

# The City of Cincinnati Integrated Violence Reduction

Strategy:

**P.I.V.O.T.**

Place-based Investigations of Violent Offender Territories

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# Focused Deterrence (Offender Based) Initiative



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## Focused Deterrence Principles:

1. Active chronic offenders commit majority of violence
2. Offenders loosely organized in groups/gangs\*
3. Most violence based on disrespect, norms / narratives of the street
4. Violence can be impacted through group pressure/support
5. Sustained communication w/ streets

# What is a Gang Incident?

## Gang “Motivated” vs. Gang Member Involved

- Motive Based Incident: One that furthers the ends of the gang – “Gang” prosecution.
- Member Based: One that involves a gang member, regardless of what prompted the commission of the crime.
  - Majority of incidents

# Focused Deterrence in Practice: How does it work

Direct communication with target population

## 7 Step Process:

1. Identify the Problem
2. Organize Your Team
3. Identify Violent Group/Gang Members
4. Direct Engagement / Deliver Core Message
5. Deliver Promises / Consequences
6. Engage the Community
7. Measure and Repeat

# Focus Deterrent Operations

- Group/gang self selects by engaging in violence
- Gather intelligence
- Determine group weaknesses
- Coordinate relevant partners
- Refine intelligence\*
- Utilize group weaknesses for enforcement
- Explore prosecution options
- Immobilize group through incarceration
- Timeframe: 6 months or less

# Place-Based Initiative



# Research Evidence that Supports a Place-Based Policing Strategy

- Crime is concentrated across places
  - 80-20 Rule
- Troublesome places tend to stay that way without intervention.
- A diffusion of crime prevention benefits is more likely than displacement.
- Owners can create or correct troublesome places.

