Clean" grant from the City to purchase the tools for maintaining the vacant lot, as well as utilizing it for other positive community activities.



The team began the work of converting the lot into a neighborhood market and on August 28, 2004, the first "Jay Street Market" was held featuring food vendors, crafts, games for children and entertainment.

A survey of Hickory Street residents was conducted regarding a possible street closure to reduce drive through drug activity. A block-by-block initiative is underway for the 10 block radius surrounding the intersection of Rockdale and Burnet. The goal is to develop block clubs that will use SARA methodology for problem solving situations in each block's immediate area. Finally, several team members are meeting with owners of area businesses to assist them in improving their operations so they may become stronger and more viable members of the business community. District 4 police continue to monitor this area. Although the calls for police assistance are still higher than desired, they have reduced over the months since the CPOP team began their work.

NORTHSIDE: Abandoned Buildings Contributing to Drug Trafficking and Disorderly Behavior

Numerous vacant and abandoned houses along Fergus Street were identified as the focus of criminal activity. Residents became increasingly fearful and their reports of gunfire, apparent drug dealing and drug usage escalated. A CPOP team formed to address the issue. They surveyed area residents to identify concerns that were impacting the quality of life in the neighborhood.

During the analysis phase, it was discovered that Fergus has suffered from a lack of individual home ownership and occupied dwellings on the street. Fewer than 20 percent of people own their own homes, and the vacancy rate has fluctuated between 40 and 50 percent for the last year and the last several, based on city and county information. Analysis of police data in the year 2003 revealed that Fergus Street had more calls for service and reported crime than any other street, and the data available for 2004 showed the same trend. Based on anecdotal recollections of other District 5 police personnel, they recalled this being the case throughout their careers in D5.

Trespassing had long been a source of trouble for this area as well. Since many of the houses are unoccupied and literally “abandoned,” these structures offered a refuge for drug dealing, prostitution and other sexual activities, drug abuse, and some highly-publicized cases of arson. The police department and the city have worked diligently to gain the cooperation of property owners to receive “right of entry” permission in order to enter the property and “discourage” trespassing.

Calls for service analysis also revealed two prominent “hot spots” on this street. One was a private residence where do-

mestic issues were typically the source of the call, and another was a market on the corner of Chase Avenue and Fergus Street, by the Children’s Park. For the last seven years, the community of Northside tried to pressure this store to voluntarily give up their liquor license, which allows them to sell beer and wine. Not only was it well-known that the owners did nothing to deter the drug dealers and loiters in the area, there were also concerns that the store may be profiting from the illegal activity in front of the store.

The District’s Violent Crimes Squad, beat officers, Community Response teams and Street Corner Unit targeted the area for increased surveillance and enforcement including more walking patrols by officers in uniforms, bicycle patrols and covert operations. In addition, the Northside Citizens on Patrol made Fergus Street one of their areas of increased focus.

Armed with statistics, personal testimony, and a mobilized community, the group pressured the city relentlessly to object to this store’s liquor license before the Ohio Liquor Control Board. As a result, the owner did not contest the objection and recommendation, and agreed to voluntarily surrender the liquor license. This store is now closed and up for sale, and a member of the CPOP team may purchase it!

In an effort to get current and meaningful feedback from the residents and the property owners on Fergus Street, two surveys have also been distributed, collected and analyzed. Both surveys revealed that litter, drug dealing, and youth loitering were paramount concerns. Since this store was considered by most involved in the process to be a significant contributor to each of these problems, it is hoped that its closing will reduce each of these indicators.

The CPOP team organized a street cleaning/litter pick-up effort with emphasis on “meet and greet” the area’s residents. A letter was sent to owners of vacant or abandoned property, and of rental property, on Fergus Street, to alert them to the concerns and seek to involve them in the problem-solving process.

To engage new community residents in the process, the CPOP team has repeatedly knocked on doors of Fergus residents informing them of what is going on and inviting them to participate in their activities. The reason for the repeated follow-ups is that many residents, when first called on, said they felt isolated and ignored by the rest of the community. To ensure that all residents felt included in this and other neighborhood safety initiatives, the team has conducted regular door-to-door walks since November 2004.


Following up on the resident reports of feeling isolated, the CPOP team has also held outdoor events on Fergus, including cookouts and marshmallow roasts to try and engage folks in a meaningful manner. In another attempt to foster relationships and trust with Fergus residents, a faith-based group, Churches Active in Northside (CAIN), has invited them to be a part of an interactive program called CommUnity Bridge, which is designed as an inter-racial outreach and dialogue to voice and address relevant issues and concerns.

Besides the abandoned and unoccupied buildings, many houses on Fergus are in violation of city code. The Northside team has done painstaking analysis through videotaping, photographs, and written documentation to identify and capture the specifics of these problems. They have formed a very productive partnership with the city (Terry Cosgrove of the Law Department, Neighborhood Officer Terri Windeler, and the CERT teams), to address these issues.

The team has taken a two-tiered approach to confronting property owners on these issues. One was to send a letter informing the owner that the team noticed the code violations (citing the

violations in detail), and stating that the team assumed the owner was a responsible citizen who did not want his place to further deteriorate. This letter also informed the owner that the CPOP team was willing to help him get his house in order, should the homeowner need some assistance.

As the six-month mark approaches from the time the first letter went out, those who did not respond and continue to neglect their properties were sent another letter, this one informing them again of the violations, and stating that the team would be bringing all available resources to bear against them until the problems are fixed. The Northside CPOP team has also participated in the Blight Index analysis on Fergus Street through Keep Cincinnati Beautiful (KCB), which, along with their ongoing CPOP plans, will likely be used as the basis for a grant from KCB during the next round of awards.



Community leaders have emerged, understand the SARA process and are fully capable of implementing it on their own. The team members have largely taken over the process, and the CPD neighborhood officer and Center Outreach Worker can now serve in an advisory and support role, while participating as necessary in community-driven initiatives.

The Northside CPOP team has over 15 very active members, as well as other community participants who assist and support the team in the Response phase of this effort. The team is fully implementing the SARA model of problem solving and is getting tremendous cooperation from community stakeholders in their initiatives. Perhaps the most notable accomplishment with this team is that the CPD and Partnering Center staff assigned to the team has been able to step back a bit and support the team without having to assume a leadership role. Community leaders have emerged, understand the SARA process and are fully capable of implementing it on their own. The team members have largely taken over the process, and the CPD neighborhood officer and Center Outreach Worker can now serve in an advisory and support role, while participating as necessary in community-driven initiatives.



