

DIVISION OF POLICE

Intra-Divisional

September 9, 2016

TO: Kim Jacobs, Chief of Police
FROM: Commander Gary Cameron #5030, 2016 CSI Director
SUBJECT: After Action Report – 2016 Community Safety Initiative

Executive Summary

One of the most successful police enforcement strategies continues to be the Summer Safety Initiative. This pro-active, aggressive strategy puts more officers on the streets, prevents violence, attacks crime hot spots, and increases our residents' sense of security - Safety Director Mitch Brown 2006

At its core, CSI is a funding mechanism for the Division to deploy more officers during the summer months. Ninety-eight percent (98%) of the 2016 CSI budget of \$750,000 was spent on overtime officers. This amounted to, roughly, four (4) extra police officers per patrol zone during the evening hours.

There is a longstanding observation within law enforcement that the summer months and warmer weather bring an increase in violent crime. A 2014 Bureau of Justice Statistics report shows seasonal fluctuations in violent crime across the United States. The study concluded that *serious violence involving weapons* and *serious violence resulting in injury* are highest during the summer months; between 3.2% - 6.7% higher. This fact, combined with the Columbus Public School System's summer recess, firmly demonstrate the need for enhanced policing services during the summer months.

The Community Safety Initiative (formerly known as Summer Safety) was designed to increase staffing/proactive enforcement during the summer months in the most vulnerable neighborhoods. In 2015, Chief Jacobs shifted the focus to include a concerted effort to engage in positive community interaction: to engage our youth in less autocratic ways.

Today the violent crime rate in Columbus, 12 years after the inception of CSI, is much lower than other similarly sized cities in Ohio and the Midwest. The violent crime rates for Cincinnati, Cleveland, Toledo and Indianapolis are all nearly double that of Columbus. Columbus stands alone having the lowest violent crime rate of any large city (more than 500,000 in population) east of the Mississippi River.

Kim Jacobs, Chief of Police
September 9, 2016
Page Two

The homicide rate in Columbus remains relatively unchanged over the past 5 years while rates nationwide have increased.

The robbery rate in Columbus during the CSI operating period has increased over the past 4 years due in part to the increasing opiate abuse epidemic.

The 2016 CSI project had two distinct but joint goals: responding to and preventing violent crime and positive engagement within the community. Statistically, CSI was successful in arresting 402 felons and removing 87 firearms from the streets. CSI further aided in the fight against opiate addiction by seizing nearly 2 ½ kilos of heroin. Throughout the community, CSI and CSI-related personnel logged over 10,000 citizen contacts, handed out 872 CSI surveys and engaged in 1431 public recreation center and business visits. Moreover, CSI community survey results ranked Division personnel above average in behavior & attitude, ability & skills and overall performance.

Annual CSI projects have become a collaborative effort within the Division of Police. While remaining as a patrol-based project, the 2016 CSI deployed school officers to serve warrants and engage youth at recreation centers, Criminal Information Unit officers as gang-related support and patrol officers assigned to support the Real Time Crime Center and Gun Crimes Unit. The most notable collaboration continues to be the pairing of Community Response Teams and Community Safety Initiative resources.

CSI-related training remains as a high priority however feedback received from officers suggests that many of the courses are outdated.

Community and media reaction to the police-involved shooting of Henry Green focused heavily upon the 2016 CSI project. Plain-clothed policing strategies were often the target of criticism as a few individuals called for the end to plain clothed officers. Others suggested that the initiative created distrust by “jumping out” on citizens with no reason to do so. It should be noted that CSI policy specifically prohibits the practice of “jump outs”.

Despite the outcry over the Henry Green shooting incident, CSI remains as a viable and effective program for the Division. While the statistics do not play out in dramatic fashion after the 12th year one fact is clearly evident, Columbus is safer and there are relatively fewer violent crimes perpetrated upon our children.