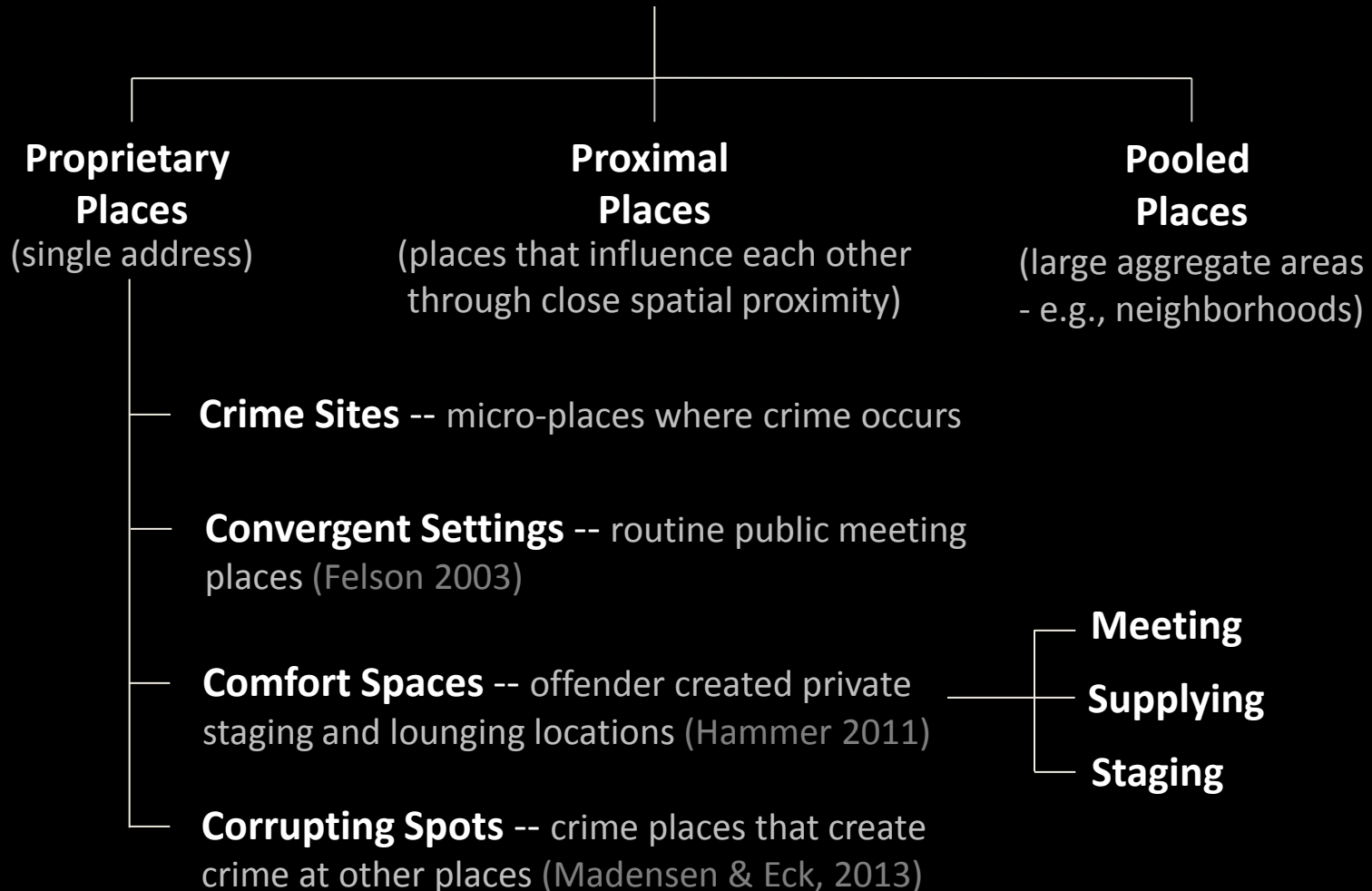




# Organization of Crime Places

## Crime Places

(Madensen & Eck, 2013)



# Afghanistan Gang Territory

Forest Ave

Reading Rd

Lexington Ave

Hutchins Ave

Rockdale Ave

3522 Reading Rd

# Place-Based Project Example



Poinciana Apartments  
3522 Reading Road

# Place Network Analysis



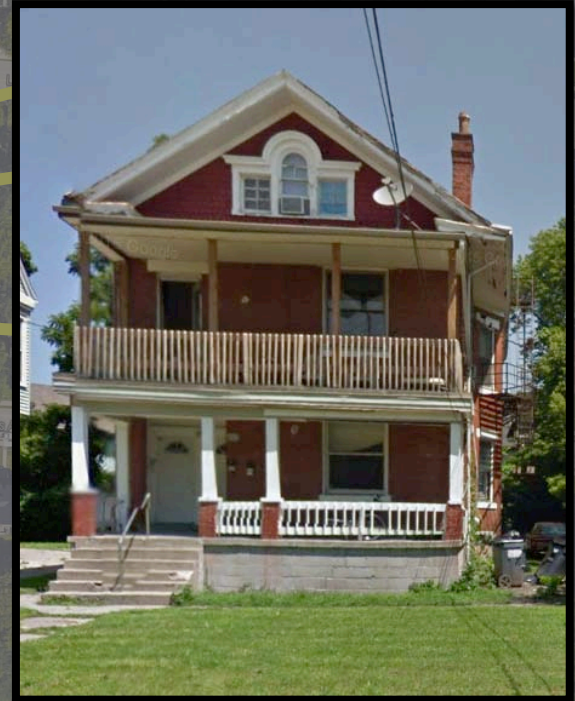
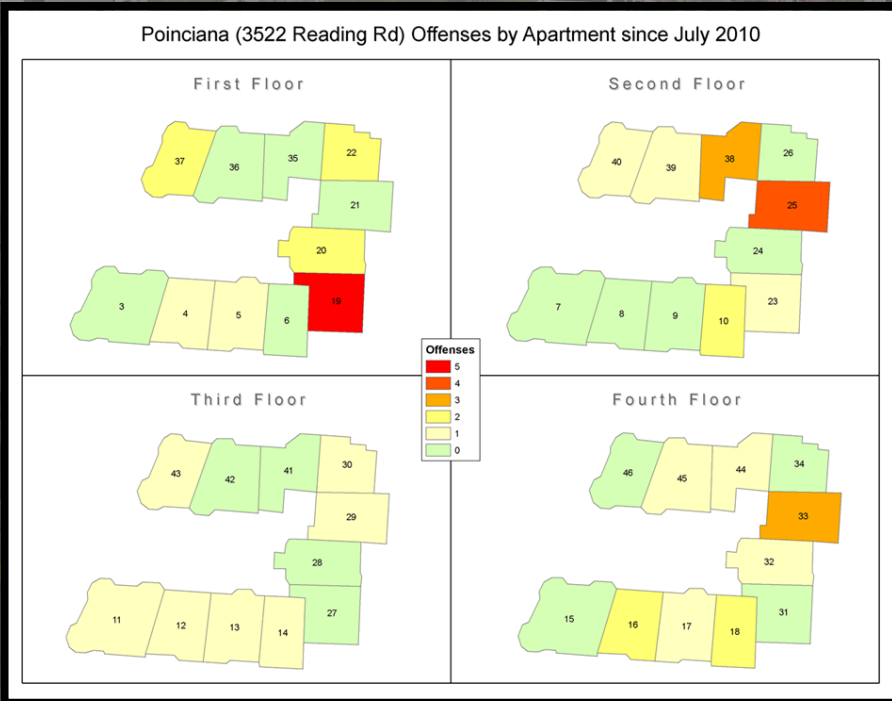
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- Convergent Settings – Lincoln Statue, “Corner Market”
- Comfort Spaces – Specific apt. units, Nearby residences
- Corrupting Spots – Nearby businesses