CPD CPOP Training

DATE	DESCRIPTION	Joint CPD – CPPC
November 2004	CPD Management Training included CPOP session	
January 11, 2005	Officers attended Problem Solving Training with community leaders	
January 2005	SARA Training in Pendleton	✓
February 2005	Neighborhood Summit: "Citizens Response to Open Air Drug Markets" Training	✓
March 2005	Gary Cordner, Department of Justice and Police Studies, EKU, and Gregory Saville Criminologist & Urban Planner	✓
April 7, 2005	Neighborhoods SARA trained	
April 26, 2005	Domestic Violence Prevention Training attended by 12 citizens	
April 25, 2005	Price Hill CPOP Trained	
May 2005	Hartwell and Bond Hill SARA trained	✓
May 17, 2005	Corryville CPOP Trained	✓
May 2005	CPOP training scheduled for new full-time officers	
May 7, 2005	Blight Index Training given to 14 citizens in South Cumminsville	✓
May 24, 2005	CPOP Training with RCPI representative to new sergeants and full-time officers	✓
June 9, 2005	Neighborhood SARA trained	
June 21, 2005	Walnut Hills CPOP trained	
June 28, 2005	OTR & Downtown CPOP Trained	
June 2005	CPOP training scheduled for new full-time officers	
June 5, 2005	CPOP Training w/RCPI representative to new sergeants and full-time officers	
July 3, 2005	Neighborhoods SARA trained	
July 20, 2005	Joint CPD and CPPC personnel training	✓

With respect to the definition for problem solving, the Parties reaffirmed the definition of problem solving contained in Paragraph 16 of the Collaborative Agreement. Specifically,

the Parties have acknowledged this to mean that, to the extent CPD wishes to have problem solving initiatives

(department-wide or single officer driven)

credited under the Agreement, the department shall

CPD Problem Solving

have to show documentation

of: a) the problem definition,

b) the analysis of the problem, and c)

the range of alternatives considered.



CPD Neighborhood Projects

EVANSTON: Drug Trafficking, Youth Loitering, Littering and Graffiti on Fairfield Avenue

Residents and business owners were making frequent complaints regarding the open trafficking of drugs along Fairfield Avenue. Young people were also loitering in the area and public and private properties were being marred by graffiti and public littering, making the neighborhood unattractive. There were repeated calls for service, area surveillance and targeted drug enforcement by the District 2 Violent Crimes Squad.

The Evanston CPOP team, along with Neighborhood Unit Officers, conducted bi-weekly patrols and clean-up outings. Training provided area residents the tools to remove graffiti. Additional trash receptacles were placed along the street to help reduce litter. Police visibility was increased utilizing the additional funds provided through the “Take Back Our Streets” program. A request was made to the Sanitation Department to sweep and clean the street and abandoned vehicles have been removed, eliminating a hiding place for drug dealers to store their inventory.

A statistical assessment is now underway on calls for police service. In addition, a survey of involved residents will soon be conducted.

EVANSTON: Drug Trafficking, Youth Loitering, Littering and Graffiti on Woodburn Avenue

As with the situation on Fairfield Avenue, but this time on Woodburn Avenue, residents and business owners were making frequent complaints regarding the open trafficking of drugs. Young people were also loitering in the area and public and private properties were being marred by graffiti and public littering,

making the neighborhood unattractive. There were repeated calls for service, area surveillance and targeted drug enforcement by the District 2 Violent Crimes Squad.

The District 2 officers have provided training for residents on getting accurate descriptions of offenders and reporting incidents to the Street Corner Unit. The additional funds made available through the “Take Back Our Streets” program have made possible increased police visibility by officers on foot and on bicycles.

In addition, District 2, the Police Partnering Center the Evanston Recreation Center and a local radio station joined together to host a Family Day outing for area families. Information on health and safety issues for families and children were provided.

WEST PRICE HILL: Loitering, Littering and Abandoned Buildings

Abandoned buildings on the corner of West Liberty and Iliff Avenue were the source of numerous resident complaints about loitering, littering and possible criminal activity within the buildings. The CPD and the Price Hill CPOP team did an analysis to determine the specific buildings in question.

The Price Hill CPOP/Safety CAT organized several walks to pick up litter and interact with residents in the area. Numerous attempts to contact the abandoned buildings’ owners were unsuccessful. The Cincinnati Building and Inspections Department ordered the abandoned buildings boarded up and cited them as problem buildings. An increase in police patrols and walking details further helped control activity in the area.

As a result of the work of the Price Hill CPOP team, in conjunc-

tion with District 3 Police, three houses have been boarded, numerous citations issued for littering and loitering in the area been curtailed. Residents in the area have acknowledged an improvement in their neighborhood.

EAST PRICE HILL: Abandoned Building Used for Drug Abuse and Prostitution

An abandoned building on Price Avenue was the center of numerous calls for police investigation because of its suspected use for criminal activities, specifically drug use and prostitution.

Investigation confirmed that the building was going through foreclosure. Numerous attempts to contact the owner to secure the property and enforce no trespassing laws were unsuccessful. The Cincinnati Building and Inspections Department declared the building a public nuisance and ordered it boarded. Orders were also issued for the property to remain vacant.

As a result of the Building and Inspections Department's orders for the building to remain vacant, District 3 police were able to arrest trespassers for vice and drug violations, as well as trespassing. Since the building has been secured, no additional damage has been done to the property.

SAYLER PARK: Parked Cars Around School at Dismissal Time Block Metro Bus

This situation is an excellent example of how communication and cooperation between involved parties can correct small annoyances before they become serious sources of conflict.

Cars parked in front of Saylor Park School on Home City Avenue waiting to pick up children in the 2 to 2:30 p.m. time frame were blocking the Queen City Metro bus. Changing the hours of the school's dismissal was not an option. However, the Metro

bus schedule could be changed.

Issuing parking citations to violators might seem to be the logical response, but parents waiting for children had no options of where to wait. Driving up and down the street would waste gas and create unnecessary additional traffic. When the CPOP team explained the situation to Metro bus management, the Metro administration was cooperative in working to help correct the situation by changing their schedule.

The change in bus schedule gives parents a place to wait briefly and then be out of the way before the bus arrives. Metro has not called in any parking violation complaints since changing their schedule to a later arrival. Cooperation works for all!

SOUTH CUMMINSVILLE AND MILLVALE: Graffiti at Wayne Park

At community meetings with the South Cumminsville, Millvale and Garfield Commons councils, complaints were received by the police about graffiti marring sidewalks and various items in the park. The Cincinnati Recreation Department noted the problem had occurred in the past. Although the graffiti had been cleaned up, it reappeared in time.

A Directed Patrol was set up to augment the usual evening and over-night patrols in the area. Marilyn Evans, president of the South Cumminsville Community Council, visited neighbors in the immediate area to both advise them of the problem and ask them to pay extra attention and report vandals. Garfield Commons Resident Manager Paul Thomas asked the residents in her building, which sits adjacent to the park, to do likewise.

Only one more incident of graffiti vandalism has occurred in the park since this action was put into plan several months ago. The cooperation between the communities, and the Cincinnati Police, Recreation and Public Service Departments has been successful in stopping the graffiti problem at Wayne Park.

Since the building has been secured, no additional damage has been done to the property.

ROSELAWN: Illegal Drug Sales, Littering and Graffiti on Cresthill Avenue

Cresthill Avenue runs through Roselawn neighborhood, a community whose home owners have long made a sincere effort to keep their community and their personal property attractive. Most of the properties on Cresthill Avenue are rentals and in early 2005, area citizens and the police became concerned about an increase in criminal activity on this street. In particular, trespassing and drug sales on the street had become a problem. There were 52 calls for police assistance in January 2005.

