

Collaborative Agreement Refresh Master Plan



innovation**LAB**

July 2018

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Collaborative Agreement Refresh

In April 2002, the City entered into the historic CA in order to resolve pending litigation alleging discrimination and excessive force in policing. The agreement was entered into Federal Court and parties included the City, the U.S. Department of Justice, the Fraternal Order of Police, and Community. The focus included the development, implementation and monitoring of:

- Community Problem-Oriented Policing strategy;
- A mutual accountability evaluation Plan;
- Use of force policies, incident documentation, investigations and reviews;
- Fair, equitable and courteous treatment for all including a commitment to statistically bias-free policing; and
- Independent civilian review process (CCA)

In 2008, the CA Plan was developed to ensure sustainability and institutionalization of the recommendations once federal monitoring concluded.

The City and community members announced a voluntarily revisit and refresh of the Collaborative Agreement in June 2017. The Parties collaborated again with independent contractor Saul Green to assist with identifying gaps, assessing barriers and evaluating elevation of successes. Mr. Green initially served as the court-appointed monitor in the five-year period following the initial Agreement.

As part of this process, the City and community partners worked on four primary components:

- **Evaluation and Accountability.** Establishing and implementing a standardized, accountable evaluation process on the plan's provisions including community problem-oriented policing, bias-free policing, arrests, risk management, training, the Citizens Complaint Authority (CCA), and community input.
- **Community Engagement.** Enhancing the role of the CCA by utilizing them as a neutral party to ensure strong community engagement as an essential component in managing public safety and community problem oriented policing.
- **Independent Review.** Mr. Green and his team will conduct a CA review and provide the City with a progress report identifying areas for further scrutiny, recommendations and feedback.
- **Action Steps.** The City will work with Mr. Green, community and CA Refresh stakeholders to develop specific action steps and completion timetable to include a reporting template.

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. In March 2018, the Collaborative Agreement Refresh process was referred to the City's Innovation Lab to develop actions steps and an implementation plan for facilitating the sustainability of the CA.

iLab Process

The Innovation Lab, housed in the Office of Performance & Data Analytics (OPDA) is an intensive, collaborative process development and improvement space. OPDA provides the space, time, resources, data, analysis, and facilitation for honest discussion of issues, creative problem solving, collaborative solution design, and roadmap formulation by all key participants (particularly those on the “front lines” of the relevant work). After the requested work product is complete, OPDA monitors project implementation and functionality; often, city department projects transition to an associated Stat meeting. Innovation Lab outputs vary based on the nature of the project, work plan, or process, and can range from scoping technology solutions; to creating implementation work plans for complex projects; to developing an MOU between agencies to facilitate communication and joint project expectations.

The iLab process typically consists of a full day, retreat-style, event. Participants imagine the overarching workflow, identify finite work products or solutions, and establish a road map for continued work. After the initial event (or events), this process transitions to a working group that meets regularly to continue discussion and work on remaining needs. Throughout the process OPDA serves as the project manager, synthesizing discussions into work drafts and ensuring open communication between participants. Once the working group has completed a draft the final product, the group meets with their appropriate supervisors to review the plan and if approved, transition to monitoring.

CA Refresh iLab

The Collaborative Refresh Work Plan Innovation Lab (iLab) originated as a request from the City Manager’s Office to assist in the development of a work plan for the Collaborative Refresh recommendations provided by Saul Green and his team. The iLab process began on March 7 and over the course of the following months, participants developed a work plan, as well as working groups, to address these recommendations by outlining associated ongoing work steps.

Participants

Cincinnati Police Department: Lieutenant Elena Moton
Cincinnati Fraternal Order of Police: FOP President Sergeant Dan Hills
Black United Front/Community Representative: Iris Roley
City Manager’s Office: Elizabeth Wetzel

Facilitation provided by Analytics & Innovation Manager Nicollette Staton (OPDA)

iLab Method

During the iLab event the group reviewed all recommendations made by Saul Green and his team regarding opportunities to revisit and improve the implementation of the Collaborative Agreement. The event resulted in the completion of a draft work plan and plan for continued

working group meetings. The iLab event deconstructed the recommendations into action steps and gathered the actions steps into **four work categories**:

1. Data Analysis
2. Technology
3. Policy, Procedures & Training
4. Community Problem Oriented Policing

Over the course of the working group meetings, the group created a framework for a master plan and action teams corresponding with the four work categories for more specific development of relevant work plans.

Deliverables

The iLab produced three work plan deliverables: Recommendation Responses, Action Teams and the Master Plan.

Recommendation Responses

The Recommendation Responses provides a single cohesive document of all recommendations from Saul Green's Team. It provides a code for each recommendation that you can track through the Master Plan to see how this recommendation informed action steps. Under each recommendation, the associated actions items are listed. The Recommendation Responses are included in this report.

Action Teams

The iLab Working Group, grounded in the recommendations, developed an Action Team framework to help address recommendations around routine analysis and reporting, strengthening MAG, active community role, diverse City staff engagement, and continuous process improvement. The Plan establishes four Action Teams to implement current recommendations and ensure a future collaborative model for new projects. The Action Team framework is included in this report.

Master Plan

The Master Plan is a composition of work plans grouped by work categories designed to provide a broad overview of initiatives. The work categories correspond to one of the four Action Teams and have associated Work Plan responsibilities. The Master Plans, Work Plans, and Action Steps are all included in this report.

Recommendation Responses

This document identifies and consolidates the recommendations Saul Green's team 3 reports. Each recommendation is given a code that identifies the report, recommendation and sub point, which are documented in the recommendations column of the work plan. Each recommendation has the action steps listed below and/or a response.

Recommendation Responses

Bias Free Policing

Improvements to Data Analysis

Future Directions for Data Analysis

Data Communication

Institutional Design for Transparency & Collaborative Analysis

Collaborative Problem Solving

Body Worn Cameras

Risk Management System

Training

Citizen Complaint Authority

Mutual Accountability

Education Initiatives and Engagement Opportunities

City Manager's Advisory Group

Evaluation Protocol

CPOP Strategy

Strengthen the MAG

Develop problem-solving performance indicators

Inspections regime

Fair Policing

Policing Equity

Officer Safety, Health and Welfare

Annual Report

Police Administration

Bias Free Policing

Improvements to Data Analysis

BFP-IDA-1. Increase use of spatial analysis by incorporating detailed geographical coordinates of all police activities and linking to non-criminal justice indicia about neighborhoods and police districts.

DA1 - Create Analytics Team

DA2 - Conduct Analysis

DA13 - Complete OPDA City Data Work Plan

BFP-IDA-2. Link contact card data to arrest data to improve measures of efficiency and quality of contacts.

This capability already exists and is utilized.

T2 - Upgrade/Procure Record Management System

BFP-IDA-3. Aggregate of data by individual (while safeguarding privacy) to more closely measure the difference between indicience of a contact or arrest and prevalence among individuals.

This capability already exists and is utilized internally.

BFP-IDA-4. Link contact card information and arrest data with civilian complaint data to develop additional metrics of officer compliance with policy, law and procedure.

This capability already exists and is utilized.

T2 - Upgrade/Procure Record Management System

PPT1 - Review contact card procedure

BFP-IDA-5. Aggregate data by neighborhood and police district to facilitate estimates of racial differences in policing contacts and outcomes.

This capability already exists and is utilized.

DA13 - Complete OPDA City Data Work Plan

Future Directions for Data Analysis

BFP-FDDA-1. Bias Free Analytic Model

- a. Events - metrics to identify differences in how events are handled by race
- b. Officers - metrics to identify differences in how officer handle citizens

- c. Proportionality - measures of differences in allocations of officers and activities to places and CPD units
- d. Impact - metrics to identify differences in outcomes of police actions
- e. Institutions - measure of department responses to detected.

DA3 - Ensure data analysis clearly portrays racial trends

T5- Update Risk Management/Early Warning System

Data Communication

BFP-DC-1. Priorities for data reporting should be developed both through internal CPD collaborations, collaborations with community partners and consultation with experts.

- a. Tabular displays should examine comparisons across measures of conduct with attention to bias.
- b. Use consistent metrics: percentages, race-specific and change over time.
- c. Graphical displays - charts, figures should be used to show results of complex analyses...

DA1 - Create Analytics Team

DA4 - Establish targets, measurements, time periods, formats for analysis

RC4 - CincyInsights Poster dissemination

RC5 - Better Represent CincyInsights on CPD website

RC6 - Train Neighborhood Liaisons on CincyInsights

Institutional Design for Transparency & Collaborative Analysis

BFP-IDTCA-1. Develop CPD capacity for complex and routinized data analysis and reporting.

DA7 - Increase CPD analytical staffing capacity

DA8 - Increase training for CPD analyst

BFP-IDTCA-2. Create Open Source data to invite alternate analyses in response to questions of interest to various constituencies and communities.

This capability already exists and is utilized.

DA13 - Complete OPDA City Data Work Plan

BFP-IDTCA-3. Encourage collaborative data analysis and problem solving on bias concerns between CPD analysts, experts, and constituencies.

DA1 - Create Analytics Team

Collaborative Problem Solving

BFP-CPS-1. Create agreed upon targets, measurements, time periods and formats for portraying routine data analysis.

DA4 - Establish targets, measurements, time periods and formats for portraying routine analysis

BFP-CPS-2. Agree upon relevant base rates for use whenever these are available or reasonably valid.

DA4 - Establish targets, measurements, time periods and formats for portraying routine analysis

BFP-CPS-3. Divide bias-free concerns into multiple discrete concerns.

DA5 - Establish working group that raises concerns and topics

BFP-CPS-4. Conduct in-depth inquiry for concerns and develop solutions

DA6 - Conduct quarterly problem/concern analysis raised by concern working group

BFP-CPS-5. Task a person with the responsibility for assuring processes are follow on schedule and that all parties are involved.

PPT8 - Hire CA project manager

PPT9 - Establish relevant CA dept. liaisons

BFP-CPS-6. Supplement city and police resources with independent analytical capability

PPT10 - Establish university student(s) internship/co-op in support of the CA

PPT11 - Explore opportunities for local analytical/technology fellowship/sabbatical for business professionals

BFP-CPS-7. See to the routine evaluation of solutions to these concerns to determine if they are having desired impact.

