

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"> 1. Develop an analytic model that uses statistical and analytic technologies to assist in evaluating bias-free policing 2. Develop an analytical framework for the ongoing evaluation of police-community relations. 3. Assess the analytical capacity of CPD and OPDA analysts to run routine & complex analysis. 4. Develop a strategic communications plan 5. Assess and strengthen CPD community engagement strategies and performance measures. 6. Assess and revise CPD Training Curriculum 7. Facilitate a cross-sector design process to revise and update CPOP Logic Model 	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	Initiation Date	Progress as of 7/30/19
DC1	DA4	Bias Free Policing framework is established with targets, measurements, time periods and formats for portraying routine analysis. (revised)	November 2018	<p>The City has entered into an agreement with a multi-disciplinary research team from the University of Cincinnati and the University of Texas-Dallas to develop an analytical framework, in collaboration with a cross-sector working group, that can be used to continuously analyze performance on bias-free policing for (1) vehicle stops, (2) arrests, & (3) use of force incidents. (See Appendix A)</p> <p>The 10-month project will “kick off” in July 2019 by convening the cross-sector working group which consists of representation from CPD, CBUF, OPDA, CCA FOP, academia and communities of faith. The CMO is actively working to engage members, leaders and organizations within the City's growing Hispanic community to participate.</p>

 Item is actively being worked on

NA = Item did not originate from workplans within the iLab Masterplan

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City Ref #	iLab ID Ref	Outputs	Initiation Date	Progress as of 7/30/19
DC3	DA3	Data analysis clearly portrays racial trends	Ongoing	<p>Completed. CincyInsights provides standard analysis of topics and allows for users to ask basic questions: when did this happen, where did it happen, what happened. It isn't intended to provide all desired analysis but to spark ideas for the community to download data and ask their own questions.</p> <p>With a few exceptions such as "Calls for Service", race is included as a "sort/filter" feature on most dashboards and is included in most datasets available to the public via the open data portal.</p>
DC3	T2	Record Management System (RMS) upgraded/procured	Ongoing	<p>In December 2018 Axon officials met with staff from OPDA, CMO and CPD to discuss data and system usage outside of CPD.</p> <p>As the project progresses, MAG input will be sought where appropriate (e.g., input on Early Warning Tracking System).</p> <p>CPD continues to work with Axon to put together a project plan & scope for a new RMS in 2020. Assuming the FY 20 budget allows, CPD will work to upgrade the current RMS which is now 3-4 upgrades behind.</p>
DC3	T3	Electronic Arrest Form Implemented	February 2019	<p>The Electronic 527 pilot in District 1 was launched in June 2019 as planned. Assuming all goes well with the pilot, CPD projects city-wide adaption will take place by Fall 2019.</p>
DC3	PPT1	Contact card procedures are reviewed to improve accuracy and timeliness of data input for analysis.	February 2019	<p>The Electronic Contact Cards (Form 534) pilot in District 4 was launched in June 2019 as planned. Assuming all goes well with the pilot, CPD projects city-wide adaption will take place by Fall 2019.</p> <p>CPD is identifying additional data labels to ensure all traffic and pedestrian stop outcomes can be tracked. New data labels for tracking will be integrated into the new electronic contract card.</p>

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City Ref #	iLab ID Ref	Outputs	Initiation Date	Progress as of 7/30/19
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.	May 2019	Design process initiated with a subgroup of the MAG by beginning with discussions about the history and current initiatives to evaluate community-police relationships. The following timeline was shared with the MAG, and a request made of the larger group to engage their constituencies for input. Timeline: June – Develop Core principles July – Research Best Practices and Models August – Present suggested model to the MAG for feedback (Likely to be rescheduled for November to accommodate the need to resolve pending MAG issues)
DC3	NG	Datasets comply with desired attributes from CA (within reason)	Ongoing	Completed. Except for national origin, years of service, rank and assignment, the OPDA datasets contain the desired attributes listed in the historic collaborative agreement. Years of service, rank and assignment have not been made available to public datasets as these three field can make individuals within CPD identifiable.
DC3	DA8	Increased training for CPD analysts	June 2019	CPD is reviewing the U.S. DOJ sponsored Crime Analysis on Demand TTA program offered by the Bureau of Justice Assistance's National Training and Technical Assistance Center (NTTAC) as a potential resource and provider.
DC3	T4	CPD analytics have access to necessary analytical software		