Police identified a broken fence that had created an escape route for trespassers and youth who were violating curfew. Juveniles vandalizing public and private property with graffiti were an issue of concern. The landlord of the rental property was contacted for tenant rosters so that it could be determined who did belong on this property.

The landlord was initially reluctant to cooperate with the police and ask for the trespassing law to be enforced. Once the police explained to him how he could be cited for allowing drug activity on his property, he decided to sell it. A new owner took over several of the problem buildings and worked with the community and the police to clean up the drug activity.

The citizens wanted this area cleaned up. Once the tenants were identified by the new landlord, several evictions for felony drug related crimes were made and trespassing arrests were also made. Graffiti and litter were both cleaned up. The Cresthill Avenue area is now a much safer area for residents.



BOND HILL: Disorderly Behavior, Loitering, Littering and Graffiti

Youth loitering and behaving in a disorderly manner at the corner of Paddock and California in front of the Loving Arms Daycare Center was becoming an increasing problem. In addition to the litter the teenagers were dropping in the area and the graffiti markings on public and private property, fights were breaking out periodically.

A Daycare Center employee on several occasions talked to the young people about their behavior. In the hope that an appreciation of the work being done there resulting in a cooperative change, she had taken them on tour of the facility. Unfortunately, the problem continued. The problem was being exacerbated by frequent bus stops at the corner.

Metro bus management has changed the #45 bus so that it no longer stops directly in front of the Daycare Center. It now stops in front of Bond Hill Presbyterian Church and the church has been asked to monitor the activities at the bus stop to prevent a reoccurrence of the problem. The #48 bus still stops in front of the Daycare Center, although the frequency of the stops has been decreased.

Although these are relatively minor changes, they have resulted in a noticeable reduction of the disorderly behavior at this location.

COLLEGE HILL: Juveniles Loitering, Gambling and Open Containers of Alcohol, Drug Trafficking and Drug Usage

Juveniles and young adults had made an area along Hamilton Avenue and Cedar Avenue a hangout, making passage along the sidewalk not just difficult, but frightening for people who lived and worked in the area. There were complaints about gambling, open containers of alcohol, drug trafficking and drug usage. The neighborhood appeared to be in rapid decline.

The “Take Back Our Street” initiative paid visibility overtime to increase the number of beat officers patrolling the targeted area. College Hill installed CityWatcher cameras to deter criminal activity. Citizens on Patrol monitor activity in the area and report their findings to the police for “hot spot” location follow-ups. These issues are discussed at community meetings to both make the residents clearly aware of the issues as well as how the police are addressing them. Property owners are giving the police “Right of Entry” forms to better assist in the deterring of criminal activity on their property.

CLIFTON, UNIVERSITY HEIGHTS, FAIRVIEW (CUF COMMUNITY): Robberies

On average, 10 to 15 robberies take place each month in the area of Clifton Heights roughly bordered by Vine, Calhoun, Ravine and Klotter Streets. The

suspects are males between 14 and 25 years of age who are armed.

Most robberies occur between dusk and 4 a.m.

“Take Back Our Street” paid visibility overtime is being conducted in the area, resulting in more beat officers patrolling the area. Property owners have been asked to install additional lighting and surveillance cameras to deter criminal activity.

Right of Entry An Important Tool in Crime Prevention

Vacant buildings or apartments in buildings can become serious playgrounds in the criminal world, providing a haven for illegal activities to take place out-of-sight. When cooperative and concerned landlords want the police to assist in controlling the use of their property, they can grant “Right of Entry” to the police.

The process is simple. The landlord writes a blanket letter to the Chief of Police, granting the CPD the right to act as agents of the property. Landlords are then required to post “No Trespassing” signs that are clearly visible to anyone entering the property.

Upon a call for service, the CPD is allowed to enter the property and search all common areas for trespassers, illegal activity, illegal or stolen substances and the like.

Many landlords also provide the CPD with a list of vacant apartments and a master key. In such instances, the police may also search the vacant apartments. Legally rented apartments can only be searched if a valid search warrant has been issued.

The problems have been discussed at community meetings and meetings of the local business association, both to raise awareness, help residents understand what the police are doing and what they can do to help address this problem.

The problems have been discussed at community meetings and meetings of the local business association, both to raise awareness, help residents understand what the police are doing and what they can do to help address this problem. The University of Cincinnati police have become active partners in the effort and extended their patrols into the problem zone to help deter criminal activity. A Safety Committee has been formed by UC which e-mails students about concerns as well as what they can do to insure the personal safety and the safety of their property.



CPD Program Initiatives

Neighborhood Intelligence Cooperation and Education (NICE)

In an effort to reduce the number of homicides and violent crimes, as well as educate the public on safety issues, CPD's District 4 spearheaded the development of an aggressive plan of both police action and public education. The NICE program has resulted in numerous arrests, the recovery of several firearms, confiscation of illegal drugs and a number of warrants served.

A unique aspect of the NICE program is its recognition that many assault and homicide victims are themselves involved in criminal activity. They have chosen a lifestyle that tends to put them into potentially dangerous situations. However, the police recognize that they have an obligation to protect all members of the public, including those who are involved in criminal activity. The officers who work in the NICE project work to educate these individuals about how to avoid dangerous and potentially lethal situations.

The NICE program was developed over a period of time in the fall of 2004 by Captain Richard Schmaltz, Lieutenant Michael Neville and Sergeant Richard Lehman with the input of other officers throughout the CPD, but particularly in D4 at the time of the program's design.

Off the Streets Policy Team

A new project funded by The Health Foundation of Greater Cincinnati began work in October 2004. The goal of this intersystem planning project is to explore best practices and plan innovative intervention/diversion strategies for women who are arrested/charged/convicted of solicitation/prostitution in Hamilton County. The project will involve analysis of data from arrest and

Justice Center records. This project is an inter-system collaboration of agencies in Hamilton County which includes:

- Hamilton County Probation Department
- Cincinnati Police Department
- Hamilton County Mental Health Board
- Pretrial Services
- Central Clinic/Court Clinic
- Alcohol Drug Addiction Services (ADAS) Board
- Glad House
- Prosecutor's Office
- Public Defender's Office
- City Council
- Hamilton County Sheriff's Office
- Tender Mercies
- First Step Home
- Court of Common Pleas
- Municipal Court Judge Guy Guckenberger
- Hamilton County TASC
- Talbert House
- Hamilton County Courts
- Neighborhood Groups and Local Businesses

The planning team has also been selected by the National Institute of Corrections (NIC) to receive technical support on this project.

Members of the Planning Team conducted a site visit to the facilities operated by Standing Against Global Exploitation (SAGE). Planning and developmental meetings have continued. A grant application seeking operating funding has been submitted through the Health Foundation and a presentation is scheduled for Friday, September 16, 2005. The planning com-

mittee will be present to assist with the presentation and to answer questions. Chief Streicher signed a letter of support for the grant application and that was also submitted.

