



city of
CINCINNATI

Office of the City Manager

Collaborative Refresh Update
City Manager's Advisory Group
May 10, 2019

Collaborative Agreement (2002 – 2008)

Goals & Principles

Five Collaborative Agreement Goals

1. Police Officers and Community Members Will Become Proactive Partners in Community Problem Solving;
2. Build Relationships of Respect, Cooperation and Trust Within and Between Police and Communities
3. Improve Education, Oversight, Monitoring, Hiring Practices and Accountability of CPD
4. Ensure Fair, Equitable, and Courteous Treatment for All
5. Create Methods to Establish the Public's Understanding of Police Policies and Procedures and Recognition of Exceptional Service in an Effort to Foster Support for the Police

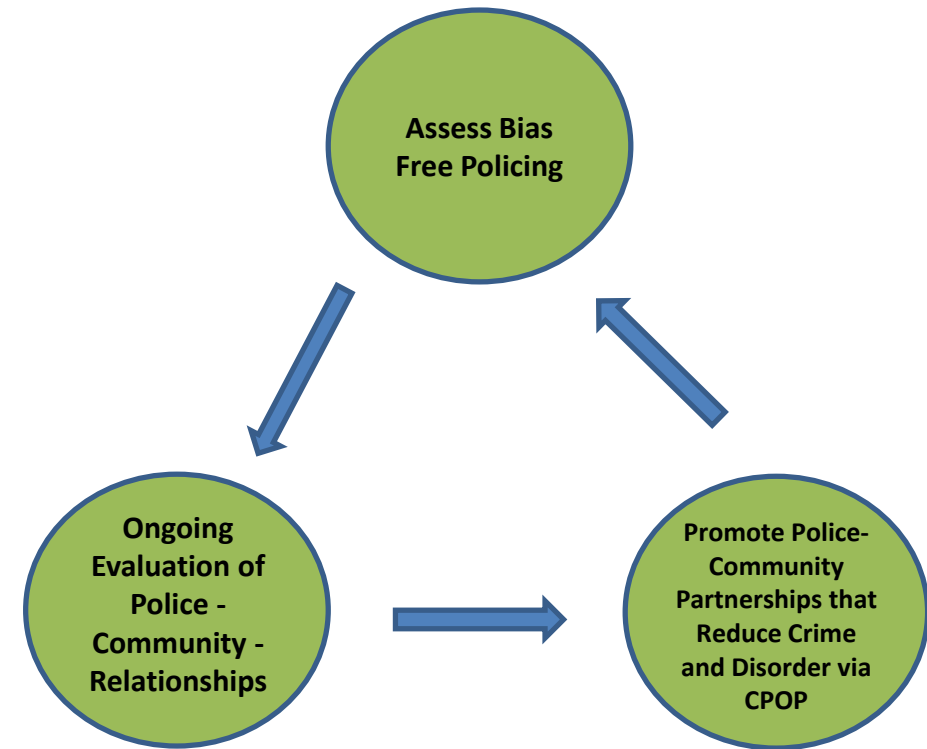
Key Principles

- The social conflict necessitating the creation of the Collaborative Agreement arises out of a cultural context much broader than police community relationships.
- Many conflicts can be addressed through careful analysis based on detailed information and a willingness to explore a wide range of alternatives.
- Through comprehensive measurement, we can determine if progress is being made and whether solutions toward the CA goals are working.

The CA Plan

Sustainability (2008 - Present)

The City of Cincinnati and the Parties recognized that the effort to transform police-community relations will continue even though the Collaborative Agreement came to an end in 2008.



Collaborative Refresh Recommendations – Areas Identified for Improvement

**Data Collection,
Analysis &
Evaluation**

**Education, Training &
Engagement**

**Implementation of
Collaborative Problem-
Oriented Policing
(CPOP)**

**Risk Management
Systems**

**CPD Policies &
Procedures**



Focus Areas for the City's 2019
Collaborative Refresh Action Plan

Data Collection, Analysis & Evaluation

Objectives

- Improve data collection efforts to broaden analysis & evaluation capabilities to better articulate the performance and impact of the Collaborative Agreement.
- Improve the capacity of CPD & OPDA analysts to conduct routine analysis and evaluation to assess progress towards Collaborative agreement goals and provisions.
- Improve Police accountability, intervention and prevention.
- Identify data opportunities to increase collaboration across City of Cincinnati Departments and other sectors to synergistically enhance common goals and complementary initiatives.

