First Biannual Report of the Independent Monitor for the University of Cincinnati Police Division Report Card Matrix, Appendices 1 - 12





Submitted to:

The University of Cincinnati Office of Safety and Reform

August 2, 2017



Appendix 1

Fundamental
Findings and
Recommendations



		2017					20	18		2019				
	REPORT CARD MATRIX		Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
	Section 1 - Fundamental Findings	Reco	mme	ndati	ions									
1.1.A	Adopt a mission statement that will serve as a foundation and guidepost for its going-forward reforms.		NFE	-	-	1	1	-	1	1	1	1	-	
1.1.B	In developing the mission statement, consider (1) providing for the safety and security of faculty, staff, students and visitors, (2) promotion of concepts of fairness, non-biased policing with minimal intrusion and (3) promotion of service to the broad University community.		NFE	1		1	1		1	1			•	
1.2.A	Establish an internal audit or inspectional service unit that reports directly to the Vice President of Safety and Reform.													
1.2.B	Perform on-going audits for critical areas and functions on a regular cycle to be memorialized in an annual audit plan.													
1.2.C	Implement a voluntary on-going monitoring function to track each of the reforms outlined in the recommendations and ensure that they are implemented according to the agreed upon schedule.	(E)	-	- 1	1	1	1	-	1	1	1	1	-	
1.3.A	Update its policies and procedures to reflect campus law enforcement best practices, and assign ongoing responsibility for ensuring that they are kept current.	NFE	•	1	1	1	1	•	1	1			-	
1.3.B	Become certified by CALEA and/or IACLEA.													
1.4.A	Traffic and pedestrian stops should not be used as a crime fighting tool. Clear guidance by policy and procedure should be given as to when, if ever, off-campus traffic stops are permissible.			0										
1.4.B	Involuntary off-campus pedestrian and traffic stops should only be allowed when the officers possesses reasonable suspicion to believe that a pedestrian or motorist is engaged in a criminal, non-driving offense.			0										
1.5.A	Adopt a policy on biased policing, clearly indicating that UCPD officers may not use race, color, ethnicity, or national origin, to any extent or degree, in conducting stops or detentions, or activities following stops or detentions, except when engaging in appropriate suspect-specific activity to identify a particular person or group.	NFE	-	-	-	-	-	-	•	•	•		-	



			201	17			20	18		2019				
	REPORT CARD MATRIX		Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
1.5.B	Develop a curriculum and institute training on the biased policing policy including training on implicit bias and shall deliver such training both to new and existing members of the department.	NFE	-	-	-	-	-	-		-	-		-	
1.6.A	Draft and implement a single Use of Force policy that covers what force is permitted and the resulting departmental investigation and review process.		⊚	0										
1.6.B	The new Use of force policy should emphasize de-escalation and sanctity of life.		6 W	0										
1.7.A	Arm UCPD officers with CEDs.													
1.7.B	Include a clear policy statement governing the use of CED in the revised use of less lethal weapons policy.		∞	0										
1.7.C	Develop intensive training on the use of CEDs and the relevant policies, including scenarios in which the utilization of CEDs is appropriate and those instances where it is not.													
1.8.A	Establish a protocol for the timely review of every use of force to determine its appropriateness from an administrative point of view and whether or not further investigation, including potential criminal investigation, or discipline is appropriate.			0										
1.9.A	Update hiring policy by requiring diversity applicants throughout the police officer candidate recruitment process.			0										
1.10.A	Draft and adopt consistent policies and procedures for the development and approval of all UCPD courses and ensure that all courses are consistent with UCPD mission and philosophy.													
1.11.A	Draft comprehensive Complaint Initiation Policies and Procedures that define the workflow of the different categories of complaints from investigation to adjudication.		⊗	0										
1.11.B	Complaint Initiation Policies and Procedures should prohibit any attempt to dissuade an individual from filing a complaint, and require officers to report the misconduct of other officers.			0										



		2017					20	18		2019				
		Q1: Jan- Mar	Q2: Apr- Jun		Oct-	Jan-		Q7: Jul- Sep	Oct-			Jul-	Q12: Oct- Dec	
1.12.A	Recognize the essential nature of the community affairs function within the UCPD and appropriate resources dedicated to it.													
1.12.B	Infuse Community Oriented Problem Solving Policing throughout the fabric of the UCPD.													
1.13.A	Integrate the data collection systems into one large database that tracks all data.													
1.14.A	Make maximal use of the criminal justice program at UC and its ICS in order to create the model for community policing that balances the need for safety and security on the one hand with fairness and minimal intrusion on the other.			0										



DATE: MAY 12, 2017

REC. REF. NO.: 1.1.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not currently have a mission statement that clearly defines its function, and reflects its basic philosophy.

Exiger Recommendation ("ER")

UCPD should adopt a mission statement that will serve as a foundation and guidepost for its going-forward reforms.

MADC Definition of Compliance

Compliance with this provision will be achieved when the UCPD develops and adopts an appropriate Mission statement.

Proffer of Compliance from UCPD

"The UCPD's Vision, Mission Statement and Values (VMSV) were created through a collaborative process between the UCPD, University administrators and the Safety and Reform Community Advisory Council (CAC). The CAC is comprised of various UC student, faculty staff representatives as well as other community leaders and stakeholders, who were able to provide an outside perspective to the development of the VMSV.

The process began in Fall of 2016 when Chief Carter formed a subcommittee of UCPD officers and CAC members who were tasked with the first draft of the VMSV. This subcommittee examined statements from other agencies and developed a draft which was reviewed by Chief Carter. Upon review and revision by the Chief, a 1st workshop session with Public Safety senior leadership was held in February 2017. During this workshop, team members identified core concepts from the initial VMSV draft, which was then compared to other best practice university law enforcement agencies. From this, the Public Safety senior leadership developed a list of concepts that they deemed essential to be included in the redesign of the VMSV. A second workshop was held in March 2017 with Public Safety senior leadership; during this session a redesigned draft was presented and adjustments were made based on senior leadership feedback. This third version was then presented at the March 2017 CAC meeting for their feedback; CAC members spent an hour discussing the nuances of the languages and many changes were made to the VMSV based on their feedback. Finally, the UC senior administration was able to review and provide feedback on the



UCPD's VMSV. This feedback was also incorporated in the final version of the UCPD's VMSV, which is attached to this memo (#1: UCPD Vision-Mission Statement_FINAL).

The central principles and goals of the VMSV, as seen in attachment #1, promote concepts of fairness and non-biased policing with minimal intrusion while also providing for the safety of UC students, faculty, staff and visitors. The VMSV also emphasizes collaboration and service to the UC and Cincinnati community. Ultimately, the VMSV serves as an aspirational and foundational document that will become embedded in the University of Cincinnati Police Department.

The new UCPD VMSV was disseminated in a number of ways. The VSMV was posted in the UCPD roll call room (see pictures below). It was also posted in UCPD facilities on the UC regional campuses. The VMSV was posted on the Public Safety website, replacing the previous mission statement. A screenshot of the website is attached below. The VMSV can be accessed at the following url: http://www.uc.edu/publicsafety/about/police/mission-vision-values.html. UCPD personnel were trained and tested on the new VSMV policy via PowerDMS. The policy and a PDF copy of the personnel sign off roster are also included as attachments.