Community Response Teams

Community Response Team efforts are part of the CPD's continuing commitment to CPOP. The initiative is targeted toward quality-of-life and safety issues in Cincinnati. The CPD works collaboratively with community members to identify neighborhood hot spots. Officers involved in the CRTs are briefed on information provided by residents. After the CERT effort, officers are given the results that are shared at community council meetings.

The following summarizes the exemplary efforts by the CPD for the year.

	Aug – Dec 2004	Jan – Aug 2005	TOTAL
Arrests	366	1976	2342
Firearms Recovered	17	85	102
Crack Cocaine (grams)	202.96	2082.39	2,285.35
Powder Cocaine (grams)	487.05	2750.72	3,237.77
Marijuana (grams)	9153.39	15049.86	24,203.25
Ecstasy Doses	0	6	6
Heroin (grams)	4.66	152.24	156.90
Pharmaceutical Drugs	63	230	293
Vehicles Seized	2	28	30
Search Warrants	2	17	19
Currency	\$12,158.50	\$74,922.00	\$87,080.50

Citizens on Patrol

The Cincinnati "Citizens on Patrol" Program (COPP) was proposed by several Cincinnati City Council members in 1997. The responsibility for developing the program is assigned to the COP Coordinator. The responsibility for administering and coordinating the neighborhood-based program is assigned to the District Commanders.

The Police Training Section initially developed a 12-hour training curriculum for the COPP volunteers. The training was given over a three-day period. Training has since been modified to an 8-hour training course, completed in a one or two day training seminar.

During 2004, 132 new members joined the program with new units in the Downtown Business District, Lunken Airport, Over-the-Rhine and Mt. Auburn.

While using personal vehicles to transport volunteers to and from patrol, a magnetic sign is affixed to the volunteer's personal vehicle clearly identifying him/her and passengers as members of the Cincinnati Citizens on Patrol Program. Walking and fixed patrols however, are the only type of patrols that are permitted by the Citizens on Patrol program. In 2005, the CPD began fielding retired police vehicles to support COPP. Currently there are eight retired city vehicles used to transport volunteers to hot spots.

Fifty-seven new 800 MHz radios were purchased for use by COPP members. The radios allow members to speak directly with the dispatcher and officers.

As of August 2005, there are 898 trained members, of whom approximately 500 are active in the program. Currently, there are 26 neighborhood units patrolling throughout the 52 neighborhoods of the City of Cincinnati. This year marks the fifth year anniversary for three COPP units.



Safe and Clean Neighborhood Fund

Grant Summary

The Safe and Clean Neighborhood Fund was established by Cincinnati City Council in April 2003 to support and encourage community-based and community-initiated efforts to improve neighborhood safety, eliminate blight, and increase neighborhood livability through neighborhood-level problem solving approaches.

In order for a project to receive funding, the grantee must follow the SARA problem solving methodology, document use of the model, and demonstrate measurable outcomes. Each application is evaluated by a joint citizen-administration committee, convened by the CPD representative to the committee, which then makes its recommendations to be considered and approved by City Council. During the reporting period the Fund awarded \$201,405.

District	Neighborhood	Project Description	Funding
2	Kennedy Heights Community Council	Install lighting, fencing and landscaping in the Target Triangle including Kennedy Avenue to deter drug dealing	\$35,699
5	College Hill Business Association	Clean up supplies for areas surrounding blighted buildings	\$1,825
4	Bond Hill Business Association	Clear debris, install lighting and flowers for abandoned/neglected buildings	\$13,177
2	Madisonville Community Council	Thirty 800 MHz police radios for Citizens on Patrol program to replace outdated models	\$45,000
4	North Avondale Neighborhood Association	Install fencing around wooded area and landscape planting to discourage juvenile disorderliness	\$6,000
5	Northside Business Association	Install lighting, remove litter and beautify to deter prostitution and drug activity	\$14,784
1	Keep Cincinnati Beautiful	Landscaping of Peaslee Neighborhood Center in Over-the-Rhine to remedy blight and hinder criminal activity	\$20,272
1	Over-the-Rhine Chamber of Commerce	Paint murals and landscape in Washington Park	\$10,350
1	Over-the-Rhine Chamber of Commerce	Install Flash Cams* on Main Street	\$22,385
5	Northside Community Council	Street lighting and tree pruning to combat drug dealing and prostitution	\$4,568
5	College Hill Forum	Flash Cams* to deter illegal dumping	\$25,395
1	Findlay Neighborhood Center	Clean up and lighting of the Findlay and Vine Street park and playground to aid in ongoing revitalization	\$1,950

* **Flash Cams:** 35mm cameras in hardened boxes with motion detection and audible warning capability.

The Citizen Observer

www.CitizenObserver.com

The Citizen Observer website was created to share information on police investigations, general crime prevention and neighborhood information. Part of a national network of communities, the Citizen Observer website brings law enforcement agencies, citizens and businesses together in a united crime prevention partnership. Postings may be listed in English and/or Spanish, and photos can be included. The need and ability to share accurate information quickly is paramount. The site educates the public on several categories of alerts:

- Wanted Fugitive
- Unsolved Crime
- Citizen – entered for crimes that just occurred but are not immediately cleared or there is no reason for a press release, including but not limited to, all murders and robberies of financial institutions.
- Business Alert – entered for felonies or serious misdemeanors that just occurred or exigent circumstances justify immediate notification of specific businesses including banks, auto shops, pawnshops, etc.
- Press Release

The 33 CPD trained personnel entered 113 alerts over the past 12 months. The Citizen Observer website has developed a highly effective means of connecting citizens with local law enforcement that assists in addressing and inhibiting crime within local communities and neighborhoods.

Crime Hot Spot Camera Program

www.CityWatcher.com



Mounted CityWatcher camera

The Cincinnati Police Department has an innovative tool to assist in fighting crime in the communities of College Hill, Over the Rhine, Walnut Hills and East Walnut Hills. Forty CityWatcher.com cameras went online to help monitor activity in crime hot spots in these communities. The cameras provide real-time images via the internet. Video of several crimes captured on tape are featured on the site. Grant money from Cincinnati's Safe and Clean Neighborhood fund enabled the Police Department to purchase the cameras. Operating fees for the system are covered by each

community through grants or contributions from neighborhood businesses.

There are 134 CPD officers that can enter information and 21 citizen volunteers are trained to use the equipment. P.O. Eric Franz, coordinator the Volunteer Surveillance Team that assists in monitoring the cameras, sees the cameras as a valuable crime prevention tool: "The cameras allow us look into neighborhoods where historically people have been too scared to call the police or too scared to tell us what's going on. So we have an eye in the sky or eye in the storefront."



Other City Departments

Neighborhood Code Enforcement Response Team (NCERT)

The NCERT Team consists of an inspector from the City Building, Fire and Health Departments. These three inspectors, with the assistance of CPD, will respond to complaints with regard to properties which provide a risk of serious physical harm to residents, neighbors and/or the general public. (The complaints normally originate with community groups, and come to the NCERT unit via the Neighborhood Police Officer.) Often, the inspectors will enter the properties pursuant to an administrative search warrant. Once on the premises, they will conduct a thorough inspection of that property. At the conclusion of the search, orders will be written to abate the problems discovered. In some instances, if the conditions are bad enough, the structure will be ordered vacated, immediately! After orders are issued, the owner will be given a certain amount of time to correct the problems. If the owner attempts to comply, the city will work with that person, however, if the person shows little inclination to comply with the orders, criminal charges will be filed, and the owner will then have to appear on the county housing court docket.