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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	Initiation Date	Progress as of 7/30/19
EE1	NG	CA related datasets visualized on CincyInsights	Ongoing	OPDA currently has dashboards available via CincyInsights on the following topics: reported crime, drug activity/complaints, use of force vehicle stops. FY 20 goals include additional dashboards for pedestrian stops, and enhancements to CCA data.
EE2	DA10	Increased community participation in Open Data and CincyInsights	Ongoing	OPDA continues to offer trainings to community groups upon request with support from other City Staff. Information about the Open Data Portal and CincyInsights are now included in the CA Performance Deck produced quarterly for the MAG, and now available online to the public for download and dissemination.

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City Ref #	iLab ID	Outputs	Initiation Date	Progress as of 7/30/19
EE2	RC6	Neighborhood Liaisons are trained on CincyInsights	June 2019	DM Cooper and Lt. Moton with assistance from the Education, Engagement and Training Ad Hoc Group have begun a process for assessing CPD's community engagement program and strategies. We anticipate recommending a comprehensive set of training needs for NLU officers inclusive of how data is used as a tool to improve police-community relationships and engagement, in addition to revisions to program goals and performance measures.
EE1	NG	Information provided in Spanish		
EE1	RC8	Problem solving/human interest stories are created and leveraged with the media	April 2019	Initial conversations have begun across communications teams within various City agencies- (CMO, Mayor's Office and CPD) to identify and coordinate opportunities to pitch and leverage CA outcomes with the Media. The goal is to implement a reoccurring quarterly planning meeting.
EE1	NG	CA web presence is improved and consolidated on the City Website	November 2018	DM Cooper and the CMO Director of Communications have developed an outline for a new refresh page to be housed on the City Manager's Webpage to complement the existing page on CPD's website, but improve information, accessibility and organization and frequency of updates. Next step is to develop content with feedback from the Education, Engagement and Training Ad Hoc Group.
EE3	NA	Implicit Bias Curriculum & Train the Trainer Program Implemented	April 2019	A recommendation from the evaluation team is under review by the Chief. CPD Training staff anticipates a late summer to fall train the trainer program, and maybe the first wave of trainees at the end of the year with the full department trained by the end of March 2020. Prior to the training being finalized and implemented as a deliverable, the MAG will have the opportunity to provide feedback.
EE2	NA	Officers trained on Procedural Justice and Police Legitimacy	May 2019	Completed. Training was offered to approx. 200 officers in the rank of sergeant and above. Topics included community policing and public trust for effective crime reduction, understanding uses of force with the use of body worn and other digital evidence, legal and constitutional concepts and the importance of critical thinking in police work.

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City Ref #	iLab ID	Outputs	Initiation Date	Progress as of 7/30/19
EE1	RC2	Annual report documenting problem solving initiatives		
EE1	RC1	Quarterly reports regarding problem solving efforts should be submitted per district/unit	February 2019	Information and details about new CPOP projects initiated by CPD have been added to the quarterly performance indicators reported to the MAG and available online to the public for download and dissemination.
EE1	NG	Toolkit created that includes the history of CA and training on SARA, Open Data, & CincyInsights (revised)		
EE1	RC4	CincyInsights Poster disseminated		
EE2	RC3	Community Council and Neighborhood Liaison relations are improved	April 2019	The City is partnering with Invest in Neighborhoods to schedule meetings with a range of Community Councils to do a SWOT Analysis on current engagement and collaboration efforts with the goal of identifying opportunities to improve relations and strengthen platform at the neighborhood level to address public safety issue.
EE1	NG	Datasets outlined in the CA Agreement & Refresh Recommendations are available to the public (within reason)	January 2019	All datasets outlined in the Collaborative Agreement except for arrests, pedestrian stops, citizen reports of positive interaction with members of CPD, and injuries to officers during police interventions are available online via the OPDA open data portal. OPDA is working with CPD to provide additional datasets on pedestrian stops for FY 20.
EE3	NA	Train CPD recruit class on the Collaborative Agreement	July 2019	Three sessions related to the Collaborative Agreement were offered in July to the 109 th recruit class. Those sessions included: <ul style="list-style-type: none"> • The History of the CA led by Al Gerhardstein and Iris Roley • The impact of the CA on policing in Cincinnati led by Jason Cooper, Lt. Elena Moton and former Executive Manager of Community Relations for CPD Mr. Greg Baker. • The Citizen's Complaint Authority led by Director Kim Neal.