Data Reviewed

- 1. UCPD Vision-Mission Statement_FINAL
- 2. Pictures of UCPD Vision-Mission Statement in UCPD Roll Call Room
- 3. Screenshots of Website for Vision-Mission Statement
- 4. PDF of UCPD Policy Sign off and Roster
- 5. Vision Mission Core Principles policy

Current Assessment of Compliance



In Compliance

The Monitor's review of the UCPD's proffer (above in italics) as well as the related policies found that the UCPD created and approved an appropriate and well thought out mission statement which will serve as an excellent base for its current and ongoing improvement efforts.

Next Review

No further review of this recommendation is required.



DATE: MAY 12, 2017

REC. REF. NO.: 1.1.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not currently have a mission statement that clearly defines its function, and reflects its basic philosophy.

Exiger Recommendation ("ER")

UCPD's mission statement should (1) provide for the safety and security of faculty, staff, students and visitors, (2) promote concepts of fairness, non-biased policing with minimal intrusion, and (3) promote service to the broad University community.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD has adopted a mission statement that provides for the safety and security of faculty, staff, students, and visitors; promotes concepts of fairness, non-biased policing with minimal intrusion; and, promotes service to the broad University community. The UCPD should also disseminate the mission statement.

Proffer of Compliance from UCPD

"The UCPD's Vision, Mission Statement and Values (VMSV) were created through a collaborative process between the UCPD, University administrators and the Safety and Reform Community Advisory Council (CAC). The CAC is comprised of various UC student, faculty staff representatives as well as other community leaders and stakeholders, who were able to provide an outside perspective to the development of the VMSV.

The process began in Fall of 2016 when Chief Carter formed a subcommittee of UCPD officers and CAC members who were tasked with the first draft of the VMSV. This subcommittee examined statements from other agencies and developed a draft which was reviewed by Chief Carter. Upon review and revision by the Chief, a 1st workshop session with Public Safety senior leadership was held in February 2017. During this workshop, team members identified core concepts from the initial VMSV draft, which was then compared to other best practice university law enforcement agencies. From this, the Public Safety senior leadership developed a list of concepts that they deemed essential to be included in the redesign of the VMSV. A second workshop was held in March 2017 with Public Safety senior leadership; during this session a redesigned draft was presented and adjustments were made based on senior leadership feedback. This third version was then presented at the March 2017 CAC meeting for their feedback; CAC members spent an hour discussing the nuances of the languages and many changes were made to the VMSV based on their feedback. Finally, the UC senior administration was able to review and provide feedback on the UCPD's VMSV. This feedback was also incorporated in the final version of the UCPD's VMSV, which is attached to this memo (#1: UCPD Vision-Mission Statement_FINAL).



The central principles and goals of the VMSV, as seen in attachment #1, promote concepts of fairness and non-biased policing with minimal intrusion while also providing for the safety of UC students, faculty, staff and visitors. The VMSV also emphasizes collaboration and service to the UC and Cincinnati community. Ultimately, the VMSV serves as an aspirational and foundational document that will become embedded in the University of Cincinnati Police Department.

The new UCPD VMSV was disseminated in a number of ways. The VSMV was posted in the UCPD roll call room (see pictures below). It was also posted in UCPD facilities on the UC regional campuses. The VMSV was posted on the Public Safety website, replacing the previous mission statement. A screenshot of the website is attached below. The VMSV can be accessed at the following url: http://www.uc.edu/publicsafety/about/police/mission-vision-values.html. UCPD personnel were trained and tested on the new VSMV policy via PowerDMS. The policy and a PDF copy of the personnel sign off roster are also included as attachments.

Data Reviewed

- 1. UCPD Vision-Mission Statement FINAL
- 2. Pictures of UCPD Vision-Mission Statement in UCPD Roll Call Room
- 3. Screenshots of Website for Vision-Mission Statement
- 4. PDF of UCPD Policy Sign off and Roster
- 5. Vision Mission Core Principles policy

Current Assessment of Compliance



In Compliance

The UCPD's Vision-Mission Statement and Core Principles policy is clear, concise and clearly emphasizes safety and security, and promotes fairness when interacting with the University campus community. The documentation and photos provided clearly demonstrate dissemination within the UCPD.

Next Review

No further review of this recommendation is required.



DATE: MARCH 31, 2017

REC. REF. NO.: 1.2.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The UCPD currently has no internal audit, inspectional service, or monitoring function.

Exiger Recommendation ("ER")

In addition to the audits, a voluntary monitoring function, similar to that imposed in the DOJ Consent Decrees, should be established to track each of the reforms outlined in the recommendations of this report and ensure that they are implemented according to the suggested or agreed upon schedule.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the UCPD has achieved compliance with ER 7.11.A. Note: ER 1.2.C is one of the Fundamental Findings that was included in Section 1 as a summarized version of ER 7.11.A and includes identical requirements.

UCPD Proffer of Compliance

N/A

Attachments

N/A

Data Reviewed

N/A

Current Assessment of Compliance



In Compliance

The UCPD achieved compliance with 7.11.A and is therefore in compliance with this ER.

Next Review

No further review of this ER is required due to duplication in ER 7.11.A.



DATE: MARCH 31, 2017

REC. REF. NO.: 1.3.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD lacks an effective process for developing and managing new policies and procedures, and reviewing and updating existing ones.

Exiger Recommendation ("ER")

UCPD should update its policies and procedures to reflect campus law enforcement best practices, and assign ongoing responsibility for ensuring that they are kept current.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the UCPD has achieved compliance with ER 4.1.A. Note: ER 1.3.A is one of the Fundamental Findings that was included in Section 1 as a summarized version of ER 4.1.A and includes identical requirements.

UCPD Proffer of Compliance

N/A

Attachments

 N/Δ

Data Reviewed

N/A

Current Assessment of Compliance



In Compliance

The UCPD achieved compliance with 4.1.A and is therefore in compliance with this ER.

Next Review

No further review of this ER is required due to duplication in ER 4.1.A



DATE: MARCH 29, 2017

REC. REF. NO.: 1.5.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not have an implemented policy on biased policing.

Exiger Recommendation ("ER")

UCPD should fully implement a policy on biased policing that clearly and unequivocally indicates that UCPD officers may not use race, color, ethnicity, or national origin, to any extent or degree, in conducting stops or detentions, or activities following stops or detentions, except when engaging in appropriate suspect-specific activity to identify a particular person or group.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the UCPD has achieved compliance with ER 2.2.A. Note: ER 1.5.A is one of the Fundamental Findings that was included in Section 1 as a summarized version of ER 2.2.A and includes identical requirements.

