



Colonel Eliot K. Isaac, Police Chief

PIVOT 2016 Site 2 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 included close cooperation with CPD's Gang Enforcement Squad, district beat officers and neighborhood officers. The 2016 project for Site #2 is summarized below.

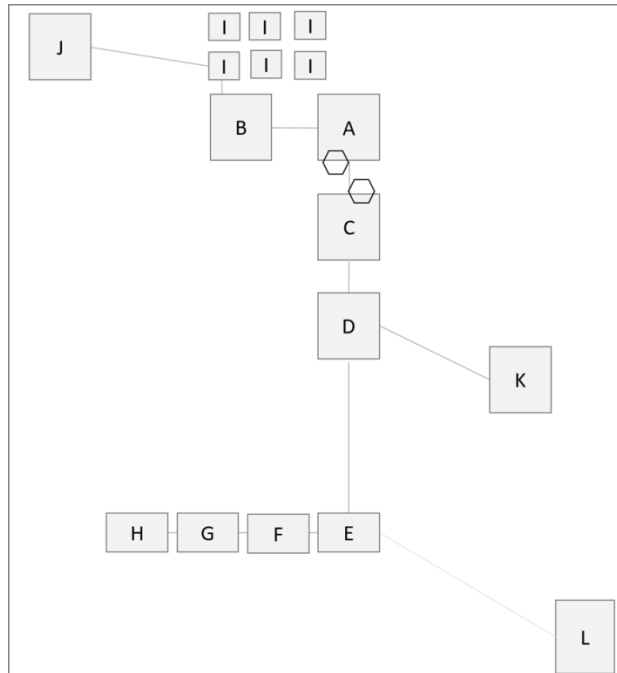
Site #2:

Introduction and Problem Identification

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

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The Place Network



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

Major Interventions

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

- *Gang Enforcement Squad long-term investigation, search warrant execution (7/15/16), public nuisance action (7/27/16), leading to agreed property closure (9/6/16) of location A.*



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- Community members identified open air drug market activity surrounding location A, and indicated that the store was selling items known to facilitate drug market behavior (items commonly used to package and consume illicit drugs). Officer observations confirmed drug market activity. CPD Gang Enforcement Squad investigation led to execution of a search warrant on the property and arrest of several employees. City solicitor's office filed a public nuisance action which led to an agreed closure of property for several months and forfeiture of the liquor license.
- This property has recently been purchased. The new owner's goal is to run a non-profit fresh produce and thrift market at the location, selling produce grown on nearby vacant land parcels.
- *Property control, location B*
 - Problems associated with location B escalated during the project period, necessitating rapid intervention. These included police service calls related to making threats, possessing a firearm, and a fight to that address in a 48 hour period in November 2016. Substantial issues were noted that affected the safety of property occupants (no electric, water, heat, and other aspects of physical property safety), and the building was vacated.
- *Bus stops closed apron of locations A & C (8/14/2016- present)*
 - Officers and citizens witnessed drug related activity occurring at/near two particular bus stops, located on the property aprons of locations A & C. The presence of these stops complicated any efforts place managers might make to address trespassing on their property, as well as any police response to attend to the same issues. Officers and some nearby property owners noted that persons confronted regarding trespass on property would use the bus stop as an explanation for their presence, reducing property owner's ability to address trespass issues on their property. Officers witnessed individuals who claimed to be waiting for the bus standing at the location for hours, as buses came and went. Officers witnessed open air drug trafficking, and shootings at these locations. PIVOT partnered with Metro/SORTA and community leadership to temporarily close these two stops in the interest of public safety. PIVOT developed a survey which was administered by the Community Police Partnering Center and volunteers related to this response, noting the sensitivity of altering bus accessibility. Detailed analysis was conducted related to impact and risk prior to implementation, and it was noted that alternate stops were available within 500 feet of the closed stops.



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- *Collaborative Problem-Solving, location C (7/6/16 -12/29/16)*
 - CPD, the property owner, and the surrounding community noted that location C suffered from trespass, disorder (panhandling, open container, theft, and criminal damaging), and weapon related activity. The PIVOT team and business owner partnered in a problem solving effort which included strengthening place management practices (hourly monitoring/walkthrough of property blind spots, review of environmental features supporting negative behavior, and active management and monitoring of employees).

- *Directed Patrols, locations A & C (8/22/2016-1/23/2017)*
 - Officers observed evidence suggesting regular drug market activity at locations A and C, and violent criminal activity, including shootouts, were occurring at the site. These events not only presented a great public safety risk, but they also undermined property owners' ability to manage smaller problems nearby. A directed patrol strategy was initiated on 8/22/16. Phase II of the strategy included ECC dispatch prompts, generating a higher percent of directed patrol completion.

- *Cleanup/Barricade location D (Spring, 2017)*
 - Location D, a vacant commercial structure, showed physical signs of disrepair and blight, with broken windows, evident bullet holes, and trash strewn across the property. The structure of location D creates cover from the main roadway on the building's side and rear. Locations C and D share a property line, further undermining efforts to manage behavior at location C. Several project partners worked to achieve 3rd party cleanup efforts at this location. 3rd party efforts continue to appropriately barricade and beautify the exterior.