DA5- Establish working group that raises concerns and topics

BFP-CPS-8. Routinely report to the public about progress toward bias-free policing, including the problem-solving efforts that have been applied.

RC1 - Quarterly reports regarding problem solving efforts should be submitted per district/unit

RC2- Create an annual report documenting problem solving initiatives

RC3- Improve Community Council and Neighborhood Liaison relations

RC8 - Routine press briefing packets on problem solving/human interest stories should be created and leveraged with the media

Body Worn Cameras

BFP-BWC-1. Establish specific objectives and outcomes (results) sought for both the BWC and MVR/DVR

BFP-BWC-2. Develop and track performance metrics (quantitative and qualitative) that are directly related to those outcomes and specify where the responsibility rests for tracking and reporting of progress towards the outcomes.

BFP-BWC-3. Establish policies for compiling and analyzing data, as well as identifying potential trends or systemic deficiencies and ensure timely corrective action.

TC 6 - Body Worn Cameras Routine Reporting to MAG

Risk Management System

BFP-RMS-1. Update/institute risk management system. Examine impacts of supervision and leadership in system

T5- Update Risk Management System Early Warning System

Training

BFP-T-1. Complete review of FTO Program and integrate data analysis for training review

PPT7 - Conduct review of FTO program for bias and report to MAG

Citizen Complaint Authority

BFP-CCA-1. Create a complaint pattern detection to look for ways to prevent the lead to complaints.

- a. CCA, Police, Public
- b. Access to analyst/law

DA15 - Create compliant pattern detection team regarding citizen complaints

BFP-CCA-2. Create problem-solving task forces to investigate suggested topics

DA15 - Create compliant pattern detection team regarding citizen complaints

Mutual Accountability

Education Initiatives and Engagement Opportunities

MA-EIEO-1. Routinely develop press briefing packets on problem-solving projects, and clearly link beneficial outcomes from the projects to problem solving, and then link problem solving to the Collaborative Agreement. Such packets should highlight collaboration and show how it helped solve problems.

RC8 - Routine press briefing packets on problem solving/human interest stories should be created and leveraged with the media

MA-EIEO-2. Post prominently on the City's website brief descriptions of problem solving efforts— as many should be collaborations across city agencies, posting should not simply be in the police section of the website. For large scale and long term problem-solving projects, these should be regularly updated (i.e., these posts should not just appear at projects' conclusions, but should be used to inform the public throughout).

RC10- Improve CPD/City website present for problem solving reporting

MA-EIEO-3. Incorporate materials on the Collaborative Agreement and problem solving in efforts to deal with race in Cincinnati. Problems associated with race, even if not related to policing, are opportunities for city agencies to apply problem solving to achieve meaningful tangible outcomes.

RC7 - Office of Human Relations should report on efforts to deal with race relations outside of policing

MA-EIEO-4. Develop and disseminate case studies in problem solving for use in a variety of public education venues.

RC2 - Create an annual report documenting problem solving initiatives

MA-EIEO-5. Create briefing materials on the Collaborative Agreement and problem solving for prospective candidates to elected office so they are informed about the agreement and problem solving.

PPT3 - Creation of CA toolkit

PPT4 - Conduct Trainings

MA-EIEO-6. Create similar briefing materials for applicants to senior management positions in city government. This is particularly important when applicants are likely to come from outside of Cincinnati.

PPT3 - Creation of CA toolkit
PPT4 - Conduct Trainings

MA-EIEO-7. Develop with the Cincinnati Public Schools a curriculum on problem solving for high school students. Youth problems can sometimes be effectively addressed by youth. Problem solving requires the application of most parts of academic curricula: civics and government, statistics and mathematics, writing and speaking. Even the arts can be incorporated into problem solving projects.

PPT3 - Creation of CA toolkit
PPT4 - Conduct Trainings

City Manager's Advisory Group

MA-CMAG-1. The MAG should emerge as the point of leadership in a renewed commitment to the Collaborative Agreement principles and problem-solving processes. This responsibility falls principally on the shoulders of the City Manager and Chief of Police. Nevertheless, community representatives and FOP representatives do bear some responsibility for assuring that the MAG focuses on these principles and processes.

PPT5 - Review MAG composition to ensure ability to effectively monitor and establish MAG expectations

MA-CMAG-2. Education is a significant component of the required leadership. Education entails both external communications to the public, the press and education venues, as we discuss in our Recommended Education Initiatives and Engagement Opportunities above, but also training of the Collaborative Parties and their constituents on problem solving principles and processes. There is a wealth of problem solving expertise in Cincinnati that can be enlisted to assist.

PPT3 - Creation of CA toolkit
PPT4 - Conduct Trainings

MA-CMAG-3. The MAG should exert greater managerial responsibility over the continued implementation of the Collaborative Agreement. Minimally this should be reflected in meeting minutes that document who was in attendance at MAG meetings, detail on what was discussed, decisions that were made and who was assigned responsibility for follow up.

DA9 - Create public CincyInsights Dashboard to monitor CA projects
PPT12 - MAG agendas and meeting minutes should be circulated adequately before and after meetings

MA-CMAG-4. The MAG should routinely assess the quality and quantity of problem solving engaged in by the City and its police department. MAG's involvement should begin at the earliest stages when the problem being addressed is reasonably large.

RC1 - Quarterly reports regarding problem solving efforts should be submitted per district/unit

RC9 - All members of the MAG should receive timely notice of large scale issues surrounding policing and problem solving to properly inform their constituent

Evaluation Protocol

MA-EP-1. The recommendations for development of metrics to evaluate Mutual Accountability components follow from the analysis of the limitations of the evaluation protocols. They also build on the recommendations in the last report. The critical areas in CPD Staffing are creating accessible analytic models for recruitment, discipline, deployments. The critical areas in Bias Free Policing are in the development of metrics to specifically assess bias along several dimensions of policing.

Already addressed from previous recommendations in Bias Free Policing

MA-EP-2. As in our First Report, the City and CPD should commit to the development of metrics and tools to make assessments routine and accessible to the public. The plans for future dashboards are important steps. But beyond that, specific components are needed to assess bias in each domain of CPD activity. From current practice in police departments elsewhere, these metrics can be designed with an eye toward routine updating, concurrently with updating of the components of the Open Portal and the Dashboards.

Already addressed from previous recommendations in Bias Free Policing

MA-EP-3. There needs to be an institutional commitment to develop metrics and algorithms to assess bias, with automated reports generated concurrently with updating of the Open Portal data. Critical additions to the Open Portal, including arrests and police discipline, are predicates to the development of these metrics. A general analytic framework can be developed for each component.

DA11 - Explore potential of police discipline dataset to Open Data portal

DA12 - Make decisions regarding the release of arrest data

T3 - Implement Electronic Arrest Form

DA13- Complete OPDA City data work plan to ensure all data identified in the CA is compliant with original recommendations

MA-EP-4. To move this forward, the City and CPD should convene a Working Group that includes researchers and police executives, community user groups, academics and IT professionals to develop the indicia, metrics, analytic algorithms, and display tools to realize the evaluation components of the MAG design. This recommendation also is contingent on the development of capacity in CPD and the allocation of resources to create the infrastructure for tools to assess Mutual Accountability

DA 1- Create analytics team

DA14 - Establish protocol for what analysis internal to CPD, reported to MAG and reported to the public

T7- Leverage local tech community to assist in creation of necessary technology

MA-EP-5. The Open Portal and Dashboards should be integrated with the Problem Solving Tracking System. At present Dashboards are not organized around problems and do not report on them. The PIVOT project provides a useful example of how the city might make the Open Portal and Dashboards collaborate with problem solving.

T1 - Update Problem Solving Database

PPT2 - Evaluate and updated process for tracking problem solving

CPOP Strategy

Strengthen the MAG

Strengthen the MAG so it can provide robust oversight of the Collaborative Agreement. The MAG should focus on patterns of practice and not on specific incidents (except in so far as they relate to patterns). Important decisions about major provisions of the Collaborative Agreement should not be made unilaterally. The MAG is the obvious forum for raising concerns about resources, priorities, abilities, conflicts, and commitments should any party find it difficult to live up to its obligations in the Collaborative Agreement or in any subsequent refreshed agreement. Rather than MAG members discovering changes after one party has made them, the MAG should be informed about difficulties prior to any commitment to a solution, and the MAG's participants should undertake an exploration of what needs to be done (if anything).

Addressed through recommendations made in the mutual accountability report.

Develop problem-solving performance indicators

Develop sound problem-solving performance indicators to track the quantity, quality, and scale of problem solving activity. These indicators should be developed after consulting experts (in policing and academia) who are intimately familiar with problem-oriented policing. Creating a typology of problems will be a helpful start. We do not expect this to be easy, nor do we expect all initial efforts to withstand the test of time. We do expect modifications to be required as all parties learn more. Therefore, provisions should be made for reviews of such indicators with an eye to improving them, dropping those that are unproductive, and adding new indicators as needed.

Addressed through recommendations made in the previous reports.

Inspections regime

Create an inspections regime designed to improve problem-solving quality. Many aspects of police are held accountable by routine inspections. If problem solving is to be implemented and sustained, the CPD must have some form of internal audit and review. While this review process should be undertaken by the CPD, the criteria for review should be developed in collaboration with the other parties. Periodically, the CPD problem-solving inspections results should be shared with the MAG to facilitate discussions of how problem-solving efforts can be improved.

Addressed through recommendations made in the previous reports.

Fair Policing

Develop sound indicators of fair policing. The aphorism, "we are what we measure" is applicable here. In the absence of scientifically defensible and publically available quantitative measures of fairness, conflicts over perceived injustice will fester and explode. Just as we pay attention to fluctuations in crime from year-to-year, we should be examining changes in fairness indicators. Only then can long-term objectives be set, and progress to those goals be measured. We expect that publication of such indicators will cause some distress, particularly in the beginning. However, it is far better

to have this distress expressed publicly where it can be discussed, than to be hidden and form the basis of surprising outbursts of conflict.

Addressed through recommendations made in the previous reports.