UCPD Proffer of Compliance

"1.5.A: The University of Cincinnati Police Department has implemented a Bias Free Policing policy. The policy specifically states "that officers may not use race, color, ethnicity, or national origin, to any extent or degree, in conducting stops or detentions, or activities following stops or detentions, except when engaging in appropriate suspect-specific activity to identify a particular person or group." Furthermore, the department maintains an electronic signature for every policy sign-off from each officer showing the date and time as to when it was signed. Also, included is a PowerPoint regarding bias free policing that was instructed at rollcall. Lastly, below recommendations and attachments will show the lesson plans and power point shown during training."

Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER.

Data Reviewed

Listed in memorandum related to ER 2.2.A

Current Assessment of Compliance



In Compliance

The UCPD achieved compliance with ER 2.2.A and is therefore in compliance with this ER.



Next Review
No further review of this recommendation is required due to duplication of requirements in ER 2.2.A.



DATE: MARCH 31, 2017

REC. REF. NO.: 1.5.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not have an implemented policy on biased policing.

Exiger Recommendation ("ER")

UCPD should develop a curriculum and institute training on the biased policing policy including training on implicit bias and should deliver such training both to new and existing members of the department. In-service training on the topic should be developed and delivered annually.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the UCPD has achieved compliance with ER 2.2.B. Note: ER 1.5.B is one of the Fundamental Findings that was included in Section 1 as a summarized version of ER 2.2.B and includes identical requirements.

UCPD Proffer of Compliance

"1.5.B: The University of Cincinnati Police Division has implemented a curriculum that involves teaching a lesson plan from the Fair and Impartial Policing Institute (FIP). This training is included for every new officer when initially hired. This course is taught by two UCPD instructors that attended the instructor course specifically for Fair and Impartial Policing. Additionally, as part of our annual training, every officer must complete a refresher that is about bias-free policing. In 2015, every officer completed the initial course taught by the instructors from FIP. In 2016, OPOTA required a portion of their mandated training hours to include training on implicit bias. This training was mandatory for every Ohio officer to keep their commission; attached are the sign-in sheets and lesson plans regarding what the state required. Lastly, the bias-free policing policy explicitly states that bias-free policing training will be conducted annually."

Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER.

Data Reviewed

Listed in Memorandum related to 2.2.B



Current Assessment of Compliance



In Compliance

The UCPD achieved compliance with 2.2.B and is therefore in compliance with this ER.

Next Review
No further review of this ER is required due to duplication in ER 2.2.B.



DATE: JUNE 30, 2017

REC. REF. NO.: 1.6.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's policies on Use of Firearms and Deadly Force and Less Lethal Uses of Force are insufficient, do not reflect current best practices and lack clarity regarding the circumstances under which the use of force is authorized.

Exiger Recommendations

UCPD should draft and implement a single Use of Force policy that should cover both when force is permitted to be used as well as the resulting departmental investigation and review process of uses of force.

MADC Definitions of Compliance

Compliance with the above ER will be achieved when the UCPD has achieved compliance with ER 3.1.A.

Note: ER 1.6.A is one of the Fundamental Findings that was included in Section 1 as a summarized version of ER 3.1.A and includes identical requirements.

Proffer of Compliance from UCPD

See Memo of Assessment for ER 3.1.A

Data Reviewed

See Memo of Assessment for ER 3.1.A

Current Assessment of Compliance

DW - Determination Withheld

The Monitor withheld its determination of compliance with ER 3.1.A and therefore also is withholding its determination of compliance with this ER.

Next Reviews

The Monitor will assess the UCPD's compliance with this ER along with ER 3.1.A in Q3 for the period ending September 30, 2017.



DATE: JUNE 30, 2017

REC. REF. NO.: 1.6.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's policies on Use of Firearms and Deadly Force and Less Lethal Uses of Force are insufficient, do not reflect current best practices and lack clarity regarding the circumstances under which the use of force is authorized.

Exiger Recommendations

UCPD's new use of force policy should emphasize de-escalation and sanctity of life.

MADC Definitions of Compliance

Compliance with the above ER will be achieved when the UCPD has achieved compliance with ER 3.1.B.

Note: ER 1.6.B is one of the Fundamental Findings that was included in Section 1 as a summarized version of ER 3.1.B and includes identical requirements.

Proffer of Compliance from UCPD

See Memo of Assessment for ER 3.1.B

Data Reviewed

See Memo of Assessment for ER 3.1.B

Current Assessment of Compliance

DW - Determination Withheld

The Monitor withheld its determination of compliance with ER 3.1.B and therefore also is withholding its determination of compliance with this ER.

Next Reviews

The Monitor will assess the UCPD's compliance with this ER along with ER 3.1.B in Q3 for the period ending September 30, 2017.



DATE: JUNE 30, 2017

REC. REF. NO.: 1.7.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not have a clear policy statement governing the use of less lethal weapons.

Exiger Recommendations

A clear policy statement governing the use of Conducted Energy Devices (CEDs) should be included in the revised use of less-lethal weapons policy, and should include the following:

- a. A CED is classified as a less-lethal device. A CED is intended to provide a greater margin of safety for officers who might otherwise be forced to physically subdue a dangerous subject or as an alternative to deadly physical force where it would be otherwise legally permissible.
- b. A CED should only be used against persons who are actively physically resisting, exhibiting active physical aggression, or to prevent individuals from physically injuring themselves or other person(s) actually present.
- c. A CED should only be used in situations that allow for the use of physical force.
- d. Officers should issue an appropriate warning, consistent with personal safety, to the intended subject and other officers present prior to discharging the CED.
- e. When a CED is used against a subject it shall be for one standard discharge cycle, after which the officer should reassess the situation. Only the minimum number of cycles necessary should be used.
- f. When practical, the CED should be discharged at the subject's back, and avoid discharging it at an individual's head, neck, and chest.
- g. When possible, the CED should not be used on children, the elderly, obviously pregnant females, or against subjects operating or riding on any moving device or vehicle.

MADC Definitions of Compliance

Compliance with the above ER will be achieved when the UCPD has achieved compliance with ER 3.3.C.

Note: ER 1.7.B is one of the Fundamental Findings that was included in Section 1 as a summarized version of ER 3.3.C and includes identical requirements.

Proffer of Compliance from UCPD

See Memo of Assessment for ER 3.3.C

Data Reviewed

See Memo of Assessment for ER 3.3.C



Current Assessment of Compliance

DW - Determination Withheld

The Monitor withheld its determination of compliance with ER 3.3.C and therefore also is withholding its determination of compliance with this ER.

Next Reviews

The Monitor will assess the UCPD's compliance with this ER along with ER 3.3.C in Q3 for the period ending September 30, 2017.



DATE: JULY 12, 2017

REC. REF. NO.: 1.8.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD lacks a clearly defined method of investigating uses of force by its members.

Exiger Recommendations

UCPD should establish a protocol for the timely review of every use of force to determine the appropriateness of such use of force from an administrative point of view and whether or not further investigation, including potential criminal investigation, or discipline is appropriate.

MADC Definitions of Compliance

Compliance with the above ER will be achieved when the UCPD has achieved compliance with ER 3.6.A.