This year, the NCERT unit filed criminal charges against the persons in control of a multi-family unit at on Dayton Street in the West End; the persons in control of eight “junk yards” located in the West End; and the corporation in control of a large apartment complex on Glenway Avenue Price Hill.

Spotlight on NCERT: West End Environmental Hazards

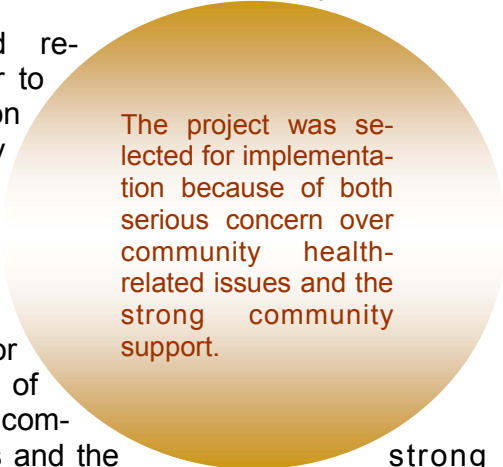
The West End Business Association identified the area’s salvage yards as one of the most critical problems inhibiting the community’s future business development. There are eight salvage yards in a small area. Local residents, businesses and City Departments have linked environmental hazards to these

operations including burning chemicals and metals, leaking batteries, fuel dumped into the City water supply, and seepage of chemicals and oil into the ground and sewers. The managements of these salvage yards have resisted attempts to regulate their operations and have not corrected the problems.

The majority of local community groups gave strong support to the City to regulate the operation of these eight salvage yards. The various hazards and violations fell under the jurisdiction of multiple City departments including, but not limited to, the Fire, Health, Building and Inspections and Police Departments.

Careful investigation and research was conducted prior to development of an action plan. The Hamilton County Sheriff’s Office assisted by providing aerial 35mm photos of the sites in preparation of the legal case.

The project was selected for implementation because of both serious concern over community health-related issues and the strong community support. The problem analysis included collaboration with other governmental agencies such as the Environmental Protection Agency. Because current City codes governing salvage yards are ambiguous, the legal issues were complex. The Neighborhood Code Enforcement Team (NCERT) meets every other week for two months reviewing collected data. Once all City Departments reached a satisfactory understanding of the issues was a problem solving strategy developed.



The project was selected for implementation because of both serious concern over community health-related issues and the strong community support.

The NCERT strategy included the execution of eight administrative search warrants to determine the level of environmental hazards on each property. The majority of the violations fell under the Building and Inspections, Health, and Fire Departments codes.

Following the searches, seven of the yards were cited for criminal code violations. This was further complicated due to multiple violations and the number of people cited (both owners and business operators). The majority did not comply with licensing and insurance regulations; compliance with City Codes will be complex issues for them to resolve. Because of the number of violations and people involved, it is unclear at this time how long the court process will take.

The community is continually updated on this process. Feedback has been positive, although an organized assessment process has not been put in place.

The Vine Street Demonstration Lab

The Vine Street Demonstration Lab sought to field test safety, neighborhood quality of life and community engagement initiatives. This was coupled with tailoring the delivery of existing place-based services. The project ran from April through June, 2005. The project gauged citizen response and where necessary a clearer understanding of operational costs as a precursor to testing these initiatives in other neighborhoods.

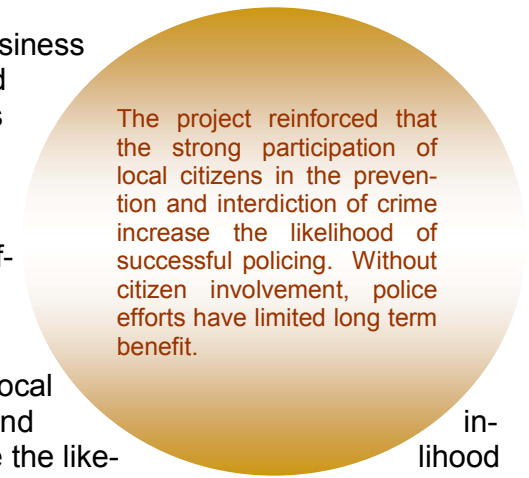
Enhanced Safety

An integration of traditional and special emphasis police services (e.g., Neighborhood Policing, Community Response Teams, and the Street Corner Unit) within the Vine Street Corridor resulted in 429 arrests for the 619 calls for police service.

The CPD worked with other entities (e.g., KCB, Buildings and Inspections Department, Over-the-Rhine Community Council and OTR Chamber of Commerce) to provide structured programs to deter crime in the area. They also began a program of

"peer mentoring." Area business owners/managers provided guidance to other business owners/managers, helping them establish and maintain practices that discouraged loitering and drug trafficking.

The project reinforced that the strong participation of local citizens in the prevention and interdiction of crime increase the likelihood of successful policing. Without citizen involvement, police efforts have limited long term benefit.



Neighborhood Quality of Life Unified Code (NQOL) Enforcement

The Vine Street Demonstration provided a laboratory to "test" application of the NQOL. The NQOL review team, consisting of personnel from the Departments of Health, Fire, Buildings and Inspections (B&I), Public Services, Police and Law, participated in a series of meetings and training sessions. After cross training, several separate sessions were conducted to review and discuss practical application issues focusing on the following general areas; scope and potential impact of the code, code interpretation and uniform enforcement, technology, and safety.

Health and Buildings and Inspections field inspectors gathered data about existing building and property conditions. They compared the provisions of existing Cincinnati Municipal Code mirrored in the NQOL Code under "field" conditions. Violations observed during neighborhood inspections were cataloged by owner characteristics, location, and extent of repair required for compliance. Each violation was reviewed for applicability to being cited under proposed Unified Code.

Unfortunately, many of the buildings are so old and dilapidated

that total rehabilitation is required. Renovation costs would exceed that of new construction, and are well beyond that which will provide a reasonable rate of return on investment.

As a result of the NQOL observations, it is apparent that additional code sections should be added to the Draft NQOL Code to enable the City to foster "place managers" and significantly increase the scope of the NQOL Code. Second, sustained coordination of the code enforcement work of five departments enforcing a single code requires continuous upgrading and integration of enterprise information technology systems (personnel, software and hardware) at the Regional Computing Center and the field departmental level.

Community Engagement

Community involvement is the key to sustaining improvements. Within this Lab such efforts were principally accomplished by the Cincinnati Human Relations Commission (CHRC), Keep Cincinnati Beautiful (KCB), the Community Development and Planning Department (DCDP), and the Department of Public Services with indirect support provided by the Cincinnati Police Department.