Columbus' Violent Crime Rate:

Columbus ranks among the safest large metropolitan areas in the United States. Below is a list of large cities (500,000+ population) with the lowest violent crime rate based upon 2014 data:

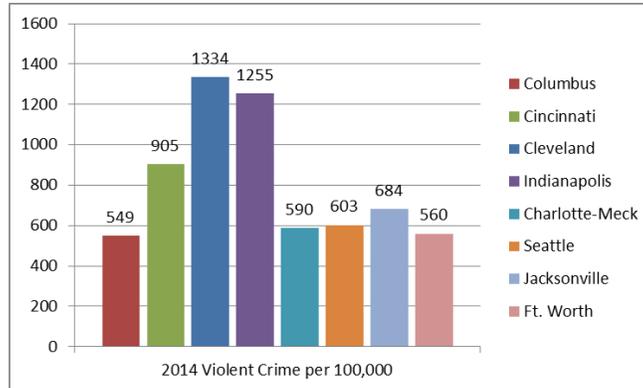
- | | | |
|-----------|-------------------------|--------------|
| 1. | San Jose, California | 321.1 |
| 2. | San Diego, California | 380.9 |
| 3. | El Paso, Texas | 392.6 |
| 4. | Austin, Texas | 396.2 |
| 5. | Fresno, California | 464.2 |
| 6. | Portland, Oregon | 472.8 |
| 7. | Los Angeles, California | 490.7 |
| 8. | San Antonio, Texas | 539.3 |
| 9. | Columbus, Ohio | 549.2 |
| 10. | Fort Worth, Texas | 560.2 |

*2014 FBI Violent Crime Rate per 100,000 in population

While the 29 largest cities in the United States are collectively experiencing an increase in violent crime, Columbus has seen an across-the-board decline.

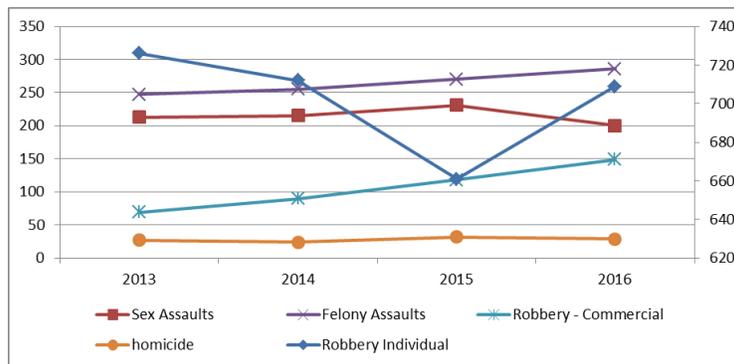
2015 - 2016		
Mid-Year Comparison	United States	Columbus
Homicides	15.0%	-18.8%
Rape	-2.4%	-0.9%
Robbery	1.0%	-12.9%
Agg Assault	3.2%	-20.6%
Non-fatal Shootings	4.2%	-0.6%
Source: Major Cities Chiefs Association		

Based upon 2014 FBI crime statistics, the average violent crime rate for the largest 29 cities is 740 per 100,000 in population. Not only is Columbus well below the average, we can claim to be the largest and safest city east of the Mississippi River. While Columbus ranks among the safest large cities in the United States, we are distinctly ahead of the cities in our region.



Violent crime data for 2015 is not yet available from the FBI but, the Division’s statistics for the year show a 2% decline in violent crime as compared to 2014. Thus, Columbus has become even safer.

The following chart demonstrates the reported number of violent crimes between May 21st and September 1st of each year, or in other words during the Community Safety Initiative. These numbers are derived from the Division’s ATACRaids system and demonstrate a noticeable trend upward in all Robberies. There is anecdotal evidence that suggests the increasing opiate abuse epidemic is fueling this increase in crime.



Columbus’ Homicide Rate:

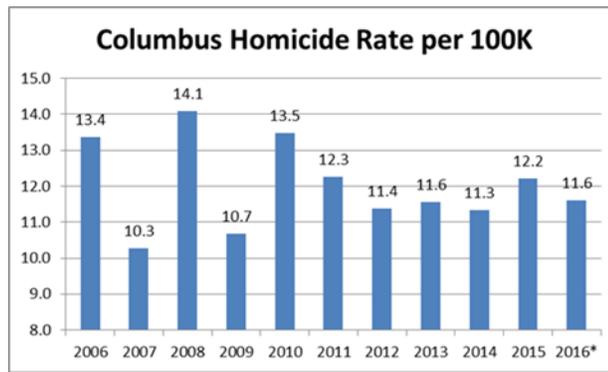
One key indicator used to describe violent crime is our annual homicide total. Weekly, each homicide is discussed at our Crime Strategy Meeting and the total number is measured against previous years. This number does not take into account any increases in population/city size.

Kim Jacobs, Chief of Police
 September 9, 2016
 Page Five

Below is the total number of annual homicides by September 1st or by the end of the Community Safety Initiative operating period.

2014 – 65 2015 – 66 2016 - 64

The chart below demonstrates Columbus’ homicide rate based upon population.



