

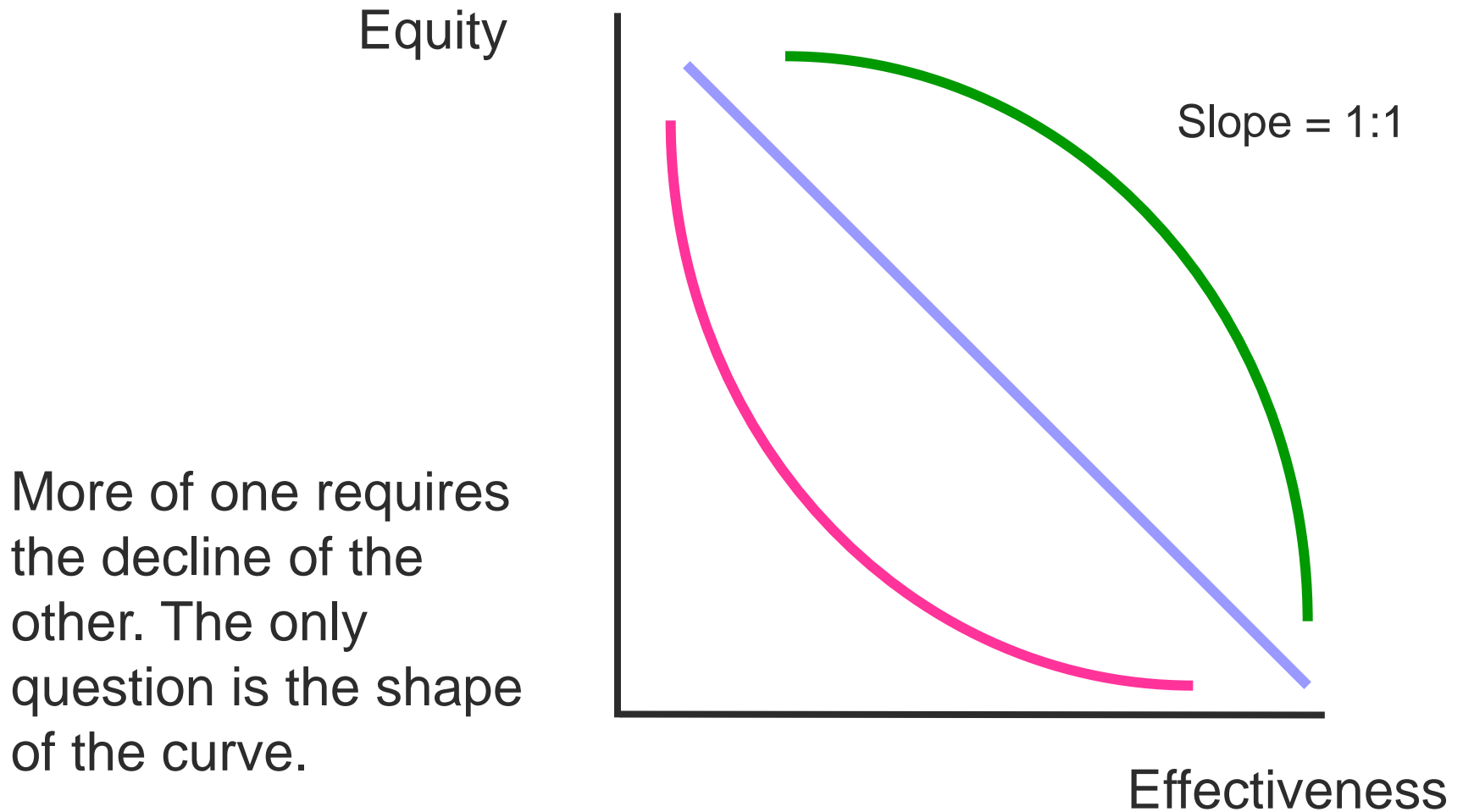
# Establishing Partnerships to Reduce Violence: The Cincinnati Experience

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**Question:**  
**Can police strategies be both  
effective and equitable?**

# The Hypothetical Equity -Effectiveness Tradeoff



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Source: Eck, J. E. & Engel, R.S. (2013)

# Is this trade-off inevitable?

Not necessarily ....

The importance of implementing focused problem solving approaches that emphasize:

- 1) Transparency
- 2) Police Legitimacy
- 3) Partnerships

# A Tale of Two Cities

## Cincinnati, Ohio, USA

- 296,223 population
- 48.1% White, non-Hisp
- 44.8% Black
- Violence problem:  
Shootings committed by and against low-income Black males, involved in groups/gangs, average age mid-20s, linked to drug markets

## Glasgow, Scotland

- 598,830 population
- 94.5% White
- 5.5% non-white
- Violence problem:  
Knifings committed by and against low-income White males involved in gangs, average age mid-teens, alcohol related

# What is Focused Deterrence?

- Referred to as *Pulling Levers*, *Ceasefire*, *Boston Gun Project*, or *Boston Miracle*
- **Focused deterrence approach**
  - Focus on violent street groups/networks
  - Wide ranging partnerships (LE, social services, community, researchers)
  - Forms of the initiative successfully implemented in many cities; 30 to 70% reductions in homicides within targeted population