# Proprietary Places: Different Roles in the Crime Process

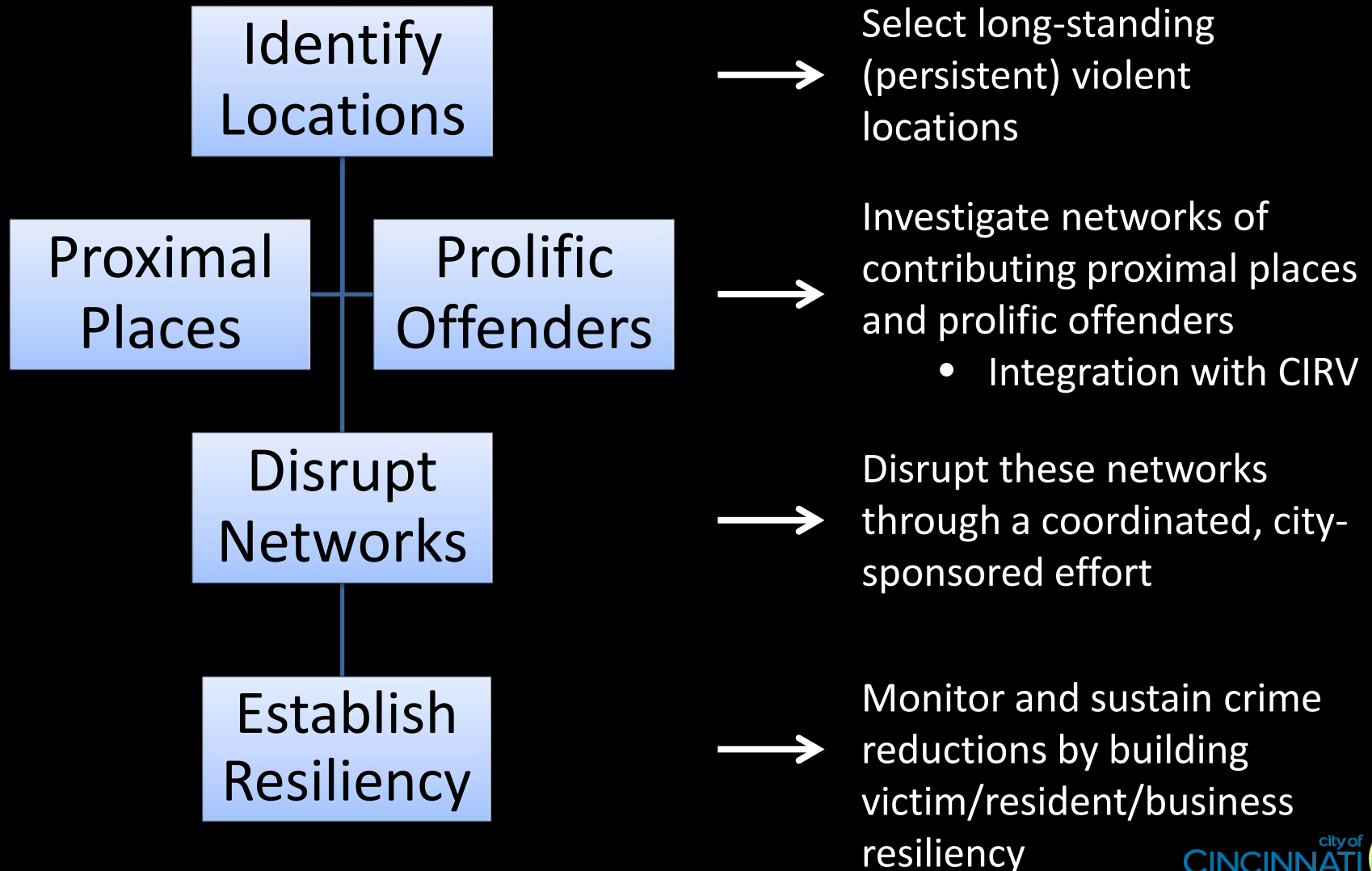
|                    | Long Before | Just Before | During | After |
|--------------------|-------------|-------------|--------|-------|
| Crime Site         |             |             | X      |       |
| Convergent Setting | X           | X           |        | X     |
| Comfort Space      | X           | X           |        | X     |
| Meeting            | X           | X           |        | X     |
| Supplying          | X           | X           |        | X     |
| Staging            |             | X           |        |       |
| Corrupting Spot    | X           |             |        | X     |

If we focus solely on crime sites,  
we ignore other stages and facilitators of the crime process.