Policing Equity

Create problem-solving projects around specific policing equity and fairness concerns. Fairness and equity in policing come in many forms, and have numerous sources. Just like crime and disorder problems, we suggest taking a problem-oriented approach to improving fairness. Rather than hold general debates about fairness in general, debates that usually lead to few if any specific actionable steps, we suggest being far more specific in fairness problem solving so that actions can be taken, both inside Cincinnati government and outside.

Addressed through recommendations made in the previous reports.

Officer Safety, Health and Welfare

Develop sound measures of officer safety, health, and welfare. Police justifiably want to be viewed as more than taxpayer funded public servants, but as professionals who undertake difficult and sometimes dangerous activities and whose lives matter. In the negotiations leading up to the signing of the Collaborative Agreement, the parties grappled with these issues. Nevertheless, the important role of the rank-and-file police officer often appears to be overlooked in discussions of the agreement. This refresh is an opportunity to address this deficiency. Attention to the concerns of the rank-and-file officers can enhance the legitimacy of the Collaborative Agreement and encourage their efforts to realize its goals. Just as we recommend scientifically sound and publically available measures of fairness, we recommend the development of indicators of officers' safety, health, and welfare. Such indicators can inform the City about progress toward making their work lives less dangerous and signal the partnership of CPD officers in the Collaborative Agreement.

- Create problem solving projects

T5- Update Risk Management System/Early Warning System

Annual Report

Create an annual report to the City documenting problem solving activities, progress toward addressing issues of fairness and equity, and progress toward improving officer safety, health, and welfare. The annual report should also note barriers to progress and efforts to overcome them in all three areas. The City of Cincinnati has made great strides in crime data transparency, but it has not made comparable strides in reporting on problem solving efforts. This should be a priority.

Addressed through recommendations made in the previous reports.

Police Administration

Make it clear to current and future city and police managers that carrying out quality problem solving is a core function of the Cincinnati Police Department: just as are responses to calls for service, investigations, and other reactive work. New police leaders do not have the discretion to alter this negotiated fact. A new chief and command staff can improve the administration of problem solving and recommend to the MAG large scale improvements, but they are not empowered to walk away from the Collaborative Agreement.

PPT6 - CPD Promotional exams should contain CA and problem solving related questions

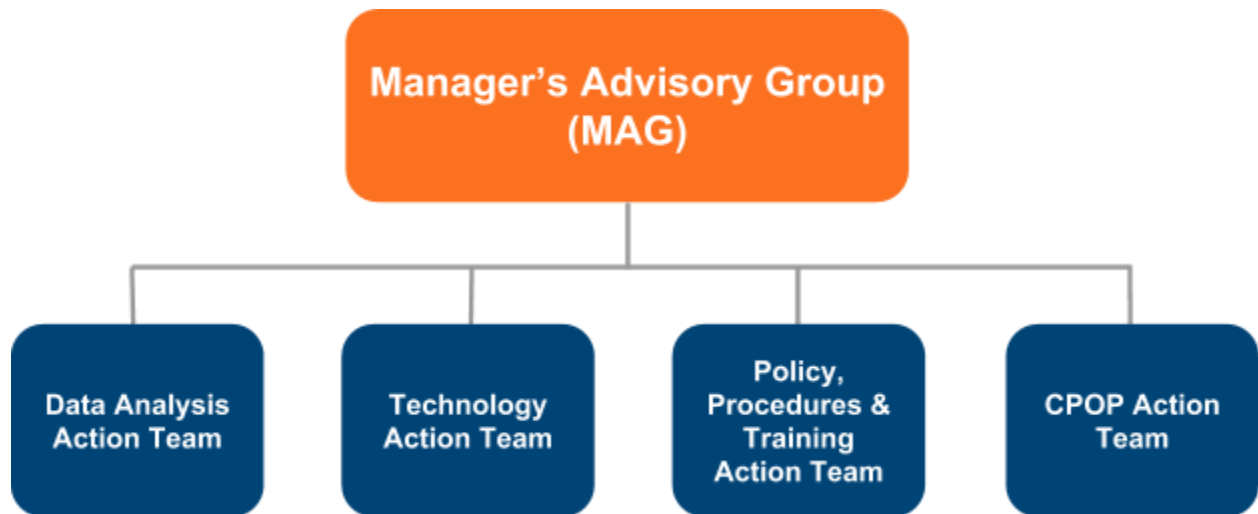
Action Teams

Action Team Structure & Reporting Process

The Action Team structure was devised to ensure the following:

1. Mechanism for implementing the Collaborative Refresh Recommendations
2. Routine engagement between the community, City staff, and MAG members
3. Continuous process improvement and commitment to the Collaborative Agreement

All Action Teams are ultimately accountable to the MAG and facilitated by the Collaborative Agreement Sustainability Manager.



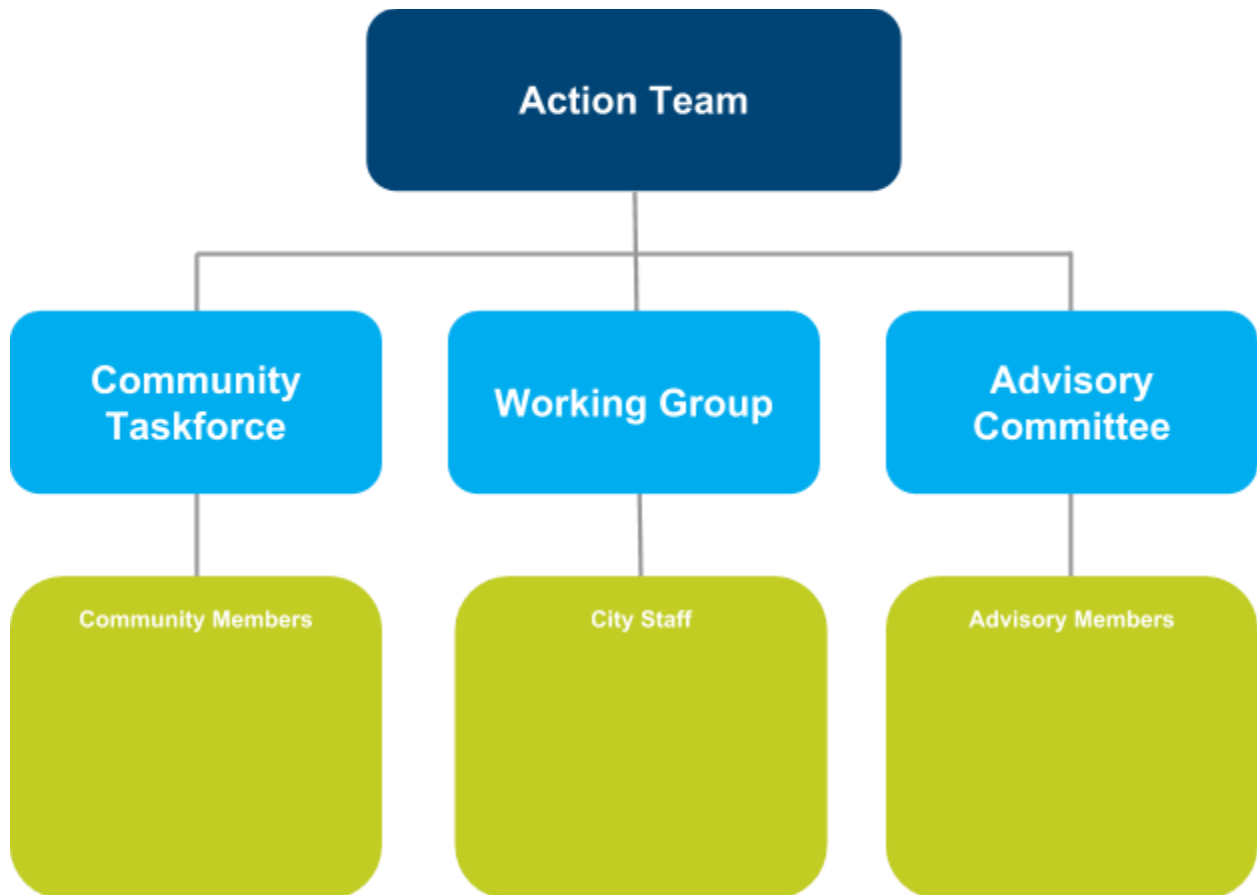
Action Team

Actions Teams will work in support of one of the four designated Work Categories to develop work plans and implement the necessary work in support of the plans. Each Action Team will consist of three sub-teams:

City Working Group - group of City staff members tasked with completing the Work Category and reporting to MAG

