



Colonel Eliot K. Isaac, Police Chief

PIVOT 2016 Site 1 Summary

Lieutenant Matt Hammer, PIVOT Unit Commander

Place-Based Investigations of Violent Offender Territories (PIVOT) is a strategy developed to address small areas where violence has been chronic and sustained. This strategy focuses on identifying place networks that facilitate violence. The goal is to disrupt offenders' ability to harm individuals and the surrounding community, using a problem-oriented approach that capitalizes both on focused deterrence and place network interventions. Sustainable solutions are considered paramount.

The PIVOT strategy was developed in the fall of 2015, and launched in the spring, 2016. The current operational plan includes a centralized PIVOT team in the Cincinnati Police Department (CPD). This PIVOT team focused on two project sites during 2016. Representatives from many City departments, community leaders and regional governmental and non-profit agencies engaged in the PIVOT process and were partners in response implementation. This strategy includes close cooperation with CPD's Gang Enforcement Squad, district beat officers and neighborhood officers. In an exciting development, this strategy was integrated with the City's Neighborhood Enhancement Program (NEP) to further address the important priorities of sustainability and positive change. The 2016 project for Site #1 is summarized below.

Site #1:

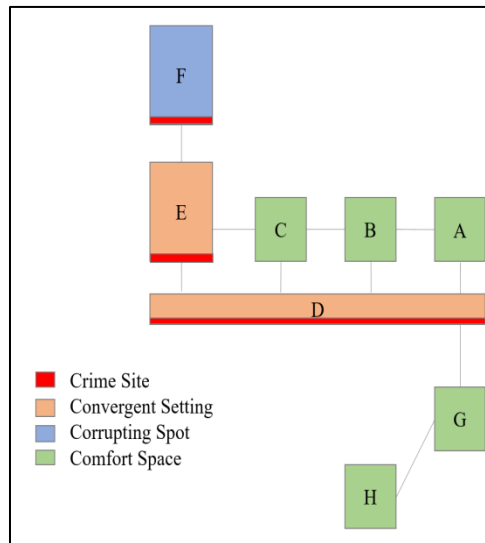
Introduction and Problem Identification

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

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The Place Network

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



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

Major Interventions

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



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

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

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

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



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- *Light Tower Intervention, location G, 12/21 – 2/3/2017*
 - PIVOT investigators received information that car-to-car drug transactions were occurring on a quiet portion of a public street. Investigators stationed a light tower/generator at this location, elevating light levels, and perhaps more importantly, creating a high-profile symbol of City/police presence while Department of Traffic and Engineering coordinated with the local electric provider to add a permanent light source. Community leadership was again aware of, and supportive of the intervention. Lines of communication were opened to ensure that associated side effects (i.e. noise levels) were not problematic to residents. Residents repeatedly voiced their support and appreciation for this intervention.
 - On 2/16/2017 a permanent street light was added at this site by the local electric provider at the request of the community, police, and Department of Traffic and Engineering.

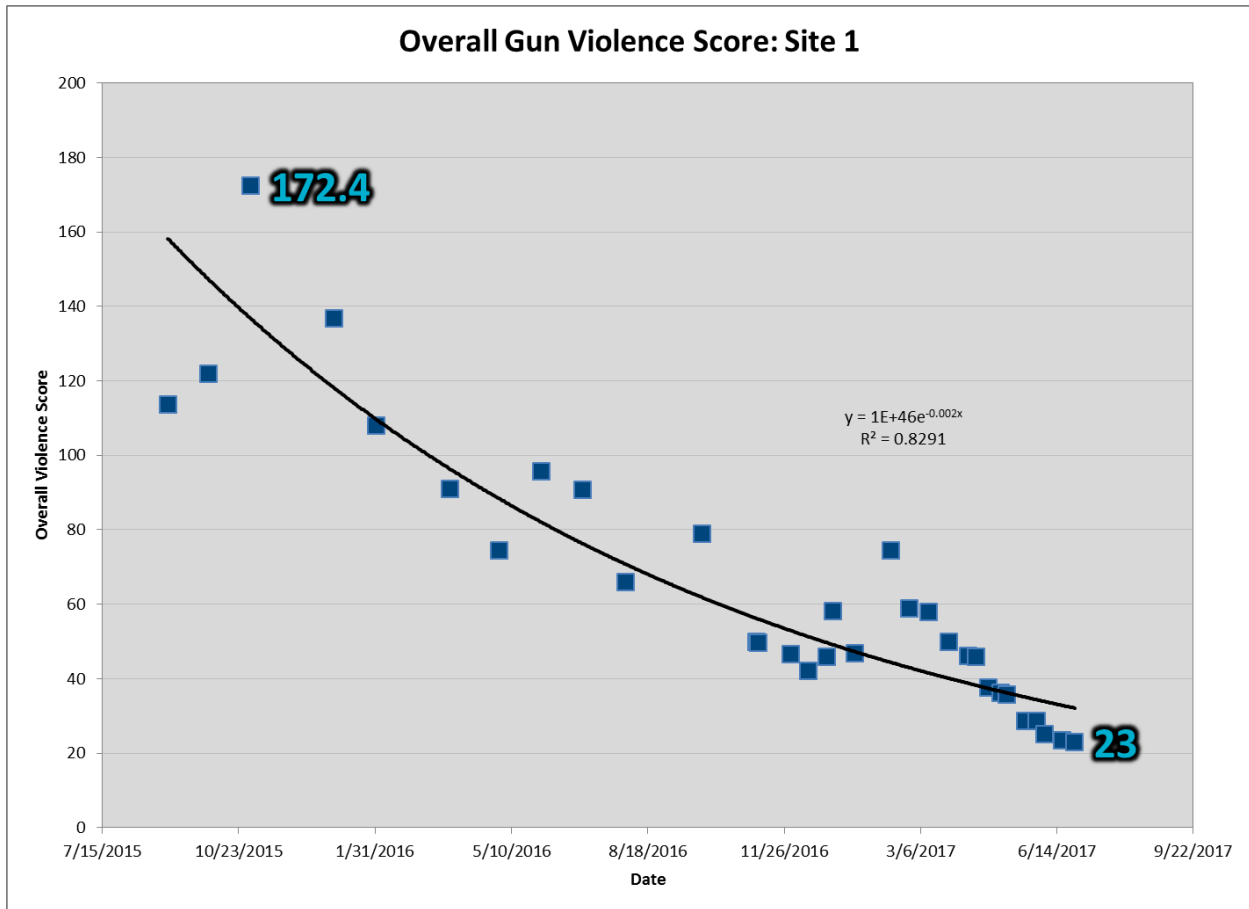
- *Demolition of Blighted Property, location H, 2017*
 - This vacant abandoned location had been the site of repeated code violations (trash and debris on property, open and/or broken windows, and partial structural collapse). The PIVOT team focused on it because of general blight and concern that the space may operate as a comfort space within the network. The property was attended to by City Buildings and Inspections, declared a public nuisance and demolished.

Early Assessment and Results

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



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

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



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Appendix

Table 1: Site 1 Partner Matrix

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

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

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