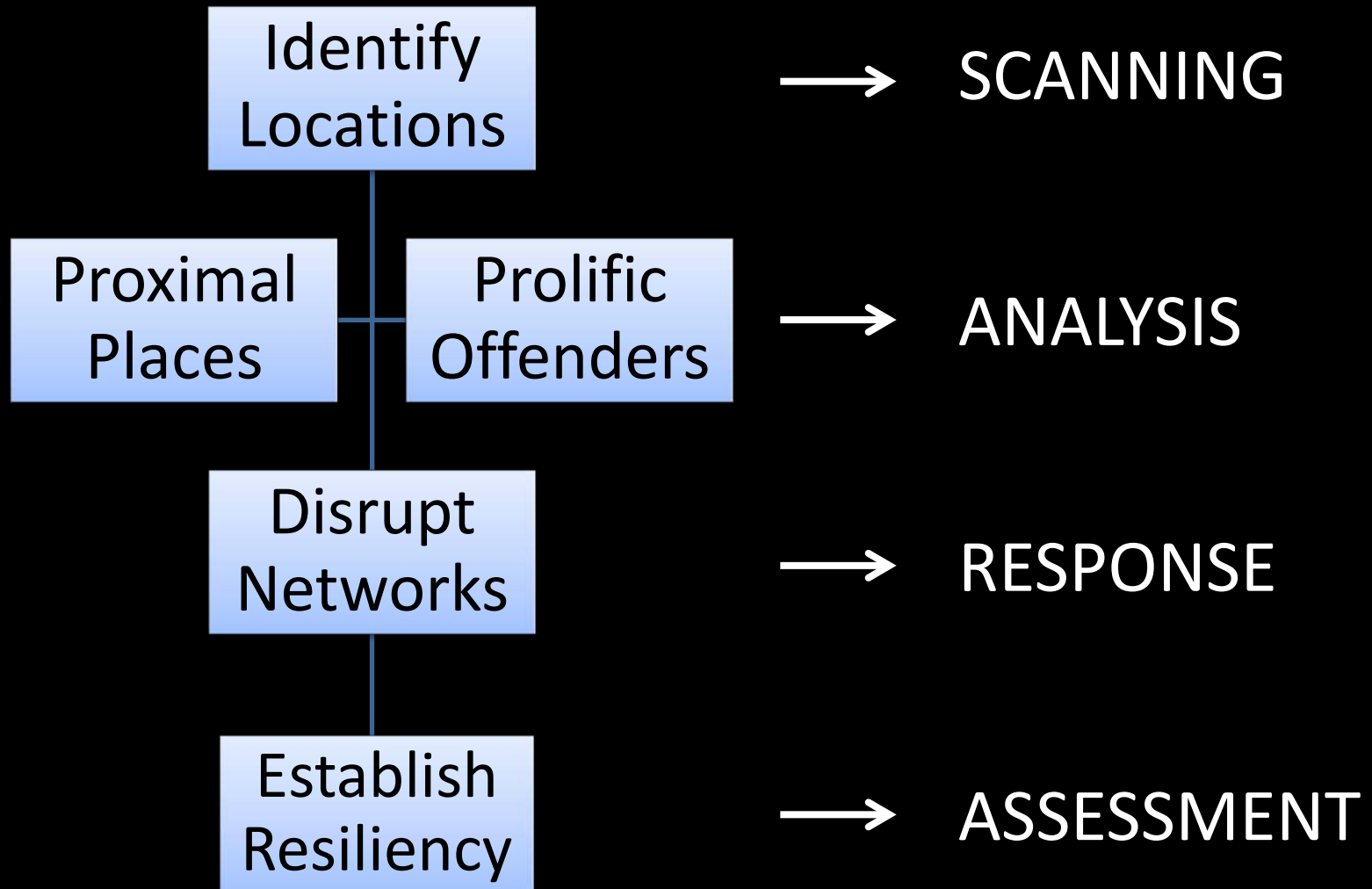
# P.I.V.O.T.

## Place-Based Investigations of Violent Offender Territories



# P.I.V.O.T.

## Place-Based Investigations of Violent Offender Territories



# How PIVOT Strengthens CPD's Crime Fighting and Problem-Solving Capabilities

1. Leverages all available city resources
2. Disrupts each side of the crime triangle
3. Relies on familiar, systematic investigative processes
4. Promotes officer "buy-in" for problem-solving assignments