Community residents, visitors and businesses were approached by Community Relations Monitors on the streets as well as in the Pride Center. They were then surveyed, and provided with a variety of referral sources. The staff also coordinated all community activities on Vine Street as well as hosted neighborhood meetings allowing residents to voice their concerns and issues toward finding common ground solutions.

Local youth were employed during summer months and sent out within the neighborhood to provide direct services, as well as to train others in providing service to the community. Building upon the creativity and enthusiasm of each immediate neighborhood's young people, as well as youth across the city, the KCB unveiled the Vine Street Art Gallery. The Gallery exhibited the work of local students and urban artists. It consisted of building

murals designed by youth from Impact OTR and students from the University of Cincinnati College of Design, Architecture, Art and Planning (DAAP) program. Involving youth in beautification of their community increases their self-worth as well as facilitates the enhancement of the community.

A key lesson relearned was that it is quite difficult to open a satellite office and have a clear mission, tangible results and accomplish effective community outreach. It is particularly difficult to establish and maintain feedback from a broad cross section of the community (e.g., residents, businesses and visitors) on their collective and individual needs and resources and the impact of programming on those needs.

Potential Next Steps

The Vine Street Lab review team brainstormed a wide range of solutions reaching across several City departments. A key component of "closing out" this effort is determining what elements of this effort should be institutionalized and how that should happen. Criteria need to be identified and then applied for determining which of the following ideas should be implemented with appropriate "institutional homes" and/or "champions" established.

Code Enforcement

- Create a CPOP team in the Vine Street Corridor if community stakeholders are willing to participate.
- Implement a concentrated Code Enforcement program for the corner markets in other communities using the Vine Street Lab as a pilot.
- Have the Law Department review the funding agreements for businesses that received City funding. Most agreements require that the owners must comply with all laws. Perhaps the loans or grants can be recalled for the businesses that are providing cover or worse yet, support, for drug trafficking.

- Code Enforcement departments and DCDP should continue to work together and with Cincinnati Area Geographic Information Systems (CAGIS) to both collect and electronically archive needed information about individual properties. They should also work to make the retrieval process of this information more transparent and user-friendly.
- Consider repealing language in CMC 714 (Littering) and 731 (Weed Control) that requires immediate citation for litter and excessive weed violations in favor of once again allowing property owners to be issued warnings or notices of violation before being cited with a citation and associated fine.

Economic Development:

- Have the DCDP Teams collect all of the data for city actions until we get a master data base.
- Have DCDP, CHRC and others coordinate with the Neighborhood Code Enforcement Response (NCERT) Teams prior to providing city assistance.
- DCDP follow up with selected property owners regarding their use of DCDP programs to increase building occupancy.
- Explore reinstating City-sponsored employment and training activities to assist local businesses in hiring and training local residents.
- Follow-up with agencies who promise to train local youth with relevant job skills as to how many of these youth actually find *and* keep jobs.
- Follow-up with Empowerment Zone administration to coordinate their efforts with those of the City-sponsored Employment and Training programs and the needs of local businesses and those surrounding businesses that may have job vacancies.

Neighborhood Development

- CHRC, Police and DCDP should continue to explore ways to nurture the neighborhood development interests of the com-

munity activists, local residents and local store owners. It must be recognized that from time to time it may be necessary to intervene and if possible, help to develop win-win solutions to conflicting interests.

- Start an Adopt a Block Program (ABP) seeking a business, institution or organization to support one block of Vine Street. Create a Scope of Services to be provided in the ABP and a list of benefits to the participants.
- Identify actions City staff can take when working on Vine (or other high crime areas) to support the CPD activities for safe streets.
- Nurture and work with at least one stakeholder in each block. Look to owners or property and business managers that may be located on site.
- Have OTR chamber members or business owners take an active part in helping guide back to appropriate activity, those businesses that have a tie to illegal drug trafficking.
- Keep inviting all of the Vine Street stakeholders to the Sector meetings.
- Emphasis of all stakeholders within the neighborhood should be on taking appropriate corrective actions to reduce and eliminate undesirable behaviors. Emphasis also needs to be placed on recognizing and rewarding "good" and "desirable" behaviors.



Partnering Center staff, working in cooperation with the Cincinnati Police, performs the following key tasks to implement CPOP: (1) Engagement of community stakeholders through outreach efforts in the problem solving process. These outreach efforts seek to include both individuals and institutions who are already engaged with police to address crime and safety issues as well as those who have not previously taken part in the effort, whether due to a perception of a lack of opportunity to assist, a lack of understanding on what they could do to assist, or a lack of comfort or trust; (2) Training community stakeholders in CPOP, the SARA model and community asset building; (3) Supporting community stakeholders in applying the CPOP methodology, the SARA model, and community asset building skills.

CPPC Problem Solving

Following the first completed round of SARA trainings in 2004, the CPPC, in partnership with the Cincinnati Police Department, has developed problem-specific curriculums to assist communities in their problem solving efforts. The Partnering Center has also organized trainings that were then presented by CPD or City officials. For example:

- Terry Cosgrove from the City Law Department with the Partnering Center coordinated and co-presented six Court Watch trainings with during this reporting period. These trainings were well-attended by citizens from several neighborhoods, and provided step-by-step information about how to track a case through the court system, and when and how citizens can provide input during the court process.
- Specialist Kelly Raker from the Cincinnati Police Department presented “Landlords & Crime Prevention” Training. CPPC staff arranged for the information to be available for interested landlords about how they can protect their investments by preventing or removing drug sales and drug use on their property. This training was conducted on three occasions during this reporting period.

Also during this reporting period, the Partnering Center played a significant role in supporting two city-wide initiatives – the Ohio Service for Crime Opportunity Reduction (OSCOR) and the 25 Cities Initiative – now called the “Major Cities Initiative” - which is a partnership with the Office of National Drug Control Policy

Major Cities Initiative & CPOP

While most CPOP problem solving efforts are conducted on a “micro” level – at a specific location, building, intersection, etc. – the Major Cities Initiative engages in problem solving on a “macro” level – building on the assets that exist in each community. The Major Cities Initiative is a coordination of law enforcement, prevention and treatment activities to reduce drug use and violence related to drug use in three Cincinnati neighborhoods.

Partnering Center staff works with the Office of National Drug Control Policy, CPD and the Coalition for a Drug-Free Greater Cincinnati on this initiative in the three pilot communities. Lower Price Hill, Kennedy Heights and Madisonville were chosen for this twelve-month commitment following several presentations.

Meetings in each community were held in late 2004 to enlist support for neighborhood-based leadership teams that are currently implementing strategies aimed at reducing drug sales and use, and the violence that accompanies drug sales and use in Cincinnati neighborhoods. The program uses the SARA problem solving method as the process to achieve the reduction in drug use and violence in these communities.

CPPC staff members organized young people and adult chaperones from two of the three Major Cities neighborhoods (Lower Price Hill & Madisonville) to attend the International PRIDE World Drug Prevention Conference, held in Cincinnati during the first week of April and co-sponsored by the Ohio Department of Alcohol & Drug Addiction Services and Greater Cincinnati Drug Free Coalition.