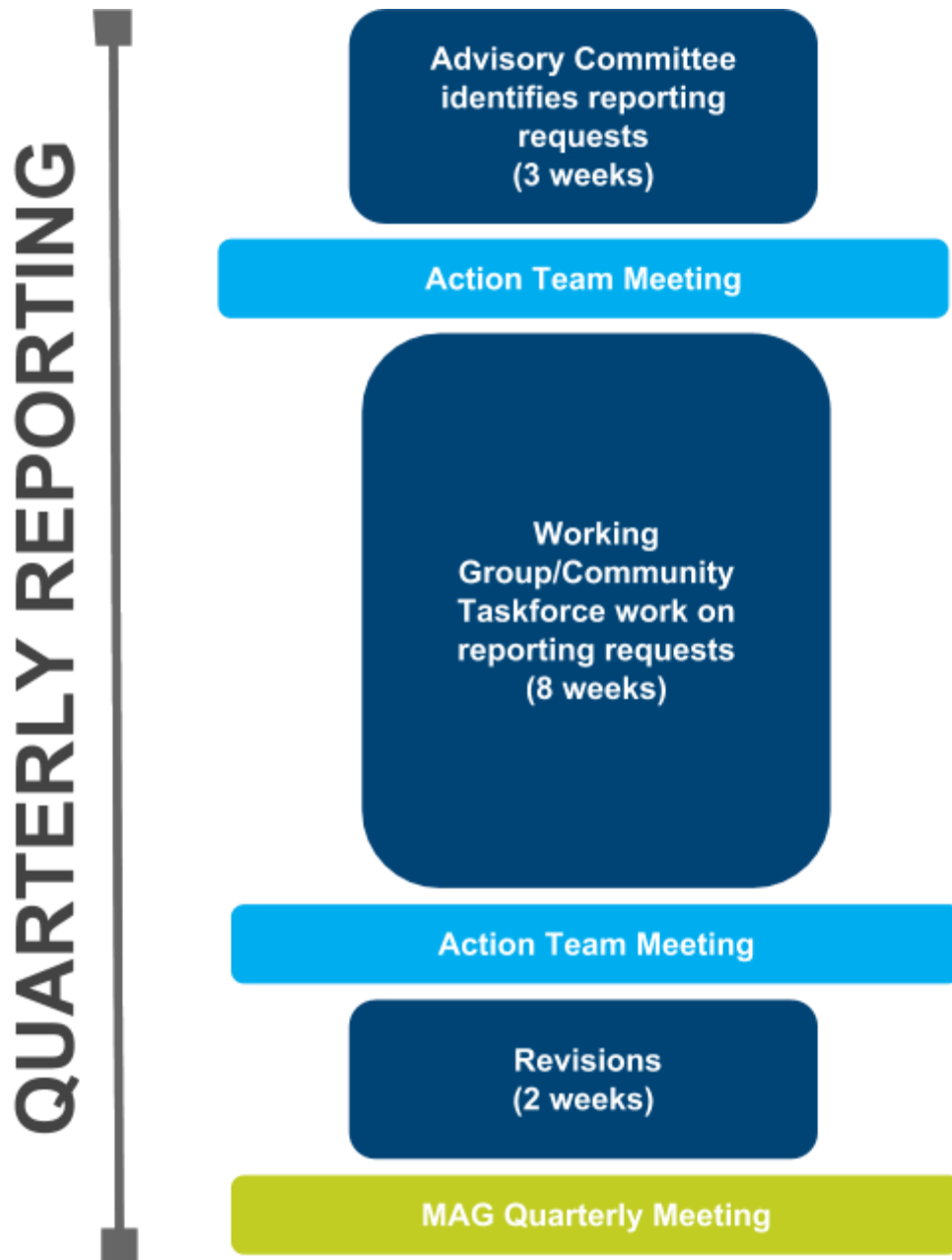
Advisory Committee - The advisory committee will consist of MAG members with an interest or relevant skills to the Action Team, a member of the FOP, and other relevant advisory members. Will be tasked with requesting reports and analysis for quarterly MAG meetings from the Action Team.

Community Taskforce - group of community members with an interest or relevant skills to the Action Team.

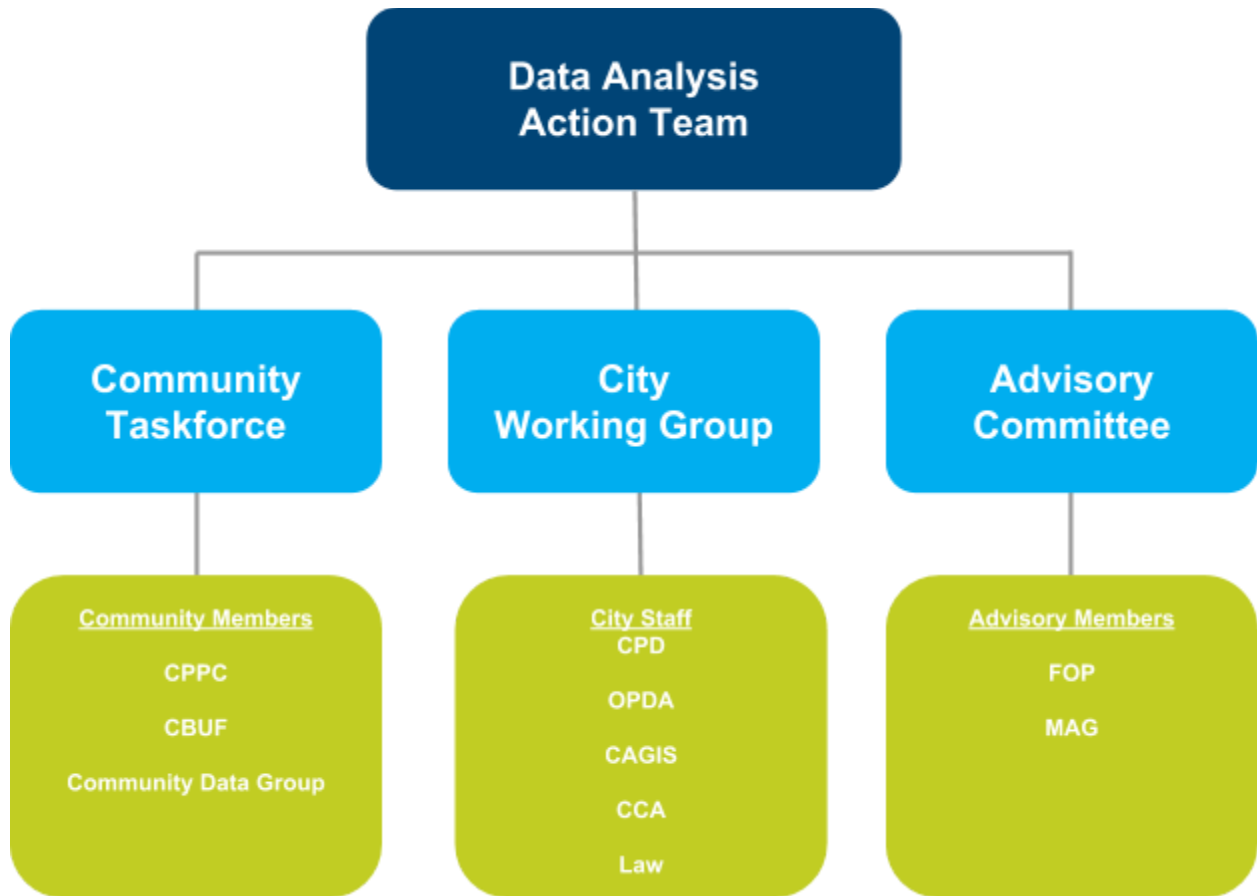


Workflow

Action Teams will convene based on the above Action Team structure according to the following time frames and functions. The workflow will repeat on a quarterly basis in support of the MAG meetings. The Advisory Committee will have the first three weeks of each quarter to identify the desired reporting for the Action Team. The Action Team will convene to discuss the recommendations and assign work to the Working Group and/or Community Taskforce. The groups will have 8 weeks to develop the reports requested. The Action Team will then convene again to review the reports, allowing two weeks to incorporate revisions and provide the report for the MAG meeting.



Data Analysis Action Team



Team Lead. Office of Performance & Data Analytics

Advisory Committee. To include a minimum of the FOP and representatives of the MAG.

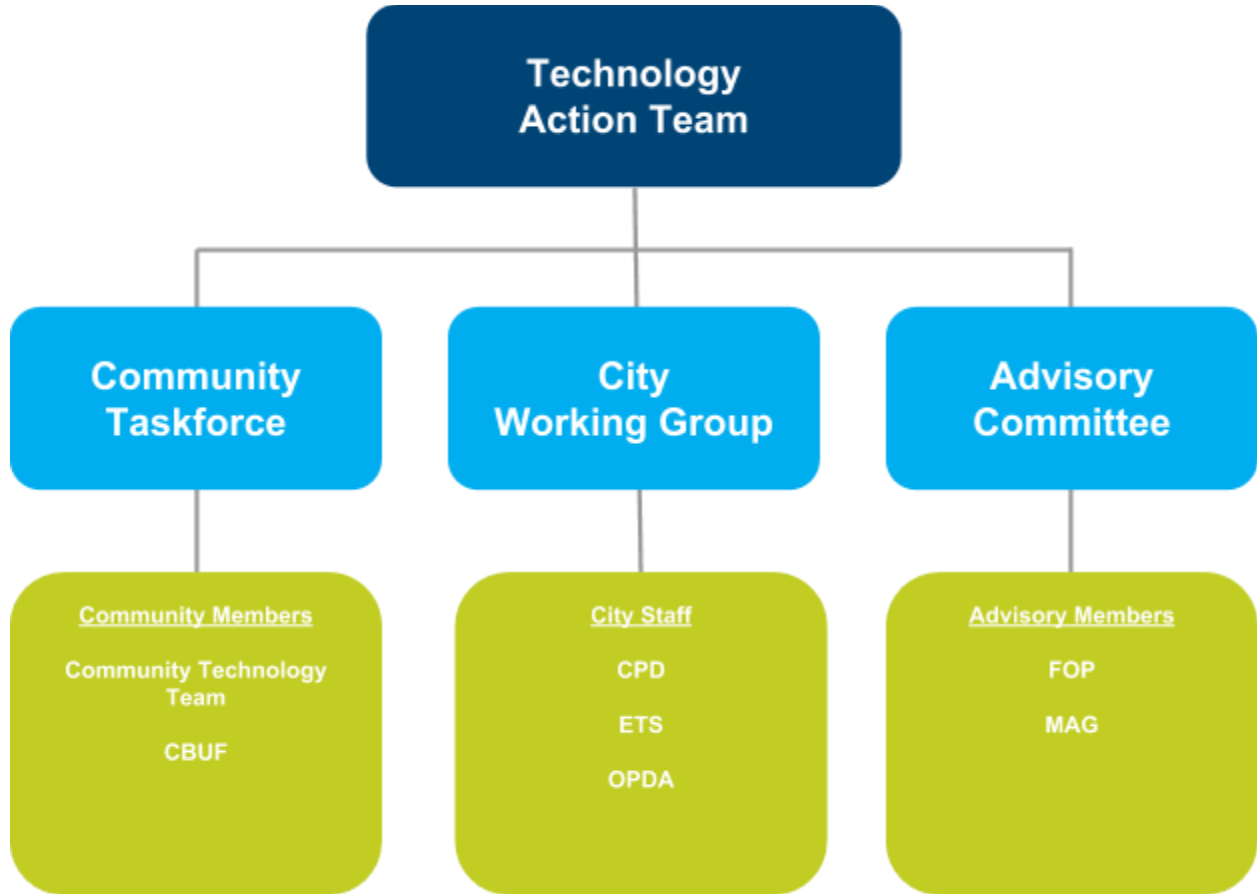
City Working Group. To include representatives from the following city departments: Cincinnati Police Department, Office of Performance and Data Analytics, Citizen Complaint Authority, CAGIS, and Law.