Action Item	Comments	Timeline	Status	Update as of 4/29/19
Develop and adopt an analytic model that uses statistical and analytic technologies to assist in evaluating bias-free policing.	<ul style="list-style-type: none"> • It is not uncommon for proactive and predictive policing strategies to yield disparities. • How do we distinguish statistical racial disparity from bias? 	November 2018	Ongoing	<ul style="list-style-type: none"> • The City has secured the services of UC's Institute of Crime Science to facilitate this process. • This project is expected to last 10 months and will start immediately upon the execution of an amendment to include this scope of work within an existing contract with the Institute of Crime Sciences.
Develop and adopt an analytical framework for evaluating police-community relationships on an on-going basis.	<ul style="list-style-type: none"> • How do we currently measure police-community relationships on an ongoing basis? • What criteria should be used when evaluating? • What performance indicators should be monitored? • Who will conduct the evaluation? 	April 2019	Ongoing	<ul style="list-style-type: none"> • Ad Hoc Group discussed history, vision and mission for evaluating police-community relationships in Cincinnati. Also discussed the need for clarifying core values and principles to collaboratively move this work forward, and to use as a filter for researching best practices for replications or to influence the design of a new structure. • A suggestion was made that the Ad Hoc Group present on a recommended framework and structure at the August 2019 MAG Meeting.
Assess current OPDA and CPD capacity for complex and routinized data analysis, reporting and evaluation. Increase training opportunities for OPDA and CPD analyst	<ul style="list-style-type: none"> • Most of the current evaluation activities described in the City's Refresh reports are qualitative: documentation, discussion at meetings, or monitoring of administrative (activity) data. • City has contracted with RAND in the past to do analysis and evaluation at a significant cost. How do we build the City's internal capacity? 	June 2019		-

Education, Training & Engagement

Objectives

- Improve the brand identity & public profile of the Collaborative Agreement and Collaborative Refresh.
- Improve police-community relations (i.e. community perceptions of police legitimacy and procedural justice) to ensure fair and equitable treatment of both community members and sworn officers.
- Improve the internal and external reporting of progress made towards Collaborative Agreement goals and provisions.

Action Item	Comments	Timeline	Status	Update as of 4/29/19
Develop a strategic communications plan	<ul style="list-style-type: none"> • What is the strategy and plan to build awareness, communicate consistent messages, educate, shape public opinion, and help gain support for CA related initiatives, programs and activities. • How do we improve the brand profile and image of the Collaborative Agreement and Refresh. 	March 2019	Ongoing	<ul style="list-style-type: none"> • The City is forming a cross-departmental team (CMO, Mayor's Office and CPD) to develop and refine shared communications goals, target audiences, messages and activities. • A webpage for the MAG has been developed to archive and share MAG agendas, meeting notes and materials. Webpage can be found here. • City Staff presented a set of draft communication goals to the Ad Hoc Group for feedback. A recommendation was made that the City consider a goal that promotes meaningful, two-discussion/engagement rather than speaking to or at audiences.
Assess and revise CPD's community engagement strategy to strengthen police community relations and partnerships.	<ul style="list-style-type: none"> • To build and maintain this relationship, transparency, trust and mutual respect between community members, public safety and local government is critical, and serves as the foundation for true community engagement. 	June 2019	-	-
Assess and revise as appropriate all voluntary & involuntary CPD training curriculum related to implicit and explicit bias, community engagement and partnerships, cultural awareness and the collaborative Agreement for effectiveness & alignment with current best practices.	<ul style="list-style-type: none"> • How do we improve the number of face-to-face police and resident conversations so they don't only occur during a time of crisis. Especially the critical 16-25 demographic. • We cannot assume that all members of law enforcement are up to date with the latest developments of the field or have an equal understanding of the subject matter. 	January 2019	Ongoing	<ul style="list-style-type: none"> • On 4/18 the City released an RFP requesting services to develop a comprehensive implicit bias curriculum and train the trainer program for the City's Law Enforcement Personnel. Due Date for Submissions in May 13th.

Implementation of Collaborative Problem Solving

Objectives

- Improve the number and efficacy of police-community partnerships that collaboratively address chronic instances of crime and social disorder that pose barriers to neighborhood revitalization and overall quality of life.