(ONDCP). The Center’s participation in these important initiatives has exposed a new group of citizens to the CPOP methodology as a vehicle for reducing crime and disorder in their neighborhoods.

The Center also helped plan and hosted a visit with Cabinet Member John Walters, Director of the ONDCP. Members of the communities participating in the 25 Cities Initiative were invited to this meeting to have a dialogue with Director Walter about their 25 Cities Initiative work in their communities.

Partners in the Major Cities Initiatives have included the Community Building Institute at Xavier University, the YWCA and the Rape Crisis & Abuse Center, the Recovery Health Access Center (RHAC), First Step Home and many others.

Although the representatives of the American Civil Liberties Union (ACLU) do not direct or participate on CPOP teams, there are frequent exchanges of information with citizens in the community in general. The following list of activities were ones in which the ACLU had a part during the 2004-2005 reporting period.



ACLU Problem Solving

UC Law School Forum

The ACLU took part in a panel discussion along with representatives from local social justice organizations and political leaders. The discussion focused on issues of police reform and how ordinary citizens can become involved.

UC Social Activism Forum

ACLU representatives spoke to a University of Cincinnati class regarding the CA/MOA, showed the video and fielded questions. Information was distributed on appropriate behavior when stopped by the police, as well as the Bill of Rights bookmark.

Taser Forum

The ACLU organized a community forum on taser usage. Panel participants included representatives from the taser manufacturer, the Cincinnati Police Department, the Citizens Complaint Authority (CCA) executive director, a physician and the ACLU. Audience participation and questions were encouraged.

International Socialist Organization Community Activism Forum

The issue of police reform was discussed during this community forum in which the ACLU took part.

Women's City Club Forum on Youth - "Changing the Conversation"

Author and nationally recognized expert on successful organizational leadership Peter Block moderated a forum with youth on the issues they face in their daily lives. Several agencies including the ACLU took part in this program.

Juneteenth Celebration

At this celebration of the emancipation of slavery, the ACLU sponsored a booth where they distributed relevant materials and provided an update on the CA/MOA to interested booth visitors. Volunteers were also recruited for future events.

African Culture Festival

A “meet the candidates” event was held in Avondale and the ACLU made a presentation on its role in the CA, as well as updated on its implementation status.

BUZZ Show (July)

The ACLU took part in a call-in program monitored by Ronald Twitty on the use of tasers.

BUZZ Show (August)

The Parties to the CA, which included the ACLU, took part in a program monitored by Rick Biehl from the Community Police Partnering Center. The show discussed issues related to the CCA and its role in police reform. The program also discussed the RAND Corporation and its work evaluating satisfaction of the goals in the CA.

To recognize citizens, police personnel, and City agencies for their outstanding efforts in CPOP, the Parties to the Collaborative will host an annual Cincinnati CPOP Awards at the Xavier University Cintas Center on October 27, 2005.

The Community Police Partnering Center has contributed \$10,000 in total from its 2005 budget to finance the award program. Additionally, the law firm of Donald Hardin, Fraternal Order of Police attorney, committed \$1000, and Partnering Center Board President Herb Brown also committed to a \$500 personal contribution to assist in making this first ever CPOP Awards Ceremony a success for the community.

Award submission information was disseminated throughout Cincinnati during the months of July and August, 2005. Recipients of these submission packets included the Cincinnati Police Department and George Ellis, attorney representative for the Plaintiff's. Also, Partnering Center Outreach Workers have been disseminating awards packets at CPOP team and community meetings, and have provided assistance as needed to citizens needing help with the application process.

Award categories include:

CPOP Annual Awards

- Outstanding Community Efforts in CPOP
- Outstanding Individual Contribution in CPOP (3 winners will be chosen)
- CPOP Partnering Award
- CPOP Innovation Award
- Comprehensive CPOP Initiative Award

The Parties look forward to highlighting the good work of citizens, the police and the city through this CPOP Awards Program, and to publishing these outstanding submissions so that other communities can learn from their best practices in CPOP.



Conclusion

With the Partnering Center now fully operational, the Parties have been able to move CPOP from the pages of the Collaborative Agreement to the streets of our communities.



Uniqueness and Benefits of Cincinnati CPOP

At this time last year, there were less than half as many full time staff at the Partnering Center as there are today. Naturally there were, as well, less than half the number of active CPOP teams as there are today. CPD has trained seven additional persons to be crime analysts. The current complement of eight crime analysts will allow the department and CPOP teams to utilize more data in a greater variety of ways than was possible a year ago. Both of these developments, as well as continued work by all of the parties to communicate with their several constituencies the importance of CPOP, has aided in getting the word out and ensuring the expanding recognition of the importance of CPOP throughout Cincinnati.

Cincinnati Community Problem Oriented Policing is unique in a number of ways. First, the Parties to the Collaborative Agreement have committed to “adopt problem solving as the principal strategy for addressing crime and disorder.” It is rare for urban police agencies to make this level of commitment to problem solving as the primary method of creating public safety.

Second, Cincinnati’s commitment to problem solving includes a clear emphasis on and commitment to citizen involvement in the problem solving process. CPOP initiatives are intended to be and have frequently been community driven. Citizens, with the support of the City of Cincinnati and its Police Department, Parties to the Collaborative Agreement, and the Community Police Partnering Center help define community safety problems, analyze contributing factors, and craft strategic and responses to these identified problems. In fact, it is often responses created by citizens that are most effective in addressing neighborhood problems. Whether these responses involve planning community events such as outdoor cafes, bar-

beques, or “sit outs” to reclaim public space from those using it to the detriment of the community or implementing environmental interventions such as neighborhood cleanups, removing overgrown underbrush or low hanging limbs from trees blocking citizens’ visibility of community areas, citizens’ creativity, enthusiasm, and hard work has often been the critical element in improving neighborhood safety.

Third, CPOP initiatives are being intensely evaluated. Beyond the assessment phase, wherein CPOP initiatives are evaluated by team members to determine if they have been effective in reducing neighborhood crime and disorder problems, members of the Monitoring Team have attended CPOP team meetings to see first-hand how problem solving is being accomplished in

Cincinnati Neighborhoods. In addition, the RAND Corporation, a non-profit think tank that helps to improve policy and decision making through objective research and analysis, is conducting an evaluation of Cincinnati CPOP efforts.

These three characteristics of Cincinnati Community Problem Oriented Policing – commitment to problem solving as the principal methodology for creating public safety, the emphasis on citizen involvement in problem solving, and a dedication to rigorous evaluation – poise the City of Cincinnati, with the support of the Parties to the Collaborative Agreement and the Community Police Partnering Center, to make significant improvements in the safety of Cincinnati communities.

Lessons Learned

Although not all crime problems necessitate significant citizen participation in problem solving initiatives, some crime problems can be addressed by citizen engagement and participation. Enforcement initiatives, without sustained action by community stakeholders, often have limited and short-term benefits. Furthermore, offender based strategies often have limited ability to impact crime since only one in five serious crimes are solved by police.