**National Network for Safe Communities**

<http://www.nnscommunities.org/>

# 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 CIRV?

- Cincinnati Initiative to Reduce Violence
- Focused deterrence strategy designed specifically to reduce group/gang related violence
- Partners community, service providers and law enforcement to deliver key messages to target population
- 41% reduction in GMI homicides, 22% reduction in shootings over 42-month pre/post



# Focused Deterrence in Practice: How Does it Work?

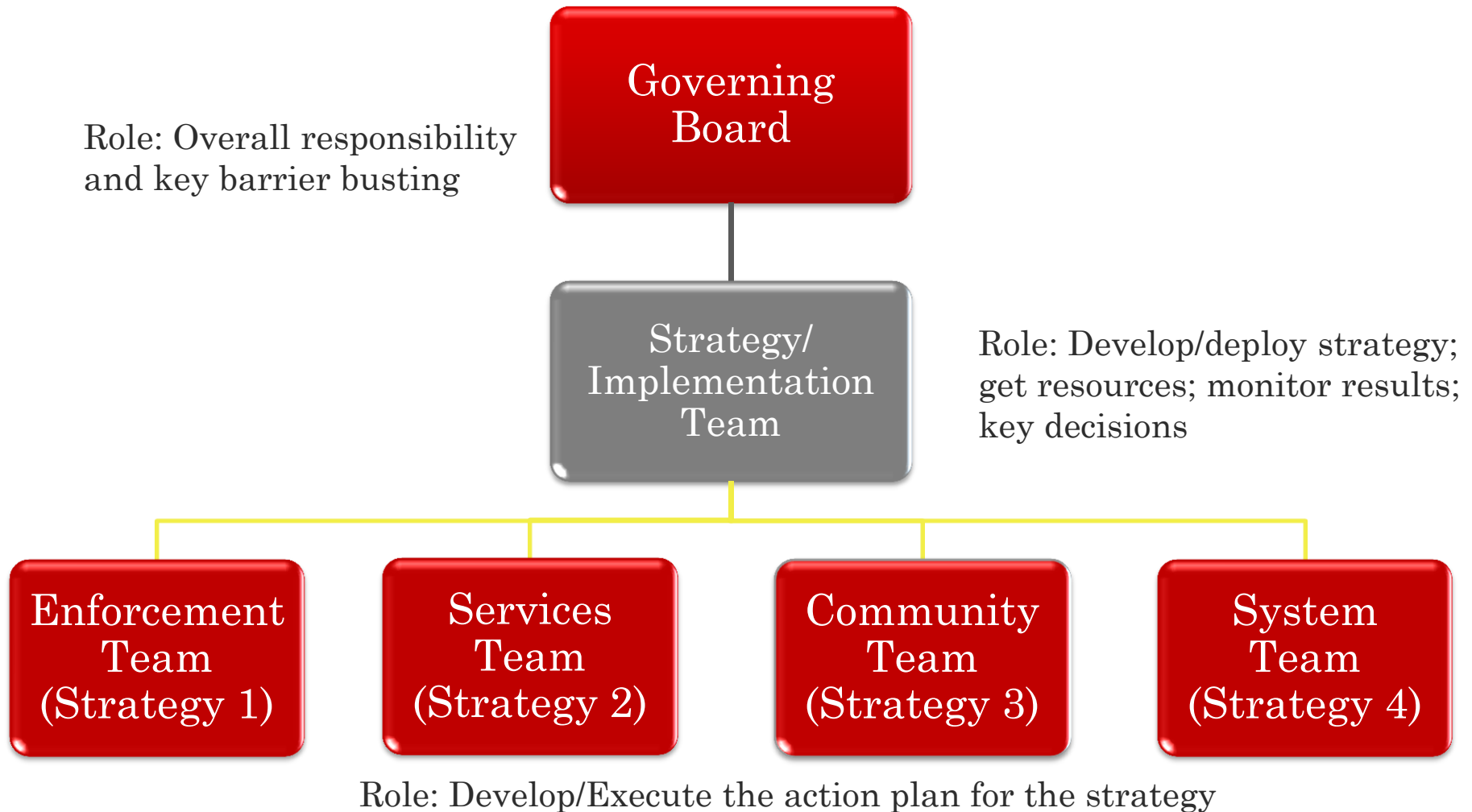
## 7 Step Implementation Process:

1. Identify the Problem
2. Establish Partnerships / Organize 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

# Establishing Partnerships

- Select participating organizations
- Develop organizational structure
- Articulate clear working agreements
- Hold partners accountable
- Establish Objectives, Goals, Strategies & Measures (OGSM)

# Team Structure



**Maintain team structure and ownership  
over time**

Robin Engel, University of Cincinnati

# Importance of Partnerships

- Trade-off between equitable and effective policing may not be inevitable
- Strategies that employ wide-ranging partnerships have potential for both effective and equitable policing
- Partnerships can help establish legitimacy, transparency, & promote best practices
- How partnerships are implemented and monitored, however, can increase or decrease this potential