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

More of one requires the decline of the other. The only question is the shape of the curve.

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

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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

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Establishing Partnerships

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

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Team Structure

Governing Board

Strategy/Implementation Team

Enforcement Team (Strategy 1)

Services Team (Strategy 2)

Community Team (Strategy 3)

System Team (Strategy 4)

Maintain team structure and ownership over time

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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

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