Note: ER 1.8.A is one of the Fundamental Findings that was included in Section 1 as a summarized version of ER 3.6.A and includes identical requirements.

Proffer of Compliance from UCPD

See Memo of Assessment for ER 3.6.A

Data Reviewed

See Memo of Assessment for ER 3.6.A

Current Assessment of Compliance



Partial Compliance

The UCPD achieved partial compliance with 3.6.A and is therefore in partial compliance with this ER.

Next Reviews

No further review is necessary as it is a duplicate of ER 3.6.A.



DATE: MAY 26, 2017

REC. REF. NO.: 1.9.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's written policies and procedures for hiring do not prioritize the need to establish a police officer candidate pool that is representative of the diverse community it serves.

Exiger Recommendations

UCPD should update its hiring policy by requiring a diverse slate of candidates throughout the police officer recruitment process.

MADC Definitions of Compliance

Compliance with the above ER will be achieved when the UCPD has achieved compliance with ER 5.1.A. Note: ER 1.9.A is one of the Fundamental Findings that was included in Section 1 as a summarized version of ER 5.1.A and includes identical requirements.

Proffer of Compliance from UCPD

See Memo of Assessment for ER 5.1.A

Data Reviewed

See Memo of Assessment for ER 5.1.A

Current Assessment of Compliance



Partial Compliance

The UCPD achieved partial compliance with 5.1.A and is therefore in partial compliance with this ER.

Next Reviews

The Monitor will assess the UCPD's compliance with this ER along with ER 5.1.A in Q3 for the period ending September 30, 2017.



DATE: JUNE 30, 2017

REC. REF. NO.: 1.11.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD policies with respect to complaint receipt, investigation, and disposition are inadequate.

Exiger Recommendations

UCPD should draft comprehensive Complaint Initiation Policies and Procedures that define the workflow of the different categories of complaints from investigation to adjudication.

MADC Definitions of Compliance

Compliance with the above ER will be achieved when the UCPD has achieved compliance with ER 7.5.B.

Note: ER 1.11.A is one of the Fundamental Findings that was included in Section 1 as a summarized version of ER 7.5.B and includes identical requirements.

Proffer of Compliance from UCPD

See Memo of Assessment for ER 7.5.B

Data Reviewed

See Memo of Assessment for ER 7.5.B

Current Assessment of Compliance

DW - Determination Withheld

The Monitor withheld its determination of compliance with ER 7.5.B and therefore also is withholding its determination of compliance with this ER.

Next Reviews

The Monitor will assess the UCPD's compliance with this ER along with ER 7.5.B in Q3 for the period ending September 30, 2017.



DATE: JUNE 30, 2017

REC. REF. NO.: 1.11.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD policies with respect to complaint receipt, investigation, and disposition are inadequate.

Exiger Recommendations

UCPD should draft comprehensive Complaint Initiation Policies and Procedures that define the workflow of the different categories of complaints from investigation to adjudication.

MADC Definitions of Compliance

Compliance with the above ER will be achieved when the UCPD has achieved compliance with ER 7.5.C.

Note: ER 1.11.B is one of the Fundamental Findings that was included in Section 1 as a summarized version of ER 7.5.C and includes identical requirements.

Proffer of Compliance from UCPD

See Memo of Assessment for ER 7.5.C

Data Reviewed

See Memo of Assessment for ER 7.5.C

Current Assessment of Compliance



Partial Compliance

The Monitor found the UCPD in partial compliance with ER 7.5.C and therefore also finds the UCPD in partial compliance with this ER.

Next Reviews

No further review is necessary.

Appendix 2 Review of Pedestrian and Traffic Stops



	REPORT CARD MATRIX		2017				20	18		2019				
			Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
	Section 2 - Review of Pedestrian	and '	Traffi	c Stc	ps									
2.1.A	Traffic and pedestrian stops should not be used as a crime fighting tool. Clear guidance by policy and procedure should be given as to when, if ever, off-campus traffic stops are permissible.			0										
2.1.B	Involuntary off-campus pedestrian and traffic stops should only be allowed when the officers possesses reasonable suspicion to believe that a pedestrian or motorist is engaged in a criminal, non-driving offense.			0										
2.1.C	To the extent that any safety-related off-campus traffic stops are allowed, particular scrutiny of each such stop should be applied by UCPD Administration.			0										
2.1.D	Consider equipping officers with tablets which among other things would enable the electronic capture of stop data through an electronic version of the Field Contact Card.													
2.1.E	Give officers enhanced training on appropriately dealing with individuals who are stopped.													
2.2.A	Adopt a policy on biased policing, clearly indicating that UCPD officers may not use race, color, ethnicity, or national origin, to any extent or degree, in conducting stops or detentions, or activities following stops or detentions, except when engaging in appropriate suspect-specific activity to identify a particular person or group.	(NE)	1		-	100							-	
2.2.B	Develop a curriculum and institute training on the biased policing policy including training on implicit bias and shall deliver such training both to new and existing members of the department.					0				0				
2.3.A	Develop and implement a protocol for the investigation of complaints of biased policing.													
2.3.B	Train officers conducting investigations of complaints of biased policing on the protocol to be employed in such investigations.						0							
2.3.C	OSR should audit all investigations of complaints of biased policing to ensure that they are being conducted in accordance with establish protocols for such investigations.													



REPORT CARD MATRIX		20:	17			20	18		2019				
	Q1:	Q2:	Q3:	Q4:	Q5:	Q6:	Q7:	Q8:	Q9:	Q10:	Q11:	Q12:	
REPORT CARD WATRIA		Jan-									Apr-		
				Sep	Dec	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec
2.4.A	Determine appropriate levels of response and mitigative strategies, including polite explanation, to combat the negative perception created by enhanced response levels.	•				0				0			



DATE: MARCH 29, 2017

REC. REF. NO.: 2.2.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD did not, until very recently, have a policy on biased policing. Its new policy has not been fully implemented.

Exiger Recommendation ("ER")

UCPD should continue its full implementation of the recently enacted policy on biased policing. The implementation should include training and should ensure that UCPD officers not use race, color, ethnicity, or national origin, to any extent or degree, in conducting stops or detentions, or activities following stops or detentions, except when engaging in appropriate suspect-specific activity to identify a particular person or group. The training and implementation should further ensure that even when UCPD officers are seeking one or more specific persons who have been identified or described in part by their race, color, ethnicity, or national origin, they may rely in part on race, color, ethnicity, or national origin only in combination with other appropriate identifying factors and may not give race, color, ethnicity, or national origin undue weight.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the following elements are found:

- 1. UCPD has adopted a policy against bias policing;
- 2. UCPD policies are clear that officers may not use race, color, ethnicity, or national origin, to any extent or degree, in conducting stops or detentions, or activities following stops or detentions, except when engaging in appropriate suspect-specific activity to identify a particular person or group;
- 3. UCPD has developed a curriculum and instituted training against biased policing;
- 4. UCPD trainings make clear that officers may not use race, color, ethnicity, or national origin, to any extent or degree, and that all conducted stops or detentions, or activities following stops or detentions, are based only on appropriate suspect-specific activity;
- 5. UCPD trainings make clear that even when officers are seeking one or more persons who have been identified or described in part by their race, color, ethnicity or national origin, these factors should not be given undue weight, and must work in combination with appropriate identifying factors; and,
- 6. UCPD has appropriately disseminated the existence of its policy against biased policing and implicit bias trainings. Dissemination should include posting on web-site, posting in all UCPD facilities, and integration into training.