*2016 homicide rate is an estimate based upon current totals

Looking more closely at the reported homicide numbers in Columbus, we can report a seasonal spike upward during the summer months or in other words, occurring during the Community Safety Initiative operating period.

2014 – 30 2015 – 34 2016 - 32

The origins of CSI are rooted in a spike of summertime juvenile violence and homicides. Still, we can see that the number of juvenile victims of homicide is relatively low.

Mid-May through September 1st			
# of Homicides by age	Under 18	18-20	Over 21
2014	4	2	24
2015	6	4	24
2016	3	3	26

This is not to say that the homicide rate in Columbus is good or acceptable nor does it indicate that each juvenile was the victim of street-level violence. All homicides are tragic community events.

Communications:

New for 2016 CSI was the ongoing community survey. The survey concept is not new to CSI but this year there was a concerted effort to distribute them to citizens we encountered on the street whether they were pro-police or under the duress of policing action. The very same survey card was reproduced electronically and posted on the Division and City's websites. CSI and CSI-related personnel personally handed out 872 survey cards to citizens they encountered throughout their work day.

Question #1a - What is your overall perception of the behavior/attitude of Columbus Police?

Result – Above Average (3.92 rating)

Question #1b - How would you rate the ability and skills of Columbus Police personnel?

Result – Above Average (3.97 rating)

Question #1c - How would you rate the overall performance of the Division of Police?

Result – Above Average (3.81 rating)

Question #2 results – 95.6% yes - Are the above ratings based on your personal experience?

Question #3 – Do you have any recommendations...to improve service? (45 respondents)

33.3% - Hire more officers, improve response times, increased visibility

17.8% - Improve social skills of officers and greater diversity

15.6% - Nothing, doing a great job already, existing good relationship

Question #4 - How would you rate the overall safety and security of your community?

Results – Above Average (3.26 rating)

Question #5 – Is there any information on violent crime...you wish to share? (32 respondents)

28.1% - No, none that "I" know of, not at this time

21.9% - drug abuse activity and gangs

21.9% - thefts, vandalism and "break-ins"

Media coverage

On May 27th, the Mayor, Safety Director and members of City Council joined the Division to announce the 2016 Community Safety Initiative campaign. Several news channels covered the event at the Douglas Recreation Center. Perhaps the most influential speaker that day was Mr. Stu Hampton of the Linden Civic Association. Following the event, the media had interest in looking more closely at our hot-spot crime mapping display.

Kim Jacobs, Chief of Police
September 9, 2016
Page Seven

Shortly after we began CSI operations, two officers working on 5 Precinct and as part of the CSI project were involved in a shooting. The incident sparked calls, complaints and media-based criticism for police officers working in plain clothes. The following afternoon, CSI Director Cmd. Cameron, Deputy Director Lt. Myers and Community Liaison Officers walked around the immediate area with leaders from the Linden Area Civic Association. There, we handed out CSI surveys to those who took the time to talk with officers. While there was a great deal of misinformation about the shooting incident, residents were generally pleased to see officers in the neighborhood. The following evening, the Division's Diversity Officers attended a community meeting at a local church to diffuse tension over the shooting incident. Community dialogue over policing tactics continued for several weeks. Beyond local television coverage, news articles were written by Columbus Alive, WOSU and the Columbus Dispatch.

Seeking to highlight positive community interaction, pictures of officers visiting local recreation centers and interacting with juveniles were posted on the Division's Facebook page.

The Division has scheduled a post-CSI news event for September 15th. The Mayor, Safety Director and City Council Members are scheduled to appear.

Internal Communication:

Prior to the start of the initiative, a series of planning meeting were held. The CSI Director and Deputy Director met with members of the Safety Director's Office, Patrol Deputy Chiefs and a briefing with the Mayor's staff. Within the Division, a stakeholders meeting occurred where the CSI Director identified roles for each involved unit and established contact persons.

As with past years, weekly CSI reports were generated and disseminated within the Division and the Safety Director and Mayor's offices. Weekly reports provided brief summaries on enforcement activity along with enforcement statistics.

New for 2016 CSI were a series of conference calls between the CSI Director and public information personnel from the Safety Director and Mayor's offices. These phone calls were very beneficial in providing insight into the weekly reports and discussing media strategy.

Initiative Structure:

Based upon direction from Chief Jacobs in 2015, collaboration with the community became a well-documented part of CSI in 2016. CSI and Community Response Team (CRT) personnel were instructed to and attended 55 community block-watch meetings. Moreover, CSI/CRT personnel attended National Night Out events throughout the City and there were reports of

officers playing “ball” with kids in the neighborhoods. Much of the effort to visit Recreation Centers fell upon CSI-related School Resource Officers who logged over 1400 visits and provided pictures of their interaction with juveniles.