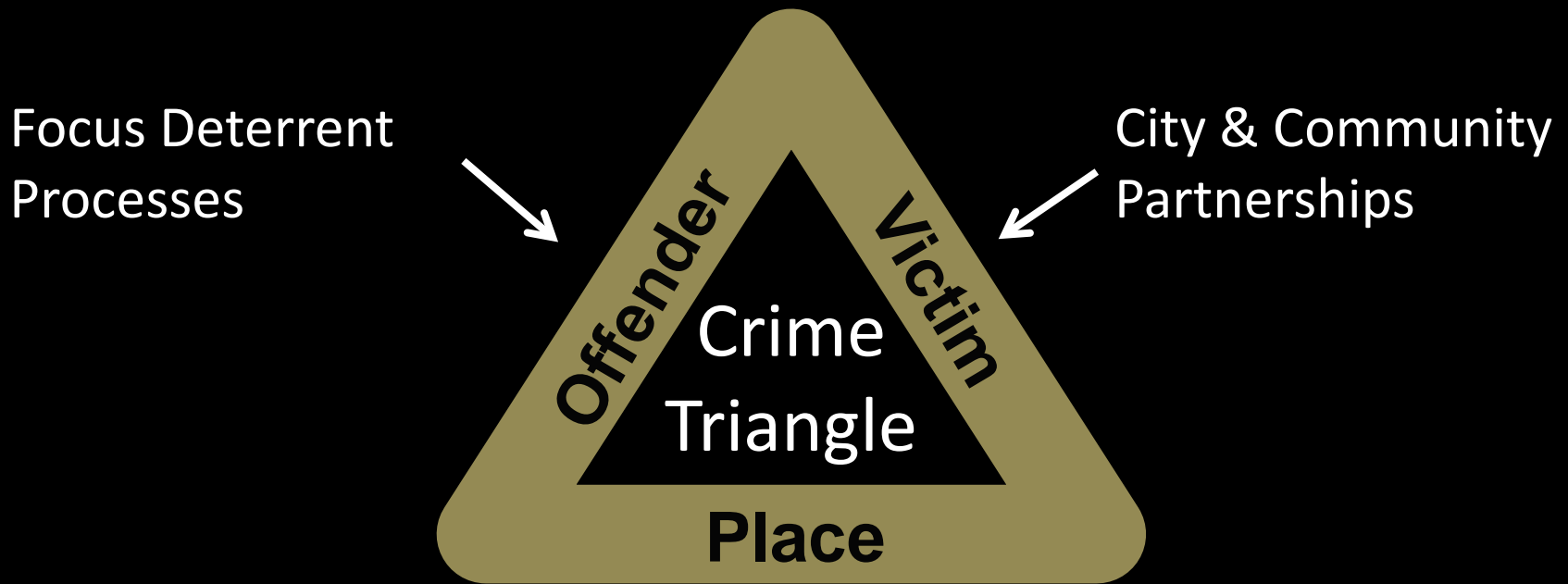
# 1. Leverages all available city resources

Examples of City partnerships that will improve place-based investigations and responses

|                              |                           |                                    |                          |
|------------------------------|---------------------------|------------------------------------|--------------------------|
| City Planning                | Buildings & Inspections   | Community & Economic Development   | Health Department        |
| Fire Department              | Law Department            | Environment & Sustainability       | Public Services          |
| Transportation & Engineering | Keep Cincinnati Beautiful | Cincinnati Recreation Commission   | Parks Department         |
| Community Partnering Center  | Port Authority            | Community Development Corporations | Local Community Councils |

## 2. Disrupts each side of the crime triangle

- Network analyses of (and response to) places/owners, offenders, and victims



Eliminate environmental “suspects” –  
problem conditions that facilitate social  
and physical disorders

### 3. Relies on familiar, systematic investigative processes

- Officers are natural investigators
- Case jacket approach



Investigation  
Activities  
(30-day intel  
gathering)

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Detailed Location Work-up\*

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Intel Refresh Briefings

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Surveillance/Observations

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Community Intel

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\* Crime and demographic trends;  
Historical police/city/community  
interventions; Ownership analysis;  
Journey to crime (arrests, FI); Social  
media analysis; Documented social  
history (probationers/parolees,  
gangs, FI, homeless, mentally ill)

**PIVOT**  
Place Case Jacket



|  |  |                |
|--|--|----------------|
| Systemically Violent Location:   |  | District/Beat: |
| Assigned Officer:  |  | Date Opened:   |
| Assigned Officer:  |  | Date Closed:   |
| Assigned Officer:  |  |                |
| <b>THIS SYSTEMICALLY VIOLENT LOCATION INCLUDES THE FOLLOWING HIGH-PROFILE ADDRESSES:</b> |  |                |
| 1.   |  | 2.             |
| 3.   |  | 4.             |
| 5.   |  | 6.             |
| 7.   |  | 8.             |
| 9.   |  | 10.            |