UCPD Proffer of Compliance

"2.2.A: The University of Cincinnati Police Division, as stated above, has implemented a policy regarding bias-free policing that explicitly states that officers may not use race, color, ethnicity,

or national origin, to any extent or degree. The training that has specifically made this clear is the Fair and Impartial Policing training completed in 2015. The 2016 state mandated training also makes it clear that policing must be done fairly and impartially. The existence of the Bias-Free Policing policy is widely known amongst, not only our officers, but also within the university community. The policy was first disseminated to our officers; each officer has an electronic signature recorded signifying their understanding. Additionally, the UCPD has partaken in presentations taught by one of our instructors to the university community. Lastly, the UCPD website provides the non-discriminatory policy of the university on its website demonstrating our commitment to treating everyone in a fair and impartial manner."

Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER.

Data Reviewed

- 1. Bias Free Policing Policy 1.2.9
- 2. Training Policy (Draft)
- 3. Electronic sign-off for the Bias Free Policing Policy
- 4. Train-the-Trainer Certificates for Fair and Impartial Policing, DeJarnette & Gutierrez
- 5. Fair and Impartial Policing rosters conducted in 2015
- 6. Fair and Impartial Policing Lesson Plans and Curriculum
- 7. FIP Scenario Training and Case Study Guidebook
- 8. Rollcall sign-in sheets and Rollcall PowerPoint
- 9. OPOTA documentation of 2016 Continuing Professional Training showing the topic of **Community-Police Relations**, including implicit bias.
- 10. OPOTA PowerPoint from Community-Police Relations, including implicit bias.
- i. https://www.uc.edu/content/dam/uc/safety-reform/WebsiteDocs/OPOTA%20PowerPoint%20Community%20Police%20Relations-2016%20Annual%20Training.pdf
- 11. OPOTA rosters from all completed Community-Police Relations 2016 training
- 12. http://www.uc.edu/about/policies/non-discrimination.html
- 13. Community Workshop Advertisement and Community FIP PowerPoint
- 14. Safety and Reform Update Presentation PowerPoint

Current Assessment of Compliance



In Compliance

The UCPD has adopted a policy against biased policing. On May 18, 2016, UCPD issued SOP Number 1.2.9, which is titled "Bias Free Policing," and contains: (1) a description of UCPD's policy against biased policing; (2) a definition of the terms "illegal profiling," "articulable suspicion (reasonable suspicion)," and "probable cause"; and (3) procedures for prohibiting profiling, providing bias based profiling training, handling complaints of discrimination, and the administrative review of agency practices. Of particular note, SOP 1.2.9 states that officers may not "consider race, ethnicity, national origin, gender, sexual orientation/identity, socio-economic status, religion and/or age in carrying out law enforcement activities, except when seeking one



or more specific persons who have been identified or described in part by any of the above listed characteristics."

UCPD's Training Policy mandates that all patrol and security officers take a course on Fair and Impartial Policing. UCPD has been administering a Fair and Impartial training course, which was developed by the Fair and Impartial Policing Institute. This course includes lesson plans on Bias Free Policing and a module that covers Implicit Bias in detail. The module on implicit bias includes case studies, and forces officers to consider situations where their implicit biases could affect their judgment. The stated goals of these lessons are to get officers to "recognize (their) own human/implicit biases; understand how implicit biases can affect (their) perceptions and behavior; understand how biased policing negatively impacts community members and the department; and develop skills and tactics to reduce the influence of biases on police practice and allow you to be safe, effective and just police professionals." These lessons make clear that officers may not use race, color, ethnicity, or national origin, to any extent or degree, and that all conducted stops or detentions, or activities following stops or detentions, should be based solely on appropriate suspect-specific activity. They also make clear that even when officers are seeking one or more persons who have been identified or described in part by their race, color, ethnicity or national origin, these factors should not be given undue weight, and must work in combination with appropriate identifying factors. These trainings were taught by UCPD officers Robert Gutierrez and John DeJarnette, both of whom received their certificates of training for the Fair and Impartial Policing Officer's Training.

As discussed above, the policy against biased policing and implicit bias has been integrated into UCPD's training. Furthermore, UCPD has informed the Monitor that, on or before April 7, 2017, the policy against biased policing will be posted to the UCPD website, and will be displayed in UCPD facilities.

Next Review

No further review of this recommendation is required.



DATE: MARCH 31, 2017

REC. REF. NO.: 2.2.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not have an implemented policy on biased policing.

Exiger Recommendation ("ER")

UCPD's training on the biased policing policy should include training on implicit bias and such training shall be delivered both to new and existing members of the department. In-service training on the topic shall be developed and delivered annually.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the following elements are found:

- 1. UCPD has included a component on implicit bias;
- 2. UCPD has created a plan to develop, enhance, and deliver these trainings on an annual basis to new and existing members of the department; and
- 3. UCPD has appropriately disseminated the existence of its policy against biased policing and implicit bias trainings. Dissemination should include posting on web-site, posting in all UCPD facilities and integration into training.

UCPD Proffer of Compliance

"2.2.B: The University of Cincinnati Police Division has implemented annual implicit bias trainings in both 2015 and 2016. As shown in our Training Policy draft, every officer hired will be trained in Fair and Impartial policing; this 8 hours is included in the 80 hours of training required before going out with a training officer. The annual refresher training is incorporated into the annual required training for every UCPD officer. Lastly, UCPD has conducted a series of community workshops where Bias-Free Policing, our policy, and our training was discussed."

Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER.

Data Reviewed

- 1. Bias Free Policing Policy 1.2.9
- 2. Training Policy (Draft)
- 3. Electronic sign-off for the Bias Free Policing Policy
- 4. Train-the-Trainer Certificates for Fair and Impartial Policing, DeJarnette & Gutierrez
- 5. Fair and Impartial Policing rosters conducted in 2015
- 6. Fair and Impartial Policing Lesson Plans and Curriculum
- 7. FIP Scenario Training and Case Study Guidebook



- 8. Rollcall sign-in sheets and Rollcall PowerPoint
- 9. OPOTA documentation of 2016 Continuing Professional Training showing the topic of **Community-Police Relations**, including implicit bias.
- 10. OPOTA PowerPoint from Community-Police Relations, including implicit bias.
- i. https://www.uc.edu/content/dam/uc/safety-reform/WebsiteDocs/OPOTA%20PowerPoint%20Community%20Police%20Relations-2016%20Annual%20Training.pdf
- 11. OPOTA rosters from all completed Community-Police Relations 2016 training
- 12. http://www.uc.edu/about/policies/non-discrimination.html
- 13. Community Workshop Advertisement and Community FIP PowerPoint
- 14. Safety and Reform Update Presentation PowerPoint