The Division, as a whole, has embraced the CSI program and collaboration between all bureaus was at a high. Collaboration began with the CSI stakeholders meeting where the following units pledged their support and identified contact persons:

Gun Crimes Unit	High School Resource Unit	Truancy Unit
Criminal Information Unit	Community Liaison Unit	INTAC Unit
Court Liaison Unit	Crime Lab	Crime Analysis Unit
Homicide & Assault Units	Emergency Operations Unit	Vice Units

Enforcement tactics:

As with 2015, the 2016 CSI project blended Community Response Team (CRT) and CSI resources. The mission of CRT is much the same as CSI and without the added CRT personnel, CSI would not be as successful. Thus, each zone sought to augment CRT with CSI personnel and/or provide 7 day a week coverage using CSI personnel on CRT days off. Each zone added a sergeant to the initiative (not completely funded by CSI) to provide for adequate supervision.

As with past years, each Patrol Commander identified personnel under their command who were interested in participating in CSI. CSI and CRT personnel were given freedom from responding to calls for service to focus on hot-spot areas and Crime Pattern Advisories. While the overall enforcement strategy called for proactive enforcement, each Patrol Zone CSI team operated consistent with the crime problems for their area and at the direction of their Commander.

- Zone 1 CSI/CRT personnel spent a great deal of time working with the Human Trafficking Task Force and on localized drug trafficking locations. Zone 1 made the most on-view felony arrests (70) and issued the most traffic citations (532).
- Zone 2 CSI/CRT personnel focused on known gang members and associated violent crime by interacting and supporting CIU and Homicide. Zone 2 seized the most firearms (25) and the most heroin (1952 grams).
- Zone 3 CSI personnel covered the days off of the Z3 CRT team thus providing 7 days a week coverage in their hot spot areas. They also provided a great deal of support to the Vice Section. Zone 3 seized the most currency (\$120,951) and made the most on-view misdemeanor arrests (145).
- Zone 4 CSI/CRT personnel attempted to balance the violent crime problems in the Linden neighborhoods with robbery and theft patterns in the OSU campus area.
- Zone 5 CSI/CRT personnel consistently focused on hot-spot areas and logged the most citizen contacts (2551) and CSI surveys handed out (350).

Kim Jacobs, Chief of Police

September 9, 2016

Page Nine

- The Strategic Response Bureau logged 534 warrant service attempts and 73 arrests from the strategic warrant service list.

Plain Clothes Tactics:

As with past years, the 2016 CSI project deployed officers in plain clothes to engage in proactive enforcement activities. Per CSI policy, use of plain-clothed patrols were to be minimal and in support of uniformed operations. Overall, CSI logged 3641 hours of plain-clothed patrols which amounts to 10.8% of the total tour hours combined.

The most significant plain-clothed event was the aforementioned Henry Green police-involved shooting. Coincidentally, Zone 4 logged the least amount of plain-clothed hours despite the criticism from the Linden neighborhood. While this event dominated conversations about CSI, there were many success stories utilizing plain-clothed officers. Attachment #H provides a short list of those successes.

Real Time Crime Center:

As in 2015, the 2016 CSI project attempted to revive and build upon the Real Time Crime Center (RTCC) concept. The RTCC was staffed in the evening hours with restricted duty/injured officers. These officers were responsible for developing the strategic warrant service list and providing criminal intelligence to locate and arrest those with warrants for violent offenses. RTCC officers also had direct access to and regularly monitored the City's Crime Cameras.

The RTCC was housed within the Emergency Operations Center. While it took some time for CSI personnel to gain access to all the desired databases, more can be done to facilitate CSI in the future. Foremost, CSI should have access to a social media monitoring program that provides real-time intelligence information on criminal activity.

The greatest benefit realized from the RTCC was when a restricted duty officer supported CSI/CRT officers from their assigned zone. The RTCC officer would monitor that zone's radio channel and provide a direct link to police databases. In doing so, the RTCC officer freed up time for the officers on the street to engage in enforcement while receiving dedicated intelligence and support they otherwise would be forced to do themselves.

Kim Jacobs, Chief of Police
September 9, 2016
Page Ten

Debriefing Forms:

CSI teams were encouraged to debrief prisoners and submit crime information to the appropriate investigative unit. Debriefing forms were given to each team to facilitate the process. Zone 2 CSI personnel excelled at debriefing known gang members and developing information on eight (8) homicide cases.