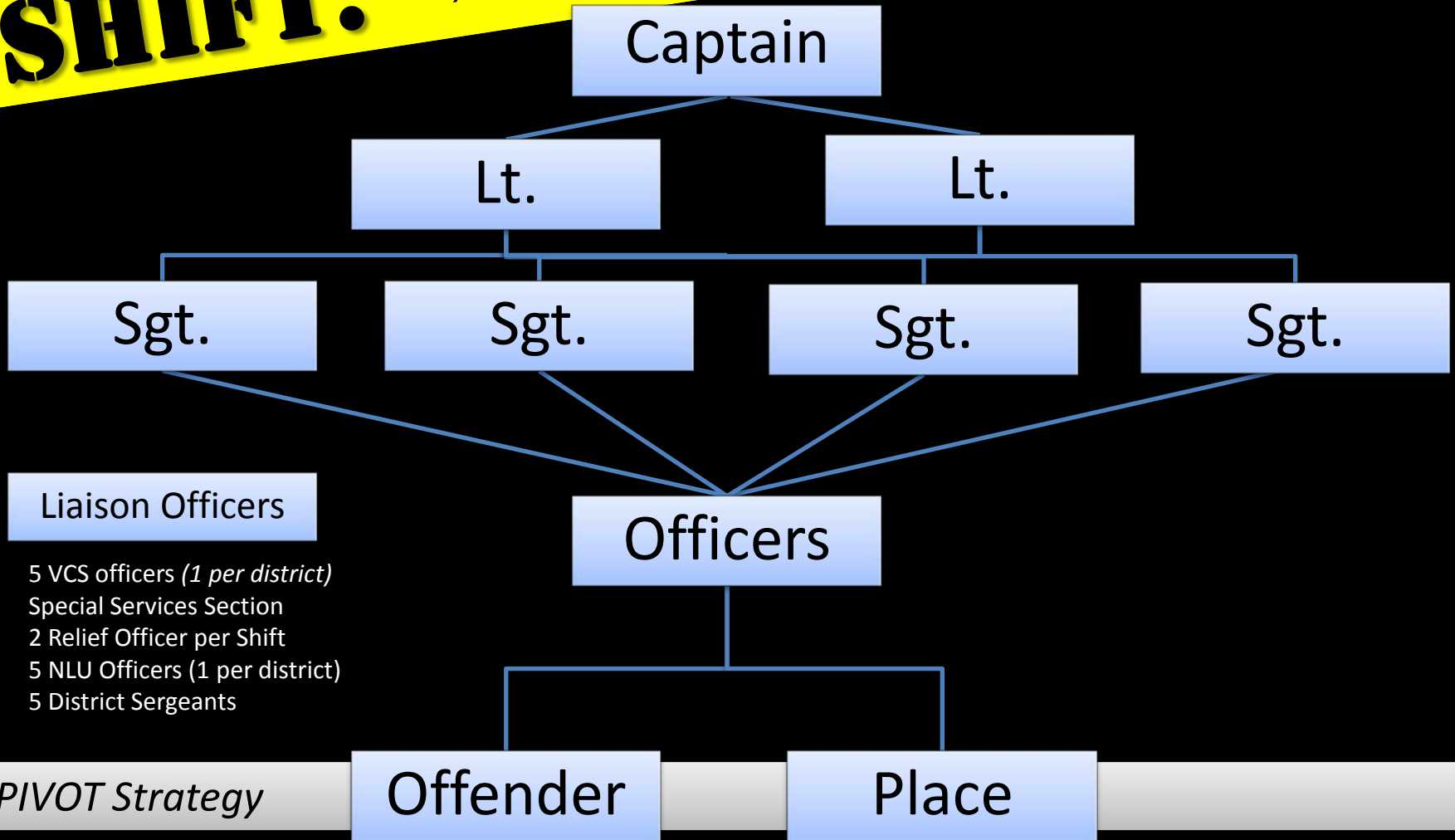
| <b>THIS CASE JACKET CONTAINS THE FOLLOWING CASE RELATED MATERIALS AND INFORMATION:</b> |   |
|--|---|
| <input type="checkbox"/> List of Businesses  | <input type="checkbox"/> Customer Service Response Records          |
| <input type="checkbox"/> Property Owner Profiles                                       | <input type="checkbox"/> Vacant Building Locations                  |
| <input type="checkbox"/> Tenant Lists for Residential Properties                       | <input type="checkbox"/> Chronic Nuisance Property Lists & Status   |
| <input type="checkbox"/> Gang Affiliations   | <input type="checkbox"/> List of Properties in Litigation with City |
| <input type="checkbox"/> Arrests at Locations  | <input type="checkbox"/> Housing Violation Orders by Property       |
| <input type="checkbox"/> Crime Analysis: Part 1 & II Crime Review                      | <input type="checkbox"/> Victimology                                |
| <input type="checkbox"/> Crime Analysis: Calls for Service Review                      | <input type="checkbox"/> OTHER (Explain) _____                      |
| <input type="checkbox"/> Crime Analysis: Journey to Crime                              | _____   |
| <input type="checkbox"/> Social Network Analysis                                       | <input type="checkbox"/> OTHER (Explain) _____                      |
| <input type="checkbox"/> Code Enforcement Review by Property                           | _____   |

- PIVOT will use an enhanced place investigation checklist to disrupt place networks, similar to offender-based investigations

# 4. Promotes officer "buy-in" for problem-solving

**SHIFT:**

*Systemically-violent Hotspot Investigations Focus Team*





# Identifying PIVOT Project Areas: Analysis Parameters

Shootings  
(fatal and  
nonfatal)  
Aggravated  
Robbery  
Other  
Firearm/Gun  
Offenses  
Weapon-  
Related CFS  
Illicit  
GoodsMarkets

4 Data Sets

365-day  
(1 yr)  
1095-day (3  
yr)  
1825-day (5  
yr)