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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>	<p>Facilitate a design Process to Revise Logic Model for how CPOP will be implemented, institutionalized, tracked, reported and evaluated City Wide.</p>

Projected 2019 Outputs

City Ref #	iLab ID	Outputs	Launch Date	Progress as of 7/30/19
CP1	PPT2	<p>Process for tracking problem-solving outcomes is updated (revised)</p>	November 2018	<p>Additional data fields have been added to the current Problem-Solving Tracking Database to improve the diversity of criminal justice and non-criminal justice data (changes to the physical, social and economic environment) collected. This will enable us to improve our ability to analyze and evaluate problem-solving efforts and better understand the outcomes and impact in a comprehensive way.</p> <p>The problem-solving tracking database has also been integrated into CPD'S Record Management System (RMS) as part of an effort to streamline and improve data collection, analysis and evaluation of CPOP projects.</p> <p>A new user guide is being developed to help improve data input into the tracking system. CPD CA Compliance Unit is in the process of onboarding and training every Neighborhood Liaison Unit and Analyst on operating the new database by July 2019. Eventually all CPD personnel will be trained on system.</p>

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City Ref #	iLab ID	Outputs	Launch Date	Progress as of 7/30/19
CP1	NA	CPD CPOP Review Board Reinstated	May 2019	CPD has reinstated a monthly CPOP review panel starting in July 2019. The panel will review presentations of all new CPOP projects initiated by the Dept and provide feedback and technical assistance. (See Appendix B)
CP1	NA	CPD Policy & Procedures for Problem-Solving are revised	April 2019	CPD is in the process of updating and revising Procedures and Policies that guide the implementation of CPOP within the department. This includes improvements to tracking the origination of problem-solving, reporting in addition to an auditing process. This will be presented to the MAG for comment.
CP1	NA	CPD Problem-Solving Guide for Officers is reviewed & updated	June 2019	DM Cooper and Lt Moton are currently working with members of the CPOP Ad Hoc Group of the MAG to do a SWOT analysis of the current CPOP Problem Solving guide and provide recommendations for updating. Additional community groups and leaders have been invited to participate in the process.

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City Manager's Advisory Group

Ref #	Situation	Activities
CM1	The MAG was suspended mid 2018 due to operational concerns brought to the attention of the City Manager by former members, the former City Manager that created MAG, etc.	Evaluate and relaunch the City Manager's Advisory Group

Projected 2019 Outputs

City Ref #	iLab ID	Outputs	Initiation Date	Progress as of 7/30/19
CM1	PPT 10	University student(s) internship/co-op opportunities established in support of the CA	May 2019	The CMO is exploring opportunities with UC's new Social Justice MPA program to identify opportunities for internships or a capstone project related to Criminal Justice.
CM1	PPT5	MAG composition reviewed to ensures ability to effectively monitor and establish MAG expectations.	January 2019	Completed. The MAG was rebooted in February of 2019 to represent a cross section of public, private, non-profit and community leaders with the following purpose: <ol style="list-style-type: none"> 1. To advise the City Manager on implementing the collaborative refresh as well as tracking its progress and communicating its impact; 2. To assist the Collaborative Agreement Sustainability Manager in building, enhancing and expanding the City's relationships with our diverse local communities; and 3. Assist in acquiring resources in support of the implementation and sustainability of the collaborative agreement.
CM1	PPT12	MAG agendas and meeting minutes are circulated adequately before and after meetings	February 2019	Completed & Ongoing. MAG meeting materials are now also available online to the public. https://www.cincinnati-oh.gov/manager/manager-s-advisory-group-mag/