Current Assessment of Compliance



In Compliance

UCPD's Training Policy mandates that all patrol and security officers take a course on Fair and Impartial Policing. UCPD has been administering a Fair and Impartial training course, which was developed by the Fair and Impartial Policing Institute. This course includes lesson plans on Bias Free Policing and a module that covers Implicit Bias in detail. The module on implicit bias includes case studies, and forces officers to consider situations where their implicit biases could affect their judgment. The stated goals of these lessons are to get officers to "recognize (their) own human/implicit biases; understand how implicit biases can affect (their) perceptions and behavior; understand how biased policing negatively impacts community members and the department; and develop skills and tactics to reduce the influence of biases on police practice and allow you to be safe, effective and just police professionals." These lessons make clear that officers may not use race, color, ethnicity, or national origin, to any extent or degree, and that all conducted stops or detentions, or activities following stops or detentions, should be based solely on appropriate suspect-specific activity. They also make clear that even when officers are seeking one or more persons who have been identified or described in part by their race, color. ethnicity or national origin, these factors should not be given undue weight, and must work in combination with appropriate identifying factors. These trainings were taught by UCPD officers Robert Gutierrez and John DeJarnette, both of whom received their certificates of training for the Fair and Impartial Policing Officer's Training.

UCPD's policy on Bias Free Policing, contained in SOP Number 1.2.9, makes clear that it is the department's intention to provide trainings on an annual basis. SOP 1.2.9 states that "the agency will provide annual training on non-bias based policing and will ensure that officers receive training in professional traffic stops." UCPD's policy on Training and Professional Development, contained in SOP Number 6.1.100, states that every UCPD officer will "complete a minimum of 80 hours of Continuing Professional Training (CPT)" which includes "annual mandated training and UCPD identified professional development courses with topics including...Bias-free policing." SOP Number 6.1.100 goes on to detail the procedures for curriculum maintenance, and determining "whether (UCPD training) courses are to be continued, updated or retired."



As discussed above, the policy against biased policing and implicit bias has been integrated into UCPD's training. Furthermore, UCPD has informed the Monitor that, on or before April 7, 2017, the policy against biased policing will be posted to the UCPD website, and will be displayed in UCPD facilities.

Next Review

The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in Q5 2018 and Q9 2019.



DATE: MAY 26, 2017

REC. REF. NO.: 2.3.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not have a protocol for investigating complaints of biased policing.

Exiger Recommendation ("ER")

UCPD should develop and implement a protocol for the investigation of complaints of biased policing.

MADC Definition of Compliance

Compliance with this provision will be achieved when the UCPD has developed, implemented, and disseminated a protocol/policy for investigating complaints of biased policing.

UCPD Proffer of Compliance

"Investigations of complaints regarding biased policing are referenced in both the UCPD Biasfree Policing Policy and the more general Internal Investigations and Complaints Policy (both attached). Specifically, page 4 of the Bias-Free Policing Policy specifies the complaint process for allegations of profiling or improper biased treatment as well as the investigation and corrective measures for biased policing. The Internal Investigations and Complaints Policy incorporated the specific items addressed in Recommendation 7.5.A and can be found as follows:

- Different methods of initiating/receiving complaints: Subsection V. Receipt of Complaints, A, B, and C (pg 4)
- Allow for the receipt of anonymous complaints: Subsection V. Receipt of Complaints, A, B, and C (pg 4)
- Provide for walk-in complaints: Subsection V. Receipt of Complaints, A, B, and C (pg 4)
- Prohibit any attempt to dissuade an individual from filing a complaint: Subsection V. Receipt of Complaints, F(pg 5)
- Require appropriate notification from UC General Counsel anytime a lawsuit alleging police misconduct is filed; Subsection V. Receipt of Complaints, F (pg 6)
- Require notification to UCPD by any officer who is arrested or otherwise criminally charged or the subject of a lawsuit that alleges physical violence, threats of physical violence or domestic violence; Subsection V. Receipt of Complaints, J & K (pgs 5-6)
- Require officers to report the misconduct of other officers: Subsection V. Receipt of Complaints, I (pg 5)
- Allow for the processing of internally generated complaints; Subsection III. Definitions, B (pg 2); Subsection V. Receipt of Complaints, J & K (pgs 5-6)



• In order to demonstrate that the procedures in the Internal Investigations and Complaints Policy are being followed in practice, all citizen and internally generated complaints against UCPD personnel dating from January 1, 2017 have been submitted to the Monitor for compliance assessment.

The dissemination of the Bias Free Policing policy was assessed in Q1 under recommendation 1.5.A/2.2.A (DR 0005). The Internal Investigations and Complaints policy has been internally disseminated via Power DMS and that documentation is attached. In addition, supervisors have been specifically trained on this policy. The PowerPoint training is attached as is the supervisors training sign off sheets. Supervisors are currently in the process of training their officers. Those completed as of 4/24 are attached. The remaining training sign off sheets of officers will be submitted prior to the end of Q2."

Attachments

- 1. Bias Free Policing Policy
- 2. Internal Investigations and Complaints Policy
- 3. PowerDMS sign off list Internal Investigation and Complaints Policy

Current Assessment of Compliance



In Compliance

The Monitor's review of the UCPD's newly developed policies, dissemination documentation, and its proffer of compliance (above in italics) determined that the UCPD has developed and disseminated adequate protocols to investigate any complaints of bias policing. The Monitor has reviewed the nature of the 19 complaints provided by the UCPD to date since January 1, 2017, none of which allege bias policing. The assessment of compliance with regard to implementation of these protocols is deferred until such time that any complaint of a bias policing nature occurs. If none occur prior to the end of our final quarterly report, full compliance will be presumed.

Next Review

The Monitor will assess compliance with this ER on an on-going basis upon receipt of any complaint of a bias policing nature.



DATE: MAY 30, 2017

REC. REF. NO.: 2.3.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not have a protocol for investigating complaints of biased policing.

Exiger Recommendation ("ER")

UCPD should train any officers conducting investigations of complaints of biased policing on the protocol to be employed in such investigations.

MADC Definition of Compliance

Compliance with this provision will be achieved when the UCPD provides specialized training for officers conducting investigations into complaints of biased policing.