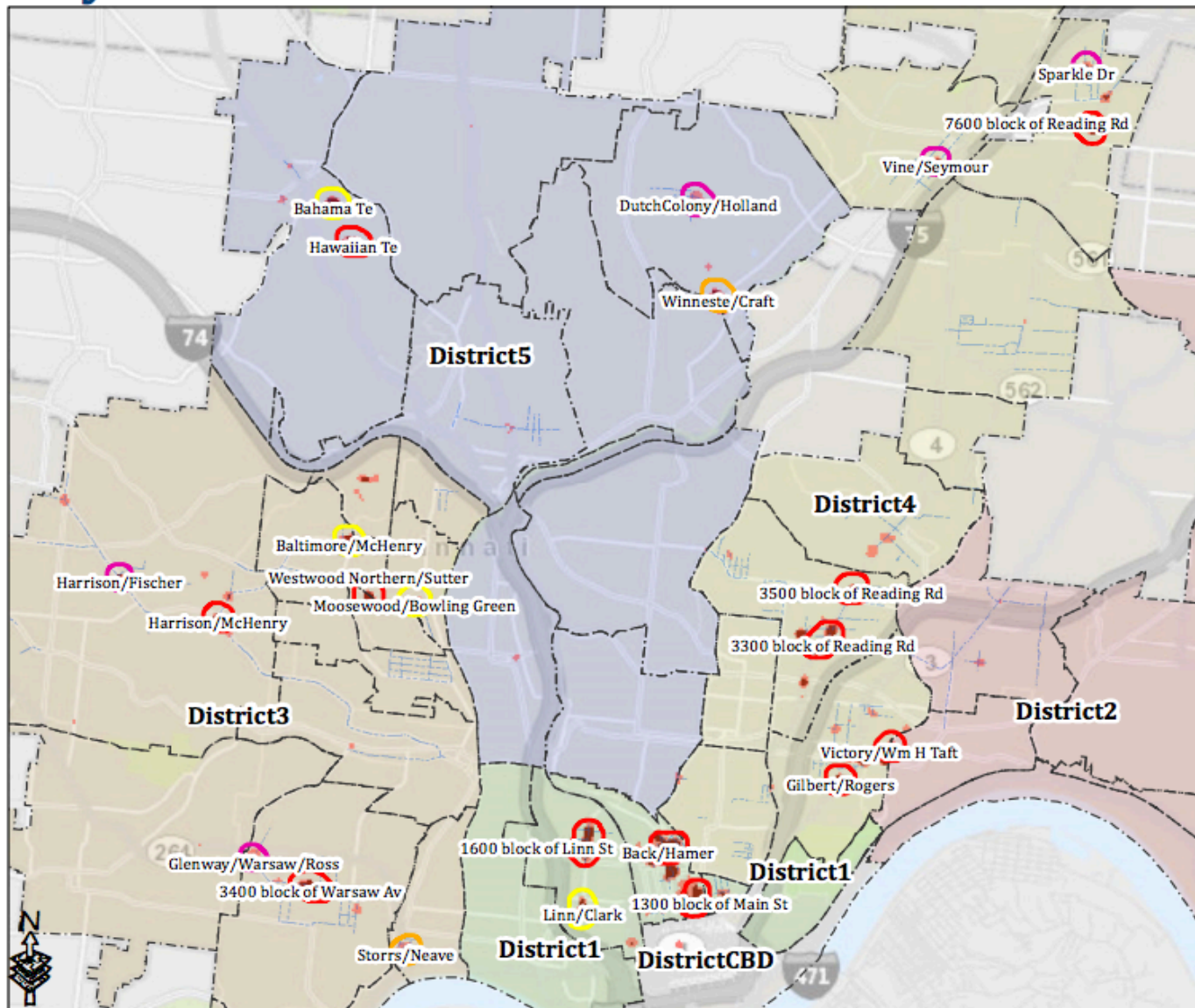
3 Time Frames

Points  
aggregated to a  
100-by-100 ft.  
grid across the  
City of  
Cincinnati with  
a  
400 ft. search  
radius

Scale

20 locations  
were selected.  
These locations  
have the highest  
concentrations  
of violent crime  
indicators across  
all three time  
periods in  
Cincinnati.

# Citywide Violence Scores



## Legend

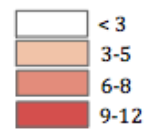
- Neighborhoods
- CIRV Territory

## Potential Problem Solving Locations

*Violent Hot Spots by Violence Score*

- Core Score = 12 (12 locations)
- Core Score >= 11 (2 locations)
- Core Score >= 10 (9 locations)
- Core Score >= 9 (5 locations)