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City Ref #	iLab ID	Outputs	Initiation Date	Progress as of 7/30/19
CM1	DA14	Protocols for what analysis internal to CPD, reported to MAG and reported to the public are established	October 2018	<p>A new performance deck has been created for the City Manager's Advisory group based on feedback from stakeholder interviews in the fall of 2018. The new deck includes performance indicators related to the goals of the original collaborative agreement and agreed upon activities within the CA Plan. See Appendix:</p> <p>DM Cooper continues to collect feedback from the MAG on the new performance deck and other expectations for information reported to the MAG and general public.</p>
CM1	RC9	Members of the MAG receive timely notice of large-scale issues surrounding policing and problem solving to properly inform their constituents	January 2019	Completed & Ongoing
CM1	DA5	Working groups established to provide guidance and assistance in implementing refresh recommendations and accountability in the spirit of the CA goals and principles (revised)	March 2019	<p>Completed & Ongoing</p> <p>Ad Hoc Groups for the MAG have been established based on program priorities for 2019 and launched in March of 2019. A working group for Bias Free policing has been established as an opportunity for the City and other stakeholders to participate in shared decision making around the development of an analytical framework for Bias Free Policing.</p>
CM1	DA15	Complaint pattern regarding citizen complaints are detected (revised)	July 2019	CCA is researching best and emerging practices from other municipalities on tools, strategies and processes for detecting patterns regarding citizen complaint against law enforcement agencies. This will be presented to the MAG for comment.

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Appendix A: Bias Free Policing Analytical Framework Project

SCOPE OF WORK

A research team from the University of Cincinnati (UC) and University of Texas-Dallas (hereafter “the Team”) will assist the City of Cincinnati (hereafter “the City”) with developing an analytical framework for assessing racial bias using the Cincinnati Police Department’s (hereafter “CPD”) electronic vehicle traffic stop, arrest, and use of force data (hereafter “the outcomes”).

The project will include the following scope:

1. Initial Review & Analysis

Step 01: The Team will (re-)read all publicly available documents on the Collaborative Agreement (hereafter “the CA”), including documentation about the development of the CA and previous consultants’ reports assessing bias, as well as all relevant CPD policies and procedures.

Step 02: With guidance from the CA Sustainability Manager, the Team will meet with CA stakeholders, such as City leadership and staff, members of the City Manager’s Advisory Group, other consultants, and the CA’s original developers. These brief meetings will seek information on the stakeholders’ views of the CA, its progress to date, and future direction, particularly in regard to bias-free policing.

Step 03: The Team will hold a “kick-off” meeting to introduce the project to all relevant CA stakeholders. The meeting will include team member introductions, an overview of the Team’s approach described in this proposal, and an open discussion of past efforts to assess bias-free policing from the viewpoints of the stakeholders. The Team will specifically ask all stakeholders to submit ideas for assessing bias and implementing the analytical framework once developed.

Step 04: The Team will obtain up-to-date datasets for each outcome from the Office of Performance & Data Analytics (hereafter “OPDA”) or CPD and conduct a preliminary audit and analysis to assess the quality of the data and the variables available for future analysis.

2. Design Process

Step 05 : The crux of the design process will involve a systematic literature review of studies of police bias. The literature review will be documented extensively in subsequent reports so that readers can easily trace the process used to identify relevant research. For example, the Team will note which databases were searched, which search terms were used, etc. We note the Team already has extensive expertise in this literature, but a systematic approach will provide the most transparent documentation of how we arrived at the first draft of analytical techniques. The Team believes the systematic literature review is key for classifying the analytical framework as evidence-based.

Step 06: A preliminary report outlining all potential analytical techniques available for assessing bias will be prepared. The report will include chapters for each outcome listed above. Within each chapter, all identified potential techniques will be described in three pages or less. For each potential technique, the following elements will be included: (1) a general summary of the technique (including all key definitions, concepts, etc.), (2) a technical description using equations or other analytical details that demonstrate how to compute and interpret it, (3) a bulleted list of the technique’s strengths/weaknesses, and (4) a preliminary description of how the analytic technique can be used in practice to formulate strategies to address bias if discovered. Additionally, each section will include references to support all key ideas. Finally, an appendix will be provided using CPD data that demonstrates the estimation and interpretation of each analytic technique. The rationale for including this material as an appendix is that it keeps the

initial introduction of the analytical techniques simpler, and allows readers to examine the analytical technique's application only if they make the explicit decision that the technique is worthy of further study.