Community Taskforce. To include a minimum of Community Police Partnering Center, Cincinnati Black United Front and the community organized data group.

Work Plan Responsibilities

- Data Analysis Protocol
- City Data Work Plan
- Analytical/Tech Engagement

Technology Action Team



Team Lead. Cincinnati Police Department IT

Advisory Committee. To include a minimum of the FOP and representatives of the MAG.

City Working Group. To include representatives from city departments: Cincinnati Police Department, Enterprise Technology Solutions, and Office of Performance and Data Analytics.

Community Members. To include a minimum of the community identified technology team

Work Plan Responsibilities

Police IT Updates

Policy, Procedures & Training Action Team



Team Lead. Citizen's Complaint Authority

Advisory Committee. To include a minimum of the FOP and representatives of the MAG.

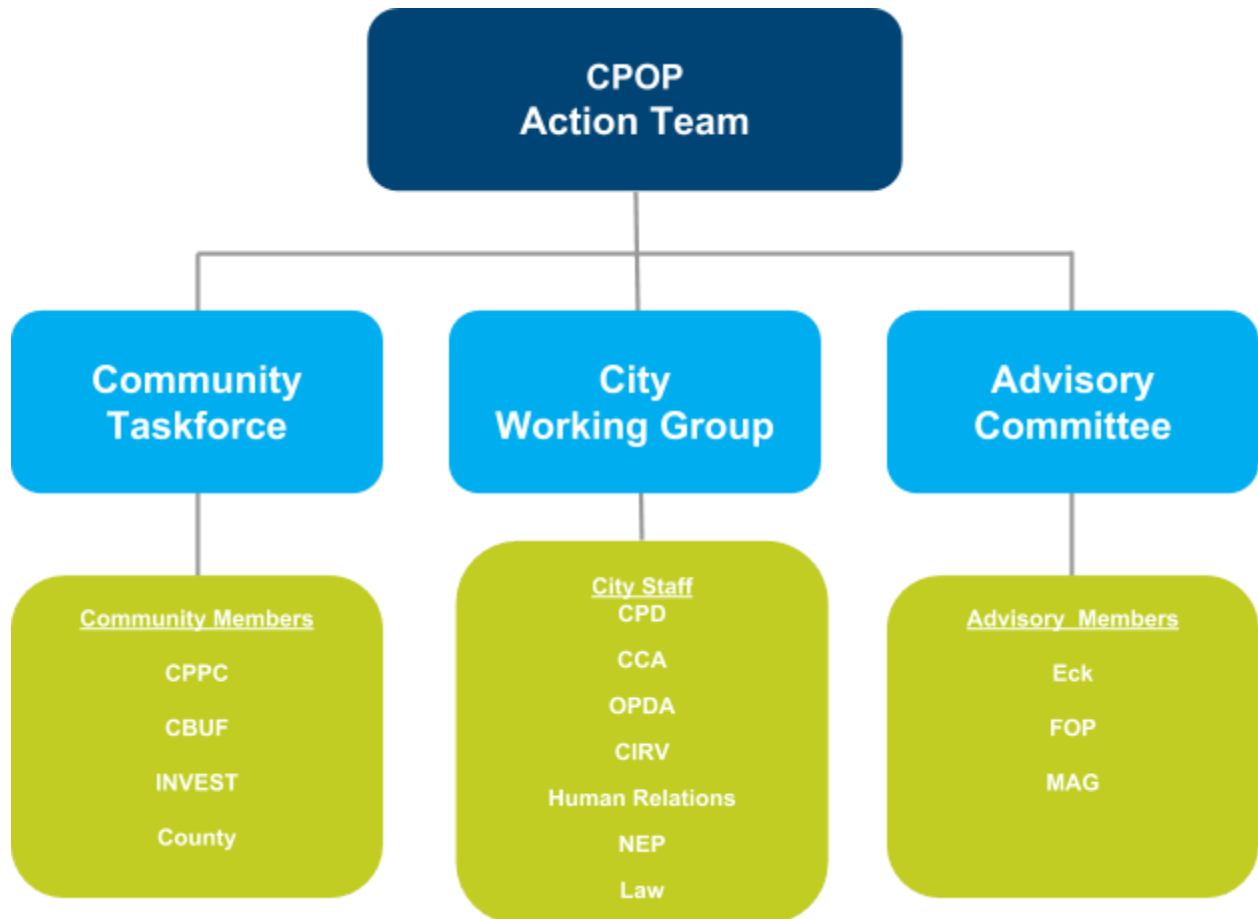
City Working Group. To include representatives from city departments: Cincinnati Police Department, Office of Communications, Office of Performance and Data Analytics, Human Resources, Citizen Complaint Authority and Law.

Community Members. To include a minimum of the Community Police Partnering Center, Cincinnati Black United Front, and the community group.

Work Plan Responsibilities

- MAG Procedures
- CA Toolkit
- CPD Procedures
- Training
- Public Communication/Website

CPOP Action Team



Team Lead. Office of Human Relations

Advisory Committee. To include a minimum of the FOP and representatives of the MAG.

City Working Group. To include representatives from city departments: Cincinnati Police Department, Cincinnati Initiative to Reduce Violence (CIRV), Office of Human Relations, Office of Performance and Data Analytics, Citizen Complaint Authority, Neighborhood Enhancement Program and Law.

Community Members. To include a minimum of the Community Police Partnering Center, INVEST in Neighborhoods, and County representation.

Work Plan Responsibilities

- City Wide Strategic Problem Solving
- CPD Problem Solving
- Community Police Partnering Center
- Community Engagement Tool
- Engagement with other Entities/County

Master Work Plan

COLLABORATIVE AGREEMENT MASTER PLAN			
	Work Plan	Timeline	Status
Getting Started	<u>Establish Team/Reporting Structure</u>	May 2018	Complete
	Hire CA project manager	July 2018	In Progress
	Establish relevant CA dept. liaisons	July 2018	Complete
	CA Project Monitoring Dashboard	August 2018	In Progress
DATA ANALYSIS	<u>Data Analysis Protocol</u>	August 2018	
	<u>City Data Work Plan</u>	End of 2018	In Progress
	<u>Analytical/Tech Engagement</u>	Ongoing	In Progress
TECHNOLOGY	<u>Police IT Updates</u>	Ongoing	In Progress
POLICY, PROCEDURES & TRAINING	<u>MAG Procedures</u>	August 2018	In Progress
	<u>Creation of CA toolkit</u>	End of 2018	
	<u>Review CPD Procedures</u>	Ongoing	
	Conduct Trainings	Ongoing	
	<u>Public Communication/Website</u>	End of 2018	
CPOP	<u>City Wide Strategic Problem Solving</u>	End of 2018	
	<u>CPD Problem Solving</u>	Ongoing	
	Community Police Partnering Center	End of 2018	
	Community Engagement Tool	End of 2018	In Progress
	Engagement with other entities/county	Ongoing	

Getting Started

	Work Plan	Timeline	Status
Getting Started	<u>Establish Team/Reporting Structure</u>	May 2018	Complete
	Hire CA project manager	July 2018	In Progress
	Establish relevant CA dept. liaisons	July 2018	Complete
	CA Project Monitoring Dashboard	August 2018	In Progress

These four action items were identified as required first steps to effectively facilitate the implementation and monitoring of the Collaborative Agreement Refresh.

The creation of this document, associated Action Teams, and quarterly reporting structure sets the necessary groundwork and framework for project implementation, community engagement and continuous improvement.

Collaborative Agreement Sustainability Manager position was created to ensure dedicated implementation, continued oversight and project management. The position is expected to be in August 2018.

Relevant City department liaisons were identified server on the Action Teams to foster a collaborative and diverse City wide CA Refresh implementation.

A project monitoring dashboard will be developed in consultation with the Collaborative Agreement Sustainability Manager to provide transparency regarding project implementation.

Data Analysis

Data Analysis Work Category is implemented by the Data Analysis Action Team and consists of three Work Plans: Data Analysis Procedures, City Data Work Plan, and Analytical/Tech Engagement.

Data Analysis Procedures					
ID	Action Step	Recommendations	Timeline	Status	Evaluation
DA4	Establish targets, measurements, time periods and formats for portraying routine analysis	BFP-DC-1, BFP-CPS-1, BFP-CPS-2			
DA2	Conduct analysis with non-criminal indicia	BRP-IDA-1			
DA3	Ensure data analysis clearly portrays racial trends	BFP-FDDA-1			
DA14	Establish protocol for what analysis internal to CPD, reported to MAG and reported to the public	MA-EP-4			
DA15	Create compliant pattern detection team regarding citizen complaints	BFP-CCA-ALL			
DA7	Increase CPD analytical staffing capacity	BFP-IDTCA-1	April 2019		
DA8	Increase training for CPD analysts	BFP-IDTCA-1	Ongoing		
T4	Ensure CPD analytics have access to necessary analytical software	BFP-IDTCA-1			

City Data Work Plan

ID	Action Step	Recommendations	Timeline	Status	Evaluation
	Provide all datasets outlined in the CA Agreement & Refresh Recommendations to Open Data		End 2018	Ongoing	
	Visualize all CA related datasets on CincyInsights		End 2018	Ongoing	
	Ensure all datasets comply with desired attributes from CA		End 2018	Ongoing	

Note: OPDA developed a City Data Work Plan matrix for tracking the progress of each dataset. A copy can be found in the Appendix: City Data Work Plan

Analytical/Tech Engagement

ID	Action Step	Recommendations	Timeline	Status	Evaluation
T7	Leverage local tech community to assist in creation of necessary technology	MA-EP-4			
PPT10	Establish university student(s) internship/co-op in support of the CA	BFP-CPS-6			
PPT11	Explore opportunities for local analytical/technology fellowship/sabbatical for business professionals	BFP-CPS-6			
DA10	Increase community participation in Open Data and CincyInsights	BFP-CPS-6			
RC6	Train Neighborhood Liaisons on CincyInsights	BFP-DC-1			

Technology

Technology Work Category is implemented by the Technology Action Team and consists of one Work Plan: Police IT Updates.