Training:

The 2016 CSI training curriculum was built upon past years and utilized many of the same instructors. Below is a list of courses:

Police Crime Lab	Surveillance	Legal Trends
Nuisance Abatements	Crime Analysis	Narcotics – INTAC
Liquor License Establishments	Threat Groups	Debriefing Prisoners
CSI Policies & Procedures	Spot-N-Tag Ops	Tactical Vehicle Stops
Chief of Police	Patrol Commanders	

During a debriefing, the discussion focused on the outdated material used by instructors and that many of the courses mimic what is taught in the Police Academy. The following is a list of training recommendations for 2017:

- Conduct training during 2nd shift hours
- Break-out sessions between CSI personnel and their respective CIU detective
- Bulk cash seizure class
- Q&A between CSI and Narcotics personnel according to their respective zone
- Street narcotics interdiction class as opposed to purely plain-clothed undercover work
- Technical surveillance class covering drop-cars, pole cams, GPS, etc.
- Plain clothes training to emphasize differences between covert operations and uniformed surveillance support

Equipment:

Equipment generally came from two sources: CRT and Enterprise rental vehicles. CRT cruisers were critical in deploying uniformed CSI officers. For the most part, this did not create challenges as the CSI officers were routinely paired with CRT personnel. However, the added wear on CRT cruisers exacerbates the existing challenge to keep them fully equipped. This will present a greater challenge in the future and the Division should consider adding relief cars to the fleet to accommodate CSI during the summer months.

Kim Jacobs, Chief of Police
September 9, 2016
Page Eleven

As with past years, there is a shortage of plain cars and the Division rented vehicles from Enterprise Rental Cars. This relationship has proven strong and the cost is nominal compared to the benefit of having reliable plain cars to conduct surveillance. Issues developed over the 12 weeks as we had one vehicle that sustained bullet-hole damage and another was involved in a traffic accident. Both were likely damaged beyond reasonable repair and will likely result in a legal claim against the City.

Budget:

Current calculations show that the 2016 CSI project was under-budget by \$4,436.

Sworn overtime accounted for 98% of the Division's CSI budget of \$750,000. Backfill overtime was scheduled based upon seniority and used to supplant CSI personnel released from responding to calls for service. In simple terms, district officers were released to work CSI and we deployed their assigned cruiser using an overtime volunteer. CSI backfill scheduling was coordinated by the Patrol Admin Unit and was without significant concerns. There were few instances of backfill overtime officers failing to report for duty as scheduled. A small amount of overtime monies were dedicated to CSI personnel operational overtime.

Overall, the \$750,000 budgeted is not commensurate with past years and continues to shrink because of wage increases. In 2016, these funds provided for twenty (20) CSI backfill shifts per zone per week. In translation, each zone received funding to release four (4) officers to concentrate on CSI operations. Four officers cannot effectively carry out the mission of CSI without added support from other uniformed personnel. Our request for an additional CSI funds to add personnel was not approved. The additional funding would have provided for two (2) more CSI officers per zone.

Interestingly, the 2015 CSI project allotted Patrol Zone 4 substantially more officer overtime deploying a team of ten (10) officer volunteers above and beyond their normal CRT Unit. Comparing 2015 and 2016 statistics, Patrol Zone 4 CSI greatly benefitted from the all-volunteer team in 2015 versus combining CRT with CSI.

Recommendations:

- Request a CSI budget increase to fully staff six (6) police officers per zone throughout the operating period
- Review the role of CRT 4 (Campus Walkie Crew) due to their passive resistance to participating in the CSI project.

Kim Jacobs, Chief of Police

September 9, 2016

Page Twelve

- Embrace a CSI staffing model that pulls together a team of eager volunteers along with a sergeant for each zone. Sergeant volunteers should be selected based upon their knowledge of the zone, ability to digest crime patterns and willingness to manage operations hands-on.
- Embrace the cross-functional work team concept by adding Truancy Officers, CIU and Narcotics detectives to each CSI team.
- Continue to combine CRT and CSI resources to amplify effectiveness.
- Provide structure to the RTCC concept by assigning an immediate supervisor.
- Establish an enforcement policy that requires CSI plain clothes officers to work in direct proximity to CSI uniformed officers and establishes their primary role as surveillance.
- Assign management of daily CSI operations to a full-time temporarily assigned lieutenant.

Respectfully Submitted,

Commander Gary Cameron #5030