Proffer of Compliance from UCPD

"Investigations of complaints regarding biased policing are referenced in both the UCPD Biasfree Policing Policy and the more general Internal Investigations and Complaints Policy (both attached). Specifically, page 4 of the Bias-Free Policing Policy specifies the complaint process for allegations of profiling or improper biased treatment as well as the investigation and corrective measures for biased policing. The Internal Investigations and Complaints Policy incorporated the specific items addressed in Recommendation 7.5.A and can be found as follows:

- Different methods of initiating/receiving complaints: Subsection V. Receipt of Complaints, A, B, and C (pg 4)
- Allow for the receipt of anonymous complaints: Subsection V. Receipt of Complaints, A, B, and C (pg 4)
- Provide for walk-in complaints: Subsection V. Receipt of Complaints, A, B, and C (pg 4)
- Prohibit any attempt to dissuade an individual from filing a complaint: Subsection V. Receipt of Complaints, F(pg 5)
- Require appropriate notification from UC General Counsel anytime a lawsuit alleging police misconduct is filed; Subsection V. Receipt of Complaints, F (pg 6)
- Require notification to UCPD by any officer who is arrested or otherwise criminally charged or the subject of a lawsuit that alleges physical violence, threats of physical violence or domestic violence; Subsection V. Receipt of Complaints, J & K (pgs 5-6)
- Require officers to report the misconduct of other officers: Subsection V. Receipt of Complaints, I (pg 5)



- Allow for the processing of internally generated complaints; Subsection III. Definitions, B (pg 2); Subsection V. Receipt of Complaints, J & K (pgs 5-6)
- In order to demonstrate that the procedures in the Internal Investigations and Complaints Policy are being followed in practice, all citizen and internally generated complaints against UCPD personnel dating from January 1, 2017 have been submitted to the Monitor for compliance assessment.

The dissemination of the Bias Free Policing policy was assessed in Q1 under recommendation 1.5.A/2.2.A (DR 0005). The Internal Investigations and Complaints policy has been internally disseminated via Power DMS and that documentation is attached. In addition, supervisors have been specifically trained on this policy. Attached is the PowerPoint training, which includes the investigation protocol for all complaints (including that related to bias-based policing—2.3.B), and the supervisors training sign off sheets. Supervisors are currently in the process of training their officers in small group sessions. Those completed as of 4/24 are attached. The remaining training sign off sheets of officers will be submitted prior to the end of Q2."

Data Reviewed

- 1. Bias Free Policing Policy
- 2. Internal Investigations and Complaints Policy
- 3. PowerDMS sign off list Internal Investigation and Complaints Policy
- 4. Internal Investigations and Complaints training for supervisors
- 5. Complaint Investigation Supervisor Training sign off sheets
- 6. Internal Investigations and Complaints training for employees
- 7. Complaint Investigation Employee Training sign off sheets

Current Assessment of Compliance



In Compliance

The Monitor's review of the UCPD's newly developed training module for both supervisors and officers of the UCPD found that the training adequately covers the protocols for the intake, receipt and investigation of complaints involving or related to bias policing. Based on the training signoff sheets, the PowerDMS documentation, and the personnel roster documentation provided - the UCPD has trained all of its supervisors who would be conducting such investigations. The documentation also supports that all non-supervisory officers have also received training regarding the intake, receipt and handling of bias policing complaints.

Next Review

The Monitor will assess compliance with this ER on an annual basis, next scheduled for Q6 for the period ending June 30, 2018.



DATE: MARCH 15, 2017

REC. REF. NO.: 2.4.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Both pedestrian and traffic stops have been anecdotally reported on occasion to be over-staffed, with multiple cars and officers responding to otherwise routine stops, which some members of the community described as giving them the impression that they were living in a police state.

Exiger Recommendation ("ER")

While officer safety must always be a paramount consideration, the Office of Safety and Reform and UCPD should determine appropriate levels of response and enforce strategies, including polite explanation, to combat the negative perception created by enhanced response levels.

MADC Definition of Compliance

Compliance with this provision will be achieved when the Office of Safety and Reform and the UCPD have developed, adopted and disseminated (through a Patrol Directive) appropriate levels of response and strategies to mitigate including polite explanation as a means to combat the negative perception created by enhanced response levels. Any complaints implicating this section are resolved appropriately.

UCPD Proffer of Compliance

Dissemination of the submitted Procedural Order serves as compliance with this recommendation.

Attachments

UCPD Procedural Order No. 17-01, dated 02/20/2017

Data Reviewed

- 1. UCPD Procedural Order No. 17-01, dated 02/20/2017
- 2. Printout from PowerDMS listing UCPD personnel who had an electronic receipt or "sign-off" indicating receipt of the Procedural Order "Appropriate Incident Response Levels"

Current Assessment of Compliance



In Compliance

Both pedestrian and traffic stops have been anecdotally reported on occasion to be over-staffed, with multiple cars and officers responding to otherwise routine stops. Some members of the community described the high response level as giving them the impression that they were living in a police state. In response, the UCPD has issued a Procedural Order ("PO") which provides appropriate generalized background information regarding those response levels including a



reference to the community perception issues that can occur with an exaggerated level of response. The PO noticeably gives proper credence to officer safety, tactical decision-making and certain types of calls that are inherently more dangerous - therefore warranting a higher number of officers to respond. The PO also appropriately assigns on-scene decision making to the lead officer and ultimate responsibility with the shift OIC and explains the importance of answering questions from the public.

In discussing the specific operational direction of the PO regarding initial assignment of calls for service, the Monitor learned that while there is currently no UCPD dispatch policy, the Computer Aided Dispatch (CAD) system contains certain thresholds based on the type of call for service. As example, in a domestic dispute CAD will automatically assign two officers and a call involving a potential mental illness will include a supervisory response. The Monitor was advised that a UCPD Dispatch policy is currently under development which will further assist in determining the initial response level when receiving and assigning calls for service.

Next Review

The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in Q5 (Q1 2018) and Q9 (Q1 2019), and/or when or if complaints of this nature are received, the monitor will review to assess the resolution of same.

Appendix 3 Review of Use of Force



		2017				2018				2019			
		Q1:	Q2:	Q3:	Q4:	Q5:	Q6:	Q7:	Q8:	Q9:	Q10:	Q11:	Q12:
		Jan-	Apr- Jun		Oct-	Jan- Mar	Apr- Jun	Jul-	Oct-	Jan-	Apr-	Jul-	Oct- Dec
Mar Jun Sep Dec											Dec		
3.1.A	Combine SOP 1.3.200, and SOP 1.3.400 with SOP PE 05 into a single Use of Force policy covering when force is permitted to be used as well as the investigation and review process.		⊚	0									
3.1.B	The new Use of force policy should emphasize de-escalation (see specific language in Report)		⊚	0									
3.1.C	The use of force policy should define the following terms: Objectively Reasonable, Active Resistance, Passive Resistance, Serious Bodily Injury.		⊚	0									
3.1.D	Include a revised use of force continuum or critical decision making model in the use of force policy, which makes clear that the goal of force is to de-escalate any situation, and that only the minimal amount of force necessary should be used to overcome an immediate threat or		⊚	0									
3.2.A	The SOP on Use of Force should include a series of prohibitions for officer use, and discharge of a firearm.		⊚	0									
3.3.A	A clear policy statement governing the use of less lethal weapons should be included in the revised use of force policy.		∞	0									
3.3.B	Include the following definitions in the revised policy to further enhance clarity. Arcing, Activation, Air Cartridge, Confetti Tags, Cycle, Display, Drive Stun, Duration, CED, Laser Painting, Probes, Probe Mode, Resistance, Active Resistance, Passive Resistance, Serious		⊚	0									
3.3.C	Include a clear policy statement governing the use of CED in the revised use of less lethal weapons policy		∞	0									
3.4.A	Consider banning the use of the Kubotan.			0									
3.5.A	Establish a system for the collection, storage and retrieval of data regarding uses of force by members of the UCPD.												
3.5.B	Integrate the use of force data into ARMS.												