Police IT Updates

ID	Action Step	Recommendations	Timeline	Status	Evaluation
T2	Upgrade/Procure Record Management System	BFP-IDA-2, BFP-IDA-4	Q4 2019	In Progress	
T3	Implement Electronic Arrest Form	MA-EP-3	January 2019	In Progress	
T5	Update Risk Management System Early Warning System	BFP-FDDA-1, BFP-RMS-ALL	Q4 2019	In Progress	
T6	Body Worn Cameras	BFP-BWC-ALL	Ongoing		

Policy, Procedures & Training

Policy, Procedures & Training Work Category is implemented by the Policy, Procedures & Training Action Team and consists of four Work Plans: MAG Procedures, CA Toolkit, CPD Procedures, and Public Communication/Website.

MAG Procedures					
ID	Action Step	Recommendations	Timeline	Status	Evaluation
PPT5	Review MAG composition to ensure ability to effectively monitor and establish MAG expectations	MA-CMAG-1	August 2018	In Progress	
PPT12	MAG agendas and meeting minutes should be circulated adequately before and after meetings	MA-CMAG-3	August 2018	In Progress	
DA5	Establish working group that raises concerns and topics	BFP-CPS-3, BFP-CPS-7	July 2018	Complete	
RC9	All members of the MAG should receive timely notice of large scale issues surrounding policing and problem solving to properly inform their constituent	MA-CMAG-4	Ongoing		
DA6	Conduct quarterly problem/concern analysis raised by concern working group	BFP-CPS-4	Ongoing	In Progress	
RC2	Create an annual report documenting problem solving initiatives	BFP-CPS-8, MA-EIEO-4	Ongoing		
RC1	Quarterly reports regarding problem solving efforts should be submitted per district/unit	BFP-CPS-8, MA-CMAG-4	Ongoing		
RC7	Office of Human Relations should report on efforts to deal with race relations outside of policing				

CA Toolkit

ID	Action Step	Recommendations	Timeline	Status	Evaluation
	Create a CA Toolkit that includes the history of CA and training on SARA, OpenData, & CincyInsights				
	Tailor an Internal Toolkit				
	Tailor a Community Toolkit				
	Tailor a Youth Toolkit				
	Provide information in Spanish				

Note: The CA Toolkit was not derived explicitly from the recommendations but was an additional recommendation from iLab working group to help facilitate training and knowledge of the CA.

CPD Procedure

ID	Action Step	Recommendations	Timeline	Status	Evaluation
PPT1	Review contact card procedure	BFP-IDA-4			
PPT2	Evaluate and updated process for tracking problem solving	MA-EP-5			
PPT7	Conduct review of FTO program for bias and report to MAG	BFP-T-1			
PPT6	CPD Promotional exams should contain CA and problem solving related questions	CPOP			

Public Communication/Website

ID	Action Step	Recommendations	Timeline	Status	Evaluation
RC4	CincyInsights Poster dissemination	BFP-DC-1			
RC5	Better Represent CincyInsights on CPD website	BFP-DC-1			
RC10	Improve CPD/City website presence for problem solving reporting	MA-EIEO-2			
RC8	Routine press briefing packets on problem solving/human interest stories should be created and leveraged with the media	BFP-CPS-8, MA-EIEO-1			
RC3	Improve Community Council and Neighborhood Liaison relations				
	Improve & Consolidate CA web presence				

CPOP

CPOP Work Category is implemented by the CPOP Action Team and consists of five Work Plans: City Wide Strategic Problem Solving, CPD Problem Solving, Community Police Partnering Center, Community Engagement Tool, and Engagement with other entities/county. The last three items do not have specific associated action items.

City Wide Strategic Problem Solving

ID	Action Step	Recommendations	Timeline	Status	Evaluation
	Strengthening and oversight of CIRV through MAG	CPOP Supplement			
	PIVOT - community engagement in process, SARA training for Team, pre PIVOT projects at MAG	CPOP Supplement			
	Review Outreach Advocates	CPOP Supplement			
	Review and integrate Office of Human Relations	CPOP Supplement			
	Review NEP	CPOP Supplement			
	Use Problem Solving to improve Special Events Standards	CPOP Supplement			

CPD Problem Solving

ID	Action Step	Recommendations	Timeline	Status	Evaluation
	Improve Problem Solving Tracking Database	CPOP Supplement			
	Improved documentation of beat level	CPOP Supplement			
	Train CPD on CPOP/SARA Training	CPOP Supplement			

Next Steps

The following outlines the iLab's recommendation for transitioning the CA Refresh process into implementation.

Hire & Onboard Collaborative Agreement Sustainability Manager

The Collaborative Agreement Sustainability Manager will be responsible for overseeing the implementation of the Master Plan and Action Team structure. The position is expected to begin August 2018. The iLab facilitator will work with him/her to transition the project during August.

Convene Action Teams

Action Teams should hold their first meeting to begin the quarterly meeting schedule. The first meeting should cover the following topics:

1. Review the Community Recommendations (provided in the Appendix)
2. Review the CA Refresh Perception Surveys for additional recommendations
3. Establish timelines for each Work Plan and Action and prioritize work products
4. Establish reporting expectations for the next MAG meeting.

During June, onboarding sessions were held for each of the four City Working Groups and a Community Taskforce engagement session. Advisory Committee members need to be identified pending MAG restructuring.

MAG Restructure

The reports recommended a review and strengthening of MAG. Prior to 4th quarter MAG meeting, MAG restructuring should be completed. The iLab Working group consolidated and drafted recommendations for improvements to MAG (provided in the Appendix).

Year One Review

The iLab Working Group has committed to reconvening in July 2019 to evaluate implementation of the Master Plan.

Appendix

Glossary

Master Plan - collection of work plans into work categories for the purpose of providing a broad framework for monitoring implementation and dividing work products.

Work Categories - collection of work plans with similar topics, staff needs and/or resources. Each work category corresponds to an Action Team.

Work Plan - collection of Action Steps and work products on the same topic requiring the same staff and resources to complete. Work Plans will provide specific timelines for completion.

Action Steps - contained work product or requirement that can be tracked to completion.

Action Teams - combination of the three sub-teams charged with completing the work outlined in the Master Plan and ensuring sustained reporting in the their Work Category to the MAG.

City Working Group - group of City staff members tasked with completing the Work Category and reporting to MAG

Advisory Committee - The advisory committee will consist of MAG members with an interest or relevant skills to the Action Team, a member of the FOP, and other relevant advisory members. Will be tasked with requesting reports and analysis for quarterly MAG meetings from the Action Team.

Community Taskforce - group of community members with an interest or relevant skills to the Action Team.

Frequently Used Abbreviations.

- CA.** Collaborative Agreement
- MOU.** Memorandum of Understanding
- CPOP.** Community Problem Oriented Policing
- CPPC.** Community Police Partnering Center
- CCA.** Citizens Complaint Authority
- CPD.** Cincinnati Police Department
- CIRV.** Cincinnati Initiative to reduce Violence
- MAG.** Manager's Advisory Group
- OPDA.** Office of Performance & Data Analytics
- NEP.** Neighborhood Enhancement Program
- CBUF.** Cincinnati Black United Front

Data Analysis Action Team

Action Team Leader - Nicollette Staton (OPDA)

City Working Group

Cincinnati Police Department

Lt. Elena Moton

Charles Giberti

Samantha Elliott

Joe Lorenz

Office of Performance and Data Analytics

Nicollette Staton

Citizen Complaint Authority

Michelle Bonner

CAGIS

Shaoli Huang

Law

Pete Stackpole

Advisory Committee

To be determined.

Community Taskforce

Interested participants are available in the Appendix: Community Taskforce & Recommendations

Technology Action Team

Action Team Leader - Kristen Cosgrove (CPD)

City Working Group

Cincinnati Police Department

Kristen Cosgrove

Jim Olthaus

Ryan Smith

Office of Performance and Data Analytics

Brandon Crowley

Enterprise Technology Solutions

Bill Vedra

Advisory Committee

To be determined.

Community Taskforce

Interested participants are available in the Appendix: Community Taskforce & Recommendations

Policy, Procedures & Training Action Team

Action Team Leader - Kim Neal (CCA)

City Working Group

Cincinnati Police Department

Lt. Elena Moton
LTC Theetge
Doug Snider
Jacob Mapel
Bruce Ross

Office of Communications

Casey Weldon

Office of Performance and Data Analytics

Nicollette Staton

Human Resources

Ed Ramsey

Citizen Complaint Authority

Kim Neal

Law

Peter Stackpole

Advisory Committee

To be determined. The Mayor's Staff (Rahiel Michael) and Councilmember Landsman's Staff (Vanessa White) requested to serve on the Advisory Committee

Community Taskforce

Interested participants are available in the Appendix: Community Taskforce & Recommendations

CPOP Action Team

Action Team Leader - Paul Booth (Human Relations)

City Working Group

Cincinnati Police Department

Lt. Elena Moton

Lt. Matt Hammer

Citizen Complaint Authority

Michael Stephens

CIRV

Stan Ross

Office of Human Relations

Paul Booth

NEP

Ethel Cogen

Law

Mark Manning

Advisory Committee

To be determined. Councilmember Landsman's Staff (Vanessa White) requested to serve and Dr. Eck was recommended for the committee.

Community Taskforce

Interested participants are available in the Appendix: Community Taskforce & Recommendations

Documents & Resources

Collaborative Agreement

[Collaborative Agreement](#)

Collaborative Agreement Refresh

[Collaborative Agreement Refresh Memo \(June 2, 2017\)](#) (includes Green Contract & Work Plan)

Bias-Free Police Policing Evaluation

[Bias-Free Policing Report from CPD](#)

[Bias-Free Policing and Officer Accountability](#) (response from Saul Green - September 2017)

Mutual Accountability

[Mutual Accountability Report from CPD](#)

[Mutual Accountability Progress Report](#) (response from Saul Green - November 2017)

Community Problem-Oriented Policing Strategy

[Community Problem-Oriented Policing Strategy Report from CPD](#)

[Community Problem-Oriented Policing Progress Report from Saul Green](#) (response from Saul Green - January 2018)

[CPD Supplement to Community Problem-Oriented Policing Strategy Report](#)

[Supplemental Community Problem-Oriented Policing Report from Saul Green](#) (March 30, 2018)

Community Surveys

[Cincinnati Black United Front Community Perception Survey](#)

[Cincinnati Police Officer Perception Survey Analysis](#)

[Community & Criminal Justice Professional Survey Analysis by University of Cincinnati, coordinated by CCA and partners](#)

City Data Work Plan

The City Data Work Plan can be accessed electronically [here](#).