Action Item	Comments	Timeline	Status	Update as of 4/29/19
<p>Design Process to Revise Logic Model for how CPOP will be implemented, institutionalized, tracked, reported and evaluated City Wide.</p>	<ul style="list-style-type: none"> • Does the current culture of the police department 1) value problem-solving as a key crime reduction strategy and 2) value the participation of community members as a key indicator of success and sustainability?" • Concerns are echoed by the 2014 "Status of Problem Solving" report written by Dr. Eck • What are the current best practices to review and assess how problem solving teams are convened and staffed, inclusive decision-making amongst diverse stakeholders for identifying problems, and sustainability of cross-sector place-based strategies in neighborhoods to keep crime down and improve overall quality of life. 	<p>January 2019</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • CPD successfully integrated the Problem Solving Tracking System (PSTS) into its Records Management System (RMS) as part of an effort to consolidate CPD databases. Additional data fields have been added to improve the diversity of data collected . This enable us to improve our ability to analyze and evaluate problem-solving efforts and better understand the outcomes and impact in a comprehensive way. • CPD is in the process of Onboarding District 1 and the Community Relations Unit on the updated PSTS. The goal is for every Neighborhood Liaison Unit and Analyst to be trained and operating the new database by July 2019. Eventually all CPD personnel will be trained on system. • CPD is in the process of updating and revising Procedures and Policies that guide the implementation of CPOP. This includes improvements to tracking the origination of problem-solving projects. Jason, Lt. Moton and the Commander of Planning met to discuss strategies. • CPD will be re-instituting a monthly CPOP review panel starting in May 2019. The panel will review presentations of all new CPOP projects initiated by the Dept and provides an opportunity to assess feasibility, provide feedback and technical assistance. The panel will be composed of a mixture of City Staff, in addition to representative from the Partnering Center and the Community Development Field.

Other: Miscellaneous Action Items & Recommendations

Item	Comments	Update as of 4/29/19
Improvements to the collection and reporting of juvenile arrest data.	<ul style="list-style-type: none"> Questions have been raised about the accuracy of CPD juvenile arrest data and it's consistency with Hamilton County records. Until Hamilton County updates their systems, it is important for CPD to capture juvenile contacts within its Record Management System (RMS). 	<ul style="list-style-type: none"> CPD anticipates a 3-4 week pilot of an Electronic 527 Arrest Form and Contact Card (Form 534) in June of 2019. The Electronic Arrest form and contact card will enable CPD to capture and report juvenile data in real time.
Improvements to the collection of outcome data for traffic and pedestrian stops	<ul style="list-style-type: none"> An inquiry was made by the MAG at the 2/22/19 meeting as to why there are traffic and pedestrian stops without outcomes listed. 	<ul style="list-style-type: none"> CPD is exploring adding additional fields to the contact card, such as closed referrals for juveniles, to help capture additional data to improve analysis and reporting of pedestrian and traffic stop outcomes. See electronic Arrest and Contact Card update from above. The Office of Performance and Data Analytics (OPDA) anticipates the release of CPD Pedestrian Stops to the Open Data Portal by September 2019.
Include the Collaborative Agreement as part of the training curriculum for Citizens on Patrol	<ul style="list-style-type: none"> A suggestion was made at the 2/22/19 MAG meeting to incorporate information about the Collaborative Agreement/Refresh into the Citizen's on Patrol training if it's not already a part of the curriculum. 	<ul style="list-style-type: none"> The Citizens Complaint Authority currently collaborates with CPD to review the Citizen's Complaint Process as part of the Citizens on Patrol Curriculum
Additional information on May Procedural Justice and Police legitimacy training session mentioned at February Meeting	<ul style="list-style-type: none"> In May CPD will host a nationally recognized subject matter expert who will conduct police legitimacy and procedural justice training sessions for the ranks of sergeant and above. 	<ul style="list-style-type: none"> The training will be facilitated by Subject Matter Expert Arif Alikhan Director of Constitutional Policing and Policy at the Los Angeles Police Department where he serves as the highest ranking civilian commander in the LAPD. Topics will include community policing and public trust for effective crime reduction and understanding uses of force with the use of body worn and other digital evidence, legal and constitutional concepts and the importance of critical thinking in police work mixed throughout.
Launch of MAG Ad Hoc Groups	<ul style="list-style-type: none"> Ad Hoc Groups were created to help drive work in between MAG Meetings. Ad Hoc Groups were developed to address each of the Key Result Areas (KRAs) from the 2019 Action Planned developed by the City to begin addressing recommendations and feedback from the 2017-2018 Collaborative Refresh 	<ul style="list-style-type: none"> March 2019 – The City Manager's Office launched the Education/Engagement & Data Ad Hoc Groups of the MAG. April 2019 – The City Manager's Office launched the CPOP Ad Hoc Group of the MAG.