- *High Profile Camera, locations A-D (12/2/2016)*
 - Given the history and volume of violent criminal activity at this location, CPD installed a high-profile Neighborhood Public Safety Camera installation at the main intersection. Signs were posted in conjunction with the camera in an effort to manipulate the risk/reward offender decision. While directed patrols were an important component of areas stabilization, high-profile cameras were intended to maintain a sense of CPD presence when officers were otherwise occupied.

- *Communication with owners, locations E, F, G (1/5/2017-present)*
 - Locations E, F, G, H represent four adjoining multifamily parcels at the mouth of an intersecting street to the main thoroughfare. Regular review of offense, call, and intelligence information suggested that these sites were important not only as a hotspot for violent activity, but also as a space offenders retreated toward after



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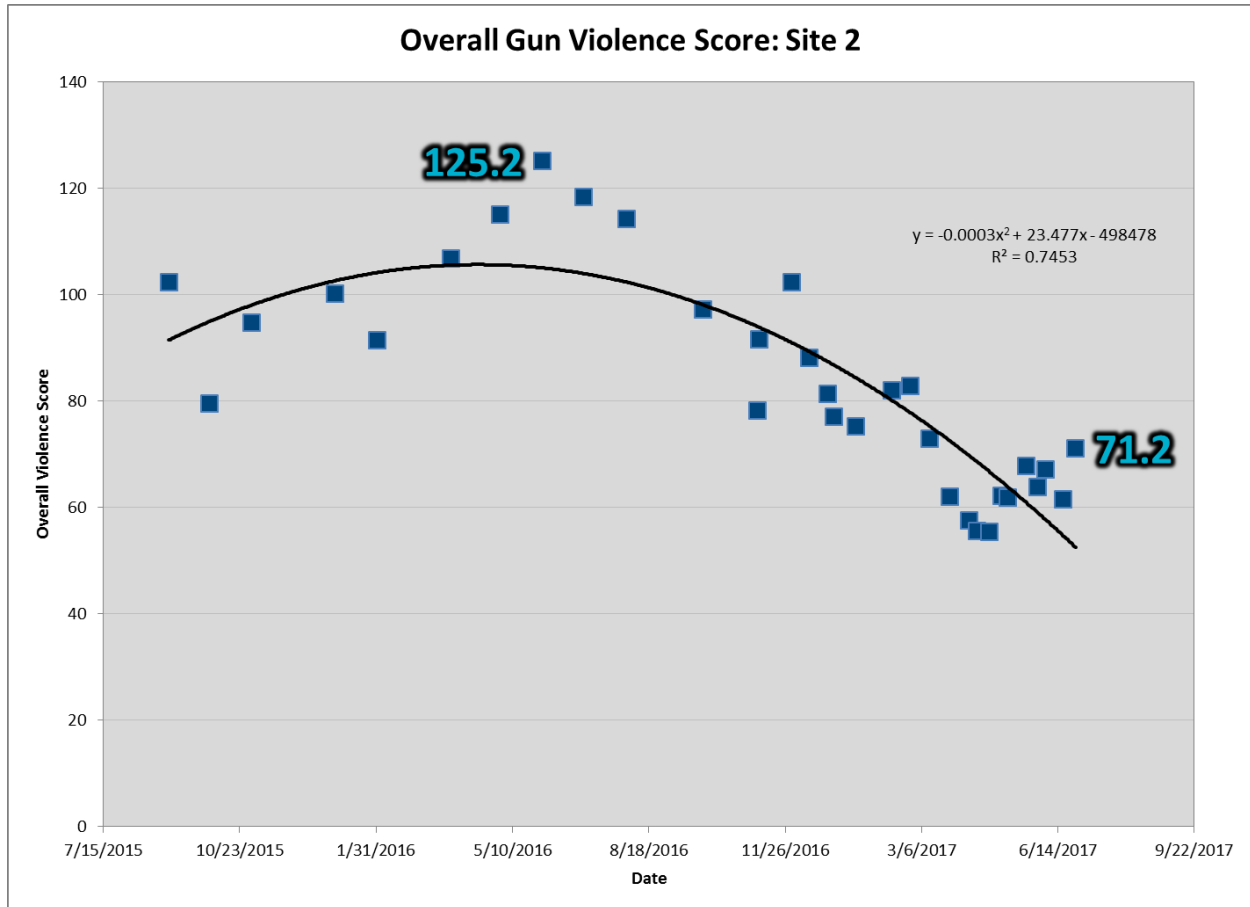
committing offenses nearby. Buildings and Inspections and CPD engaged the owners in an effort to raise awareness and improve property management. CPD also presented relevant information about these sites to a community group focused on stopping violence in their community. PIVOT officers went door to door in an effort to raise community engagement and put potential offenders on notice that law enforcement was watching (calls for service appeared to under-represent the problem and contained little information of use). County probation partnered with CPD by ensuring that home visits of probationers on the street were conducted, as appropriate, as well.

Early Assessment and Results

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



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

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