Step 07 : The Team will submit a draft report to all CA stakeholders via the CA Sustainability Manager for initial review. All CA stakeholders will be asked to rate each technique on a scale capturing their perception of its value (to be developed later) and submit their ratings to the Team for analysis.

Step 08 : The Team will submit a draft report to the OPDA via the CA Sustainability Manager. The Team will develop a rating scale for capturing OPDA's capacity to implement an analytical technique and ask each OPDA member to rate each technique and submit those rankings to the Team for analysis.

Step 09 : The Team will present the first draft to all CA stakeholders at a meeting. Specifically, the meeting will be used to identify which analytical techniques are both feasible to implement given OPDA's capacity as well as considered "useful" to CA stakeholders. The meeting will provide the opportunity for all CA stakeholders to ask questions and/or provide feedback.

3. Refining the Analytical Framework

Step 10 : The Team will revise the first draft in response to feedback from the OPDA and CA stakeholders.

Step 11 : The second draft will be submitted to all CA stakeholders via the CA Sustainability Manager and a presentation of the second draft/revisions will be provided.

4. Dissemination of the Framework

Step 12 : A final report informed by the above revision process will be drafted detailing the development process and all agreed upon analytic techniques for implementation within the City's ongoing business practices. As necessary, recommendations will be made for implementing and potentially revising the analytical framework in the future. The report will be distributed to the City via the CA Sustainability Manager.

Step 13 : A video presenting the final report's content will be recorded by the Team for the City's distribution via its chosen mediums if deemed appropriate by the CA Sustainability Manager.

TIMELINE

This project is expected to last 10 months. The project's steps will be completed by the end of the last months listed in the table below. The project will start immediately upon approval and execution of its contract.

Steps to be Completed	Work Period
Steps 01 - 04	Months 01 - 03
Steps 05 - 09	Months 02 - 06
Steps 10 - 11	Months 07 - 08
Steps 12 - 13	Months 09 - 10

Appendix B: Cincinnati Police – CPOP Internal Review Board

Goal

Improve the number and efficacy of police-community partnerships that collaboratively address chronic instances of crime and social disorder in our neighborhoods that also pose barriers to neighborhood revitalization and overall quality of life.

Mission

The mission of the review board is to:

- Facilitate the implementation of high quality CPOP Projects
- Create a cooperative process, encouraging dialogue amongst peers.
- Provide feedback and technical assistance to aid in the advancement of approved projects.

The CPOP Review Board - Members

Eliot Isaac, Chief of Police	Paul Neudigate, Assistant Chief	Dorothy Smoot, Executive Director – Community Police Partnering Center
Michael John, Assistant Chief	Jason Cooper, Division Manager – Criminal Justice Initiatives	Kristen Baker, Deputy Director -Local Initiatives Support Corp.
Elena Moton, Lieutenant – Collaborative Agreement Compliance Unit		

Meeting Schedule

Meetings will occur the second Thursday of each month at 1pm in the Chiefs Conference Room. Presentations will be grouped by Districts each month and will alternate accordingly.

	Presentation Dates
CBS and Districts 1 and 2	July 11, September 12, Nov 14
Districts 3, 4 and 5	August 8, October 10, and December 12.

The Presentation

Each District will have 10 minutes to present on the prompts below, with an additional 10 minutes for Q&A with members of the review board. If using PowerPoint, please limit presentations to no more than 5 slides.

Category	Description
Problem Identification	Using the CHEERS Model as a guide, define the problem and its history
CPOP Team	Using the Crime Triangle as a guide, who is/or who will you be recruiting to be on your CPOP team?
Data Collection	What data sources will you be reviewing & analyzing in collaboration with crime analysts and members of the community for the analysis phase?

Presenters

District Captains will be responsible for presenting new CPOP projects to the Review Board with additional support and participation from their NLU Sergeants.