			2017				20	18		2019			
REPORT CARD MATRIX		Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec
3.6.A	Establish a protocol for the timely review of every use of force to determine its appropriateness from an administrative point of view and whether or not further investigation, including potential criminal investigation, or discipline is appropriate.	⊗		0									
3.6.B	Provide specialized training to investigators assigned to investigate police uses of force.												
3.6.C	Engage an independent consultant to conduct any administrative investigation in use of force cases that result in death, officer involved shootings resulting in serious injury or death, or incustody deaths.			0									
3.6.D	Allow CPD, or the appropriate state agency, to conduct any criminal investigation in cases of use of force resulting in death, officer involved shootings resulting in serious injury or death, or in-custody deaths.			0									
3.6.E	The identity of the officer(s) directly involved in the discharge of a firearm shall be released to the public within 72 hours except in cases where threats have been made toward the officer(s) involved or the department.			0									
3.6.F	Create a Use of Force Review Board (UFRB) to review all cases where members used deadly force or deployed a CED, or any incident that results in serious injury or death.												
3.6.G	The UFRB should be comprised of, at minimum, a high ranking member of UCPD appointed by the Chief of Police, a member appointed by the President of the University, a member of the student body, a patrol officer (or union representative) and a member of the neighboring												
3.6.H	Make the findings of Officer Involved Shooting (OIS) investigation public upon completion			0									
3.7.A	Establish training to give all members of UCPD a thorough understanding of the use of force policies and procedures.												
3.8.A	Hold training for sworn personnel twice annually to include live fire exercises and Reality Based Training (RBT).												
3.8.B	Crisis Intervention Team Training (CIT) should be a part of both basic recruit and in-service officer training.												



DATE: June 30, 2017

REC. REF. NO.: 3.1.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD should combine SOP 1.3.200 and SOP 1.3.400 with its policies and procedures regarding Use of Force (SOP PE 05). This single Use of Force policy should cover both when force is permitted to be used as well as the resulting departmental investigation and review process.

Exiger Recommendation ("ER")

UCPD should combine SOP 1.3.200 and SOP 1.3.400 with its policies and procedures regarding Use of Force (SOP PE 05). This single Use of Force policy should cover both when force is permitted to be used as well as the resulting departmental investigation and review process.

MADC Definition of Compliance

Compliance with this provision will be achieved when the following is found:

- 1. UCPD combines the standard operating procedures on Use of Firearms and Deadly Force, Less Lethal Uses of Force, and Use of Force.
- 2. UCPD's new procedures reflect current best practices and clearly articulate circumstances under which the use of force is authorized.
- 3. UCPD's new single Use of Force policy outlines the departmental investigation and review process which follows the Use of Force.
- 4. UCPD's disseminates the policy/plan/procedures both internally to include all appropriate UCPD personnel, and externally to include posting on web-site.

Note: The training component is covered in ER 3.7.A

UCPD Proffer of Compliance

"UCPD has combined their standard operating procedures of Deadly Force, Less Lethal Uses of Force and Use of Force into a single Use of Force Policy (SOP 7.1.100). However, the UCPD has come to the decision to keep Discharging of Firearms by Police Personnel Policy (DFPP Policy, SOP 7.3.100) separate but cross-referenced. It is the position of the UCPD that a display of a firearm, itself, does not rise to the level of a use of force. The UCPD acknowledges the display of a firearm is an action that needs to be accounted for, for the following reasons; transparency, policy adherence, policy review, training and tactical review. Therefore, the UCPD has decided to have separate policies for UOF and Display of Firearms by Police Personnel. The practice of separating a Use of Force policy from a Display of Firearms policy is not uncommon in law



enforcement. Regardless of the separation, we will maintain the data on display of firearms as in the same fashion as we collect data on a use of force. The data collection process for display of firearms will support our commitment to transparency and accountability.

Both policies have been updated based on the Recommendations put forth in the Exiger Final Report and best practices as identified by the list below:

- United States Supreme Court
- US Court for the Southern and Northern Districts of Ohio
- US 6th/7th/9th Circuit Courts of Appeals
- Ohio Supreme Court
- OPOTA
- Cincinnati Police Department (many key definitions are from here as they have already been vetted for appropriateness by both Fed Court and DOJ)
- CPD Collaborative Agreement and MOU
- IACP
- PERF
- IACLEA
- Taser Instructor's Manuals
- Force Science Institute
- Caliber Press
- A cross section of variously sized and located PDs across the US to gauge best practices

UCPD's Use of Force Policy details the departmental investigation and review process following a Use of Force on pages 24-33 (see attached Use of Force Policy). The Use of Force and DFPP Policies have been sent to the UC Office of General Counsel for review. It is anticipated that the policies will be disseminated and trained on during Quarter 3 and ready for assessment by Exiger in Q4. At the time of the policies' implementation, they will be posted on the Department of Public Safety and Office of Safety and Reform websites.

As required in Rec. 3.1.B, both the Use of Force and Firearms Discharge Policies emphasize that the UCPD respects the value of every human life, and that the sanctity of human life shall guide all training, leadership and procedures for the UCPD as well as guide officers in the use of force. The Firearms Discharge Policy specifically states, "the goal of any use of force is to de-escalate any situation, and only the minimal amount of force necessary should be used to overcome an immediate threat or to effect an arrest" (pg. 2). The Use of Force Policy specifically emphasizes using non-escalation and de-escalation techniques (page 6) to gain compliance from a subject. The Use of Force Policy emphasizes the immense power that comes with the authority to carry and use firearms (page 2). In regards to using deadly force, the Use of Force policy states that, "officers may use deadly force when the officer reasonably believes that the action is in defense of human life, including the officer's own life, or in defense of any person in imminent danger of serious physical injury." The DPPF policy also emphasizes that an officer is not justified in using deadly force at any point in time when there is no longer an objectively reasonable belief that the suspect is dangerous, even if deadly force would have been justified at an earlier point in time (page 2).



Continuing with other portions of Rec 3.1.B, page 3 of the DPFF policy states, "If possible, the officer will give verbal warning before using the firearm." Page 2 of the UOF policy prohibits officers from discharging their weapon "when doing so might unnecessarily endanger bystanders." Regarding Use of Force, page 6 states, "Officers should be mindful when making use of force decisions that subjects may be physically or mentally incapable of responding to police commands due to a variety of circumstances including but not limited to alcohol or drugs, mental impairment, medical conditions, or language and cultural barriers." After discharging a firearm or using force, officers are required to provide or seek medical assistance for the subject (page 3 of DPFF policy, page 8 UOF policy). Page 8 of the UOF policy also requires appropriate respect from the officer in cases of obvious fatalities (page 8 UOF policy). Finally, page 7 of the Use of Force policy states that officers who witness inappropriate or excessive force have a duty to report such violations to a supervisