

# City of Cincinnati Office of the City Manager 2019 Refresh Program Plan Update

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## Background & Objectives

In June 2017, the City of Cincinnati and community members announced a voluntary revisit and refresh of the Collaborative Agreement. The Parties collaborated again with independent contractor Saul Green to assist with identifying gaps, assessing barriers and evaluating elevation of successes.

Throughout the Refresh, Mr. Green was provided with reports from various City departments and agencies, as well as community feedback. Mr. Green returned three status reports providing recommendations on the topics of: bias-free policing, mutual accountability, and community problem-oriented policing. Those recommendations identified the following areas for improvement:

- Data Collection, Analysis and Evaluation
- Education, Training and Engagement
- Implementation of Community Problem-Oriented Policing
- Risk Management & Accountability Systems
- CPD Policies & Procedures

In response to recommendations from Mr. Green's team, the Refresh iLab participants in addition to feedback from over 20 key stakeholders and groups, the City Manager's Office will collaborate with City staff, law enforcement personnel and community stakeholders to pursue the following focus areas and objectives in 2019. Like problem-solving, the City Manager's Office with feedback and support from the City Manager's Advisory Group (MAG) will continually assess progress and use qualitative and quantitative data to shape future program plans for 2020 and hereafter.

## 2019 Focus Areas for Improvement

### 1. Data Collection, Analysis and Evaluation

- 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.

### 2. Education, Training and Engagement

- 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.

### 3. Implementation of Community Problem-Oriented Policing

- 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.

## Logic Model

The use of a logic model can be an effective way to plan for and monitor program success. The City Manager’s Office is using the following logic model to help organize and systematize our 2019 Collaborative Refresh program planning, management, and evaluation functions.

Situation	Inputs	Activities	Outputs	Outcomes	Impact
The set of conditions that exist at a time in a place in which something happens or could happen	Specified Resources needed to conduct or carry out the program as expected when applied	If stakeholders have access to the inputs, then they can use them to accomplish the planned program	If stakeholders accomplish the planned activities, then they will deliver or create the intended results	If stakeholders accomplish their planned activities to the extent intended, then the target audience will benefit in certain ways	If these benefits to participants are achieved, then they can be measured
See below in following sections	Staff (time) City Managers Advisory Group (MAG) Money Implementation Partners Consultants	<ol style="list-style-type: none"> <li>1. Develop an analytic model that uses statistical and analytic technologies to assist in evaluating bias-free policing</li> <li>2. Develop an analytical framework for the ongoing evaluation of police-community relations.</li> <li>3. Assess the analytical capacity of CPD and OPDA analysts to run routine &amp; complex analysis.</li> <li>4. Develop a strategic communications plan</li> <li>5. Assess and strengthen CPD community engagement strategies and performance measures.</li> <li>6. Assess and revise CPD Training Curriculum</li> <li>7. Facilitate a cross-sector design process to revise and update CPOP Logic Model</li> </ol>	See below in following section	To be tracked	To be evaluated

## Definitions

**Situation** - The context and need that gives rise to a program or initiative

**Inputs** – Those things that we use in the project to implement it.

**Activities** – Actions associated with delivering the project goals and objectives.

**Outputs** – First level of results associated with the project. These are the direct immediate term results associated with a project.

**Outcomes** – Second level of results associated with a project and refers to medium term consequences of the project

**Impact** – Third level of project results and is the long-term consequence of a project.

## Data Collection, Analysis and Evaluation

City Ref #	Situation	Activities
DC1	It is not uncommon for proactive and predictive policing strategies to yield disparities. How do we distinguish statistical racial disparity from bias?	Develop and adopt an analytic model that uses statistical and analytic technologies to assist in evaluating bias-free policing.
DC2	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?	Develop and adopt an analytical framework for evaluating police-community relationships on an on-going basis.
DC3	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?	Assess current OPDA and CPD capacity for complex and routinized data analysis, reporting and evaluation.

### Projected 2019 Outputs

City Ref #	iLab ID Ref	Outputs	Status	Progress as of 12/2/19
DC1	DA4	Bias Free Policing framework is established with targets, measurements, time periods and formats for portraying routine analysis. (revised)	Ongoing	The ICS team completed initial stakeholder meetings, and data assessments with CPD and OPDA.  Additionally, the team has finished developing the protocol that will underpin their systematic review: 54 keywords capturing concepts of police, bias, and traffic stops, arrests, and use of force will be used to search 25 different scientific databases available through the University of Cincinnati's Library System. The systematic search process for articles will began the week of November 21, 2019 and the first draft of the preliminary report describing potential analytical techniques should be available March 2020.
DC3	T2	Record Management System (RMS) upgraded/procured	Ongoing	CPD has <a href="#">started using Axon Records</a> for several critical Records Management System (RMS) workloads, and will continue to deploy additional modules throughout 2020 and beyond as part of an agency wide RMS upgrade to Axon Records.

City Ref #	iLab ID Ref	Outputs	Status	Progress as of 12/2/19
DC 3	T2	Employee Tracking Solution System (ETS) upgraded/procured	Ongoing	See above update for Record Management System (RMS) upgraded/procured.
DC2	NA	Framework for evaluating police-community relationships on an ongoing basis is established with clear roles, time periods, measures and formats for portraying routine analysis.	Ongoing	The City Manager's Office will issue an RFI requesting information and capabilities from qualified firms or individuals to gather information on how best to evaluate how our Police Department interacts and engages with the community.
DC3	DA8	Increased training for CPD analysts	Ongoing	BJA NTTAC application for Crime Analysis on Demand Training and Technical Assistance to be completed in December 2019.
DC3	T4	CPD analytics have access to necessary analytical software	On hold	Item on hold pending further discussion and evaluation

## Education, Engagement and Training

City Ref #	Situation	Activities
EE1	<p>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?</p> <p>How do we improve the brand profile and image of the Collaborative Agreement and Refresh?</p>	Develop and implement a Community Engagement strategy
EE2	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.	Assess and revise CPD's community engagement strategy to strengthen police community relations and partnerships.
EE3	<p>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.</p> <p>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.</p>	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.

### Projected 2019 Outputs

City Ref #	iLab ID	Outputs	Status	Progress as of 12/2/19
EE1	NG	CA related datasets visualized on CincyInsights	Ongoing	CCA closed cases has been added to the Open Data Portal. OPDA continues to work on delivery of an additional dashboard for pedestrian stops.
EE2	RC6	Neighborhood Liaison Unit Officers are trained on CincyInsights	On hold	Item on hold pending further evaluation and discussion.
EE1	NG	Information provided in Spanish	Ongoing	CCA brochure, business card and citizen complaint forms have all been translated into Spanish.
EE3	NA	Implicit Bias Curriculum & Train the Trainer Program Implemented	Ongoing	Fair and Impartial Policing (FIP), LLC has been selected as the training and curriculum provider.  See CMO FYI Memo to Mayor and Council
EE1	RC2	Annual report documenting problem solving initiatives	On hold	Item on hold pending further evaluation and discussion.
EE1	NG	Toolkit created that includes the history of CA and training on SARA, Open Data, & CincyInsights (revised)	On hold	Item on hold pending further evaluation and discussion.

City Ref #	iLab ID	Outputs	Status	Progress as of 12/2/19
EE2	RC3	Community Council and Neighborhood Liaison relations are improved	Ongoing	CMO, CPD and Invest in Neighborhoods partnered to co-host 3 listening sessions with approximately 26 leaders representing 17 Community Councils on improving relationships between community councils, and CPD at the neighborhood level as part of a broader effort to collaboratively address crime and disorder.

## Implementation of Community Problem-Oriented Policing

City Ref #	Situation	Activities
CP1	<p>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? “</p> <p>Concerns are echoed by the 2014 "Status of Problem Solving" report written by Dr. Eck</p> <p>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>	Facilitate a design Process to Revise Logic Model for how CPOP will be implemented, institutionalized, tracked, reported and evaluated City Wide.

### Projected 2019 Outputs

City Ref #	iLab ID	Outputs	Status	Progress as of 12/2/19
CP1	PPT2	Improvements/Updates made to Problem-Solving Tracking database as part of an effort to better capture inputs, outputs and outcomes (revised)	Ongoing	CPD & ICS are developing a CPOP Workshop Series for all NLU's, Analyst, Investigative Lt.'s, District Captains and Assistant Chiefs to set expectations on good CPOP Projects and refine the process.
CP1	NA	CPD Policy & Procedures for Problem-Solving are revised	Ongoing	Draft revisions to CPD Policy and Procedure for Problem Solving are currently under review by CPD command staff and CMO.