## Combined Violence Score

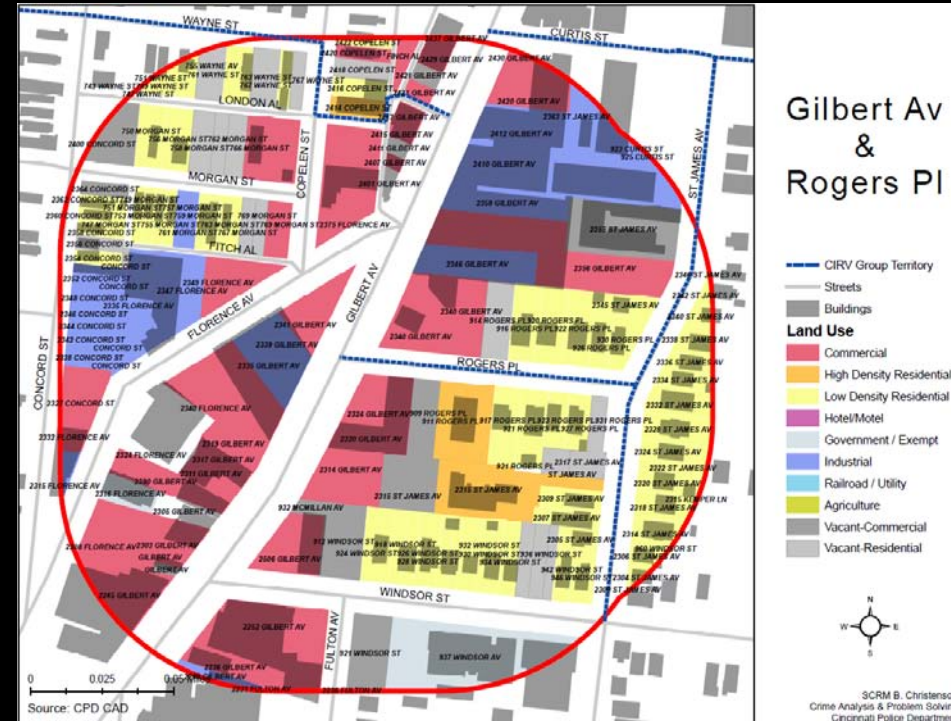
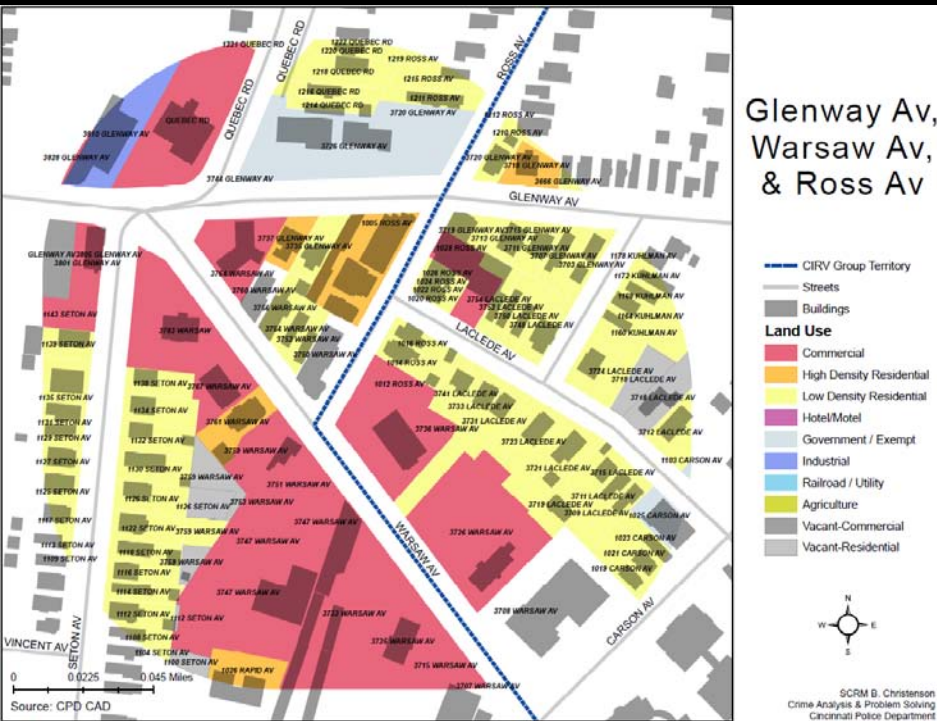


There are 23 clusters of 8 or more contiguous cells (100x100 ft) with violence scores of 10+. A 400 foot buffer (~1 block radius) is drawn around each of these clusters.

A violent score of 12 means that each violent indicator (shootings, agg robbery, firearm/gun offenses and weapon-related calls for service) is in the top 1% of the city across all 3-time periods of interest, 1 yr, 3 yr, 5 yr.



# Systemically Violent Locations Examples



Primary Address: 3749 Glenway Av  
 Name: BP  
 % of Violent Crime  
 Over 5 Year: 19.1%

Primary Address: 2340 Gilbert Av  
 Name: Marathon  
 % of Violent Crime  
 Over 5 Year: 21.5%

# Implementation Next Steps

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- Pre-Community Surveys (CPPC- end of Feb)
- Pre-Social and Physical Disorder Surveys (CPD Staff- end of Feb)
- Training of CPD and City Staff (Dr Madensen / CPD-Cpt Herold & PO Werner - end of Feb)
- Journey to Crime Analysis (CPD-CAPS – Feb 15)

# City of Cincinnati Performance Goals

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- Safe Streets
- Healthy Neighborhoods
- Innovative Government
- Economic Growth/Sustainability
- Strategic Investment