Collaborative Agreement Refresh: City Data Work Plan

Dataset	Data Owner	Open Data Link (where available)	Captured & Maintained (CPD)	OPDA Access	Data Sharing: Manager's Advisory Group (MAG) & Open Data Portal						Data Visualization: Cincy/Insights Dashboards						Comments & Additional Notes
					Reported to MAG	Open Data	Up-to-date	Neighborhood	District/Beat	Latitude/Longitude	Age	Race	Sex	Age	Race	Sex	
					Geography		Officer Demographics		Citizen Demographics		Geographic		Officer Demographics		Citizen Demographics		
ORIGINAL COLLABORATIVE AGREEMENT																	
Arrests	CPD/Hamilton County																*Suspect & Victim
Reported Crimes	CPD	Crime Incidents															Subset of Police Calls for Service
Ding Complaints	CPD	Police Calls for Service															
Stop of Vehicles	CPD	All Subjects															
Stop of Vehicles	CPD	Drivers Only															
Stop of Pedestrians	CPD																
Use of Force*	CPD	Use of Force															*Officer involved shootings separate provided below
Injury to Officer	CPD	Assembly on Officer															
Citizen Complaints - CCA	CCA	Citizen Complaints				**											**Only provided monthly
Citizen Complaints - CPD	CPD																
Citizen Compliments	CPD																
Reports of CPD of unfavorable conduct by citizens	N/A																*Is this still desired, what is the plan to capture this?
COLLABORATIVE REFRESH																	
Police Discipline																	
ADDITIONAL POLICE DATA																	
Police Calls for Service	CPD	Police Calls for Service															
Officer Involved Shooting	CPD	Officer Involved Shooting															
Shootings	CPD	Shootings															*Victim Only
Use of Force - K9	CPD	Shootings															

Legend: Current Status

- Accomplished, automatic reporting updates daily
- Accomplished w/ caveat
- Not Analyzed/Not Applicable
- Not Completed

Community Task Forces & Recommendations

Iris Roley facilitated two community forums, held November 15, 2017 and June 9, 2018, tasking the community with engaging in the CA Refresh process and providing additional recommendations. Below are the recommendations provided by the community and list of participants from the June 9 meeting. The community recommendations have been identified as one of the first topics for the Action Teams to begin the dialogue between community and City Staff around the identified topics.

DATA ANALYSIS

Community Recommendations

Recommendations

1. We would like a resource who is knowledgeable on the current data collected and analyzed and how the data/analysis is put to use to join us at for the next meeting.
2. An understanding of the full array of data currently collected and the intended use for evolving to bias-free policing. Team members are asked to go to the Cincy Insights website and review the police dashboards to get familiar with the contents before the next meeting as a first step.
3. Tracking all patrol officer interactions with citizens
4. Monitoring affiliations and social media communications of officer candidates and active officers to identify any (KKK, Nazi Party, alt-right, etc.) that conflict with the principles of bias-free policing
5. Tracking officers who transfer from jurisdictions outside of Cincinnati
6. Tracking citizens who have contact with CPD all the way through final contact with the justice system. This includes arrest, charging, trial, sentencing, probation, incarceration and parole.
7. Benchmarking where we stand now as a city in bias-free policing vs. the goal set in 2002/3.
8. Setting a target date for achieving bias-free policing
9. Examining what data is being collected now as well as the integrity of the data.
10. Evaluate dashboards and ensure they are customer friendly for “civilian” citizens. Develop new community oriented dashboards as needed.
11. Juvenile Arrest Disparity
 - a. Group is meeting to establish a model way of tackling bias questions using the data sources we have. No report yet.
12. Baseline of implicit bias results # with years
13. Create instructions/cheat-sheet on how to use data + website
14. Discover list of top 10 most searched + make more user friendly + accessible
15. Community training on how to use data – in person walk-throughs / test drives
16. Proactive community education –cohort of community experts who can help train others how to use
17. Create curated lists based on top 10 searched topics
18. Implement an electronic customer satisfaction survey
19. Develop a protocol for steps/ PO interaction
20. Create & execute a marketing plan to get the word out about data analysis tools
21. Track demographic info through trail portion – aggregate data + recidivism
22. Create a system to track from arrest – recidivism
23. Add community participants back into CPD hiring process/ decision making
24. Assess & assign cost to data when available / applicable

Participants

Simone Bess, Sean Pratt, Crystal Allen, Trenton Davis, Edie Morris, Cinnamon Pelly, Aftab Pureval

TECHNOLOGY

Community Recommendations

Recommendations

Body Worn Camera

1. Community needs to be informed completely about the use of BWC, policies, procedures, when cameras are activated, etc.
2. Footage from BWC released sooner.
3. Replace current BWC system with Yardarm Tech's version with a more sophisticated activation system that relies less on officer activation.
4. Issue (BWC do not stop police from being held accountable, i.e., they still won't be convicted even if they're recorded).
5. Data on the use of BWC needs to be collected.
6. If BWC malfunction or if a contact with citizen is not recorded then that officer or officers need reprimanding in a serious way. If malfunctions continue or officers continue to not recorded then the department must be held accountable and officers fired.
7. Stiff penalties for not using BWC correctly need to be implemented within the force.
8. Stiff penalties need to be enforced for those officers who are discourteous to citizens who caught on BWC. Discourteousness from police can often escalate an encounter.
9. Overall review of CPS and its officers use of BWC to assess whether they are carrying out the correct use of BWC and if not stiff penalties should follow.

Risk Management System and Training

1. Reducing the risk of police officers engaging citizens with poor or inadequate customer service skills.

Participants

None currently identified

POLICY, PROCEDURES & TRAINING

Community Recommendations

Training

1. ETS system should include system for retraining/counseling individual officers on appropriate citizen interaction as determined by auditing body cams, mobile video systems and complaints of negative interactions.
2. Integrate evaluations of officer interactions with citizens into officer's weekly, monthly, yearly evaluations
3. Front line supervisors or civilian (paid/volunteers) to interview persons engaged by officer with questions to evaluate quality of interactions
 1. For example, Store owners in officer's area of patrol; Civilian reporters of Auto Accidents, offense reports, persons who were arrested, traffic ticket recipients, radio dispatched locations etc.
2. When stopping customer for traffic violation or investigative stops, officer to proactively offer categorized specific reason for stop to dispatch along with location and other necessary information. For example, "Stopping for speeding" "red light violation" "Suspicious person possibly involved in" specific activity etc.
3. Mentally ill response training and de-escalation training should be given to all police officers including veteran officers
4. De-escalation techniques should be applied to all citizen encounters (amend use of force policy to require de-escalation whenever possible)
5. Cultural Diversity and implicit bias training for all and engage community with this effort. Also include Harvard assessments on race and gender and simulation exercises.
6. Use 3 separate FTO's for 12-week program 4 weeks each not 2 FTO's (Follow San Jose Model)
7. Train Officers outside of different neighborhoods in Cincinnati
8. How many times is a simulation a white or black police officer shoots on unarmed white or black citizen? Must be recorded for each police officer as concrete examples of implicit bias in action
9. All training includes members of community

Officer Hiring, Assignments, and Promotions

1. Police department initiated positive written documentation in police officers file. Positive rating of police officers to add points to promotional test and for preferred assignment picks and to stay in preferred assignments. Beat officers with high community service evaluations get first pick of beat of assignment.
2. Community can refuse an officer working a "beat" or area of assignment based on low community police rating
3. More female FTO's/ Diversity in FTO's & Recruits
4. Reinstate evaluation of FTO's by probationary officers according to San Jose Model
5. Incentivize officers to live in the City
6. recruit more black and Hispanic officers; goal should be to match percent of each minority in the city
7. recruit culturally competent officers

8. Implement the Diversity Plan proposed by CAFA and the Sentinels which would establish cadet programs in CPS and award extra credit on police and fire civil service exams to graduates of those programs
9. All officer records should be maintained indefinitely and available to public

Community Engagement

Community engagement - how do we keep people engaged in the process

Citizen Complaint Authority

1. Improve communication between Mayor's office and CCA Board chair regarding addition of new Board members (last new Board member appeared at a meeting without any notice to the Board that a member had been added).
2. Create Governance Committee, whose duties would include the following:
 - a. Foresee Board vacancies and develop recommendations for replacements to maintain the diversity required by the CA.
 - b. Formalize intra-Board communication policy outside of Board meetings, i.e., what communications are appropriate under the Sunshine law.
 - c. Ensure that the Board has input for onboarding new Board members as well as ongoing training.
 - d. Plan ongoing training, including training regarding Complainant's perspective: implicit bias, cultural bias and Black perspectives on the history of Police: Black community relations.
3. Ensure Board access to video evidence. Provide the least restrictive method for Board members to view body cam/other videos. Videos are increasingly relied upon by Investigators to determine whether policies have been violated, and for the Board to do its job in reviewing the Investigators' findings for approval, modification, or changing the findings, Board members need to be able to see the videos conveniently.
4. Clarify to the Board and staff the Board's role, including that the Board is an integral part of the investigative process, especially in assuring that the investigation is thorough. Board members need to be reminded and encouraged to ask for further investigation whenever they feel the investigation was insufficient in any regard. There have been instances where the Board chair has been asked by the Director to submit any public statements through the City, which is clearly inappropriate.
5. Clarify to the Board and staff the Board's position in the overall structure and function of the CCA. The Board is not an "arm of and support for" CCA administrative staff, but rather an autonomous body that works in conjunction with administrative staff.
6. Audit overall process for initiating and pursuing complaints. Initiate procedure where Complainants are interviewed post-determination as well as contacting those who did not follow up on initial Complaints to find out whether there are parts of the process that can be made more accessible or inviting. There are many complaints filed by people who don't follow up, so we need to see if something in the process is off-putting or inefficient.
7. Determine what extra staffing or structure is necessary (staff, Board committees) to accomplish the Recommendations. Extra staffing issues should be discussed with the Director. We want to make sure the Recommendations aren't sidelined because there is