Many of the successful CPOP initiatives in Cincinnati have been citizen led and have benefited from the creativity of citizens at all stages of the SARA problem solving process. The following are some of the initial lessons learned from working in partnership with citizens in neighborhood CPOP initiatives:

- Before a CPOP team can really reduce crime at a target location, the police and the community representatives have to be able to trust each other. Where trust is low, the foun-

ation of a CPOP initiative needs to focus on relationship building between citizens and the police.

- Much of the work of CPOP initiatives is about changing the culture of a neighborhood. For example, it is about “Who owns the public space?” “What is the space designated for?” Sometimes just replacing criminal activity in a public location with something legitimate is enough to displace or reduce the problem.
- Leadership development, or the empowerment of community residents, takes place hand-in-hand with the development of CPOP teams and neighborhoods.
- “Small wins” are important as long as they accomplish something of significance for a community. Something as simple as securing a stop sign or a street light can give a CPOP team the confidence to pursue larger projects.

- Problem solving looks very different neighborhood to neighborhood. The problems confronting neighborhoods, although often similar in nature, involve varied responses which reflect the capacity and strengths of individual communities. To maximize success, neighborhood CPOP initiatives need to engage the unique gifts of the community - individuals, citizen associations, business and nonprofit organizations, educational and faith-based institutions - in the problem solving process. Teams are most successful when



Looking Towards the Future

Over the course of this past year, the parties have defined CPOP, defined problem solving, and worked on creating a CPOP website that brings richer information to the citizens of this community. More important than any of these changes; however, is a new spirit of collaboration that was missing for much of 2004. The Parties to the Collaborative Agreement have worked progressively to expand the quantity and quality of CPOP initiatives and the degree of citizen engagement in these initiatives. In the next year, the fourth year of the Collaborative Agreement, the Parties will work to expand the number of neighborhoods engaged in CPOP initiatives while increasing the sophistication of the application of the SARA process.

Engaging new citizens in the CPOP process will be accomplished by outreach efforts by the Cincinnati Police Department and the Community Police Partnering Center, with support being provided by the American Civil Liberties Union and the Fraternal Order of Police. In order to enroll more citizens in crime reduction efforts, the Cincinnati Police Department will provide additional information to the public about crime and disorder problem solving efforts and opportunities for citizens to participate through the department's *Blue Wave* quarterly newsletter and other media with the assistance of the public relations firm, Trubow & Associates. The Partnering Center, now fully staffed

their diversity reflects the diversity of a neighborhood.

As CPOP initiatives are expanded to include more citizens in even more neighborhoods, additional lessons will be undoubtedly learned, including "best practices" in implementing problem solving in Cincinnati communities. In the meantime, the above lessons will continue to guide the Parties to the Collaborative Agreement and the Community Police Partnering Center staff in better serving all community stakeholders in Cincinnati.

with twelve outreach staff, will engage in grassroots mobilization of community stakeholders to create and support CPOP teams in over 30 neighborhoods. The Partnering Center will also continue to communicate the value and importance of citizen involvement in addressing neighborhood crime and disorder problems by hosting the monthly "BUZZ on CPOP" radio show on WDBZ, 1230 AM, as well as making cameo appearances on local television and radio programs.

As CPOP continues to be implemented throughout Cincinnati's neighborhoods, the sophistication of CPOP problem solving initiatives will also be enhanced. Problem identification through the scanning process will be amplified by the addition of seven additional crime analysts to support problem solving in the five police districts and by special investigative units. Additional problem identification, through the examination of police data (calls for service, reported crimes, and arrests), will be enhanced by the Community Police Partnering Center outreach staff that will survey citizens to learn of community concerns as well as crime and disorder incidents not reported by police.

Factors contributing to neighborhood crime and disorder problems will also be better identified by the police districts' crime analysts who will be responsive to requests from neighborhood



CPOP teams to provide statistical and analytical support of identified CPOP problems. This statistical and analytical support will be enhanced by environmental surveys, created by the Community Police Partnering Center and administered by citizens, designed to assess and measure physical and social disorder related to community crime and safety problems. Analysis of police data and data from citizen and environmental surveys will help CPOP participants more fully understand crime and safety problems and better guide them regarding potential effective strategies to address these problems. The accumulated data will also provide benchmark measures of the existing safety of identified locations of CPOP initiatives. These benchmark measures can then be used to evaluate effectiveness of CPOP initiatives after responses have been implemented.

In addition, CPD anticipates launching the new application for the website in early October 2005. The following is a list of the capabilities of the new CPOP/SARA application:

- Tracks CPOP cases as well as CPD and CPPC problem-solving activities.
- Simplifies the creation of cases by permitting the user to click on Arcview/GEN 7, an automated computerized mapping tool that is tied into the shared City's and County's geographic information system.
- Queries can be made for other existing problems by searching locations, districts, neighborhoods, and officers.
- Queries can also be made for permit and code enforcement issues.
- Provides a hyperlink to any report prepared by the CPPC concerning a specific problem-solving case in the database.
- Permits other departments and the CPPC to elaborate on their participation in the problem-solving process or to provide further analysis of the problem.

- Permits the creation of "virtual teams" for individual problem cases to facilitate collaboration between departments and CPOP members via quick mail and message boards.

The program is linked to 911 calls for service to provide officers with real time data.

Training for neighborhood officers and CPPC members on the new application is scheduled for September.

Overall, the effectiveness of problem solving initiatives will be improved by joining other community organizing efforts to maximize community interventions necessary to begin the transformation of high-crime communities into more livable communities. Those community organizing efforts may involve partnering with social service agencies, faith-based organizations, local neighborhood businesses, or educational institutions. In addition to these community partnerships, neighborhood CPOP initiatives will be able to benefit from "lessons learned" recorded on the City of Cincinnati's CPOP website as well as the extensive library of problem solving resources available on the website.

Most importantly, citizens will benefit from the sincere commitment of the Parties to the Collaborative Agreement – the City of Cincinnati, the American Civil Liberties Union, and the Fraternal Order of Police – as well as the Community Police Partnering Center in diligently serving and supporting them in addressing neighborhood safety problems. It is ultimately this commitment combined with citizen participation and hard work by all involved that will create a vibrant future for our city where citizens can live, work, and play in safe environments.

We offer our heartfelt thanks and congratulations to Cincinnatians and other concerned citizens who have joined us in this most important work of creating safe communities! We look forward to your continued dedication and support in the year ahead!!



Writing Credits

Cincinnati Police Department

Colonel Thomas H. Streicher, Jr.
Police Chief

S. Gregory Baker
Executive Manager, Police Relations Unit

Katie Werner
Police Officer

Shannon Johnson
Administrative Assistant/Report Layout

Community Police Partnering Center

Richard Biehl
Executive Director

Doreen Cudnik
Senior Community Outreach Worker

American Civil Liberties Union of Ohio Foundation

George Ellis, Esq.
Staff Attorney for Cincinnati Police Reform

Fraternal Order of Police

Donald Hardin, Esq.
Hardin, Lefton, Lazarus & Marks, LLC

Editorial Consultant

Patricia Trubow, APR, Fellow PRSA
Hollister, Trubow & Associates