- inadequate staff to accomplish them, so we'll need buy-in from Council and the Mayor to make sure CCA has the staff to accomplish its mission.
8. Entire Board must be given the data on the patterns reports recommended in the Progress Report. Additionally, a direct line of communication between the data analysts and the Board must be established, including a presentation of the analysts' findings directly to the Board.
 9. The ad-hoc problem-solving task force in the Progress Report CCA section VI(b) must include at least one Board member and all Board members must be advised of the time/place of meetings and given the opportunity to attend.
 10. Additional notes re CCA:
 - a. No wrong door for filing a complaint
 - b. Work with local agencies to complaint cards and assist with filing (i.e. UL,CAA etc)
 - c. Better marketing of CCA – PSAs
 - d. Board should be autonomous
 - e. Board should receive training
 - f. Need a young person on the CCA Board
 - g. Need a person that is a reformed felon on Board
 - h. Recommendations should not be second guessed by CPD or the City
 - i. Board should have authority for disciplinary action
 - j. Work with CPPC on potential problems identified by patterns
 - k. Town Hall meeting to select members of the Board
 - l. Communities with most arrests choose who sits on the board
 - m. If Body-Cams aren't on finding in favor of complainant
 - n. Help youth know how to file complaints
 - o. More "teeth" to CCA (state laws)
 - p. Board has authority to make recommendations
 - q. Change from Mayor's appointment to the board.
 11. Other ideas that have been suggested include interviewing police officers as well as complainants, reporting on whether the 90 day target is met in each case, explore more ways to engage on pattern analysis, develop a dashboard to see which police procedures tend to trigger most complaints as a way to see which procedures should be reviewed, determine whether the scope of CCA should be same as internal affairs (the MOU with DOJ called for this).
 12. CCA should report the city response to CCA recommendations.
 13. City should include all CCA recommendations in all ETS data
 14. CCA recommendations and case info should be in cincyinsights
 15. CCA complaints should be available at NAACP, libraries, rec centers
 16. All CCA records should be maintained indefinitely and available to the public

Participants

John Spencer, Gregory Crowell, Eleonora Fusco, Victoria Straughn, Joe Mallory, Nelson Pierce, Brian Garry, Al Gerhardstein, Tunu Kinebrew

CPOP Community Recommendations

Recommendations

1. Problem solving approach to policing that is collaborative & involves neighborhood residents
2. More community engagement & education – Examples
 - a. Town Hall of Collaborative (sit-ins Historical Context)
 - b. Roles & Responsibility (for community)
 - i. Call to Action
 - ii. Request for Action
3. Work closely w/ (Encouraging Collaboration around Engagement)
 - a. NAACP
 - b. Urban League
 - c. CPS (School Community SRO's & PTO's)
 - d. CCHMC
 - e. * Community Wifi
 - i. Making info accessible via social media
 - ii. Closing the digital divide
4. More strategy around how to effectively implement SARA
 - a. Training those who aren't used to connecting w/ people or engaging w/ the community
5. History of collaborative & community recognize role of collaborative

Participants

Kimya Moyo, Diane Jordan, Lisa Chenaul-Sloan, Shawn Butler, Jesse Roley, Iris Roley

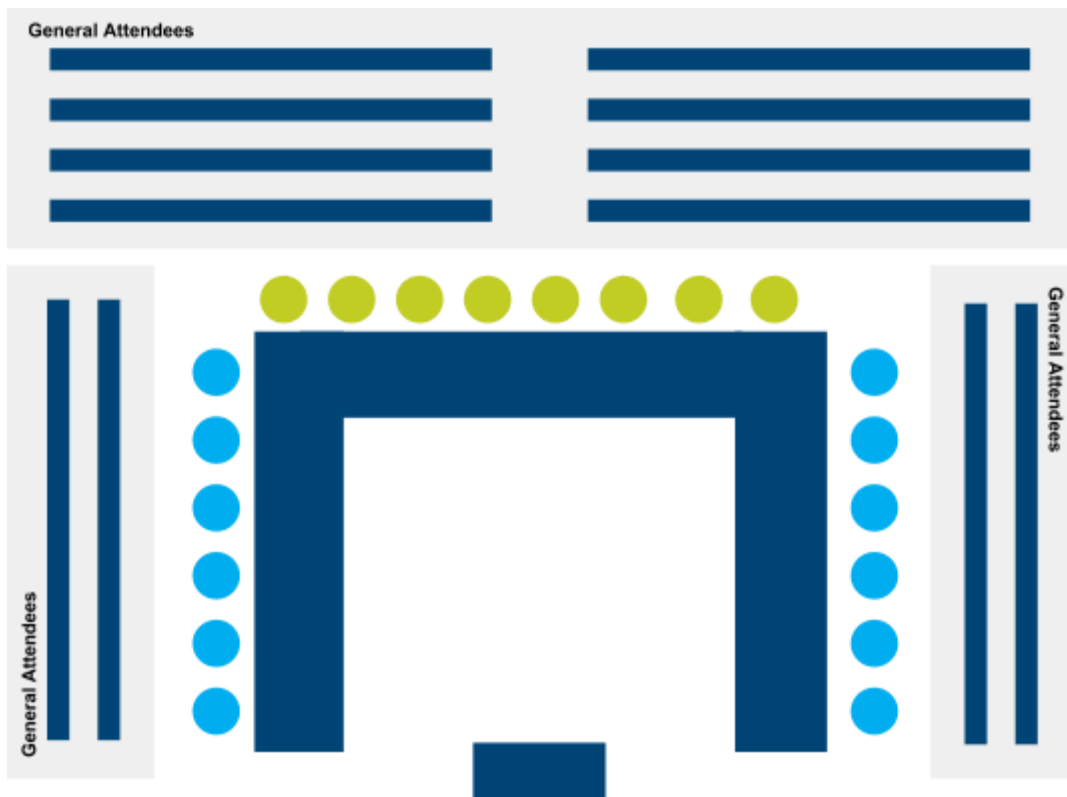
MAG Recommendations from iLab Working Group

- **Develop a Mission Statement**
 - Refer to Paragraph B, pg. 10, “The City Manager is forming an Advisory Group that will meet bimonthly for the first year to review progress. In this regard, the City Manager’s Advisory Group will assume much of the oversight role that has been performed by the Federal Monitor and his team. Participation on this is evolving from a work group that had been formed several months ago to work on the issue of traffic stops as highlighted in the RAND Report. Composition of the group will include members of the Police Administration, FOP, and the people from various aspects of the community. The agenda for the meetings will be built pragmatically with presentations on actual problem-solving projects, and updates on police training. Additional topics to be discussed include the review of various reports on officer conduct, such as, future RAND Reports, Citizens Complaint Authority reports, community efforts to improve police-community relations, and findings of the CPD’s Employee Tracking Solutions(ETS) risk management system. These meetings will be conducted using a facilitated format and will attempt to provide an environment where trust and relationships between the members will grow over time.

- **Define the role, operations, and power of MAG.**
 - Outlined process for how the group comes to a decision on the items it considers

- **Restructure MAG Composition**
 - Downsize the MAG to 20 members that includes 9-10 permanent seats, 2-3 Manager’s appointees and 8 City Staff members
 - The 9-10 permanent seats are reserved for a member of that organization and cannot be removed from the MAG
 - The 2-3 Manager’s appointees are appointed on a 2 year basis and can be removed for lack of active participation
 - 8 City Staff members sit at the table with MAG, additional city staff attends for presentation and sits in the general area
 - Create a general attendees area for support staff of members & City
 - **Permanent Advisory Group Members (9-10)**
 - Cincinnati Black United Front (CBUF) ***Iris is requesting 2 seats**
 - Fraternal Order of Police (FOP)
 - Community Police Partnering Center (CPPC)
 - Citizen’s Complaint Authority (CCA)
 - Collaborative Agreement Legal Representation
 - Community Action Agency
 - NAACP
 - MARCC

- Urban League
 - **Manager's Appointees (2-3)**
 - Determined by the City Manager
 - **City Staff (8)**
 - City Manager
 - Police Chief
 - CA Sustainability Manager
 - Law Representative
 - Action Team Leaders (4)
 - Data Analysis
 - Technology
 - Policy, Procedures & Training
 - CPOP
 - **General Attendees**
 - Assistant Police Chiefs
 - Action Team Members
 - City Support Staff
 - Advisory Group Support Staff
- **Reformat the Room**
 - Create a smaller table for enhanced discussion between members
 - Create a general attendees section for additional staff



- **Consider a different meeting space taking into account:**
 - Ease of access
 - Neutrality
 - Technology capabilities
 - Capacity
- **Establish meeting expectations including the following:**
 - All seats should be assigned and have name plates for proper identification.
 - Agenda and reports must be provided a minimum of a week in advance.
 - Detailed minutes will be kept by the CA Sustainability Manager and circulated with a week.
 - All action items should be assigned to the appropriate Action Team.
- **Establish member expectations including the following:**
 - Members must receive CA training by knowledgeable people
 - Members of CBUF/community should be included in all onboarding sessions.
 - Members should be an active part of the community
 - If capacity exists, Advisory Group Members should have a support staff member attend for note taking and follow-up
 - Appointments for 2 years
 - Members must serve on minimum of 1 Action Team
 - The Manager may remove a member for lack of active participation defined as missing 2 MAG meetings or failing to serve on a minimum of 1 Action Team

Method

The iLab working group convened two meetings to form recommendations for restructuring the MAG. The group reviewed the following three documents:

1. [*City of Cincinnati Collaborative Agreement Mutual Accountability of All Parties*](#)
2. [*Collaborative Agreement Plan*](#)
3. [*Recommendations from 2014-14 facilitated by Marie Gemelli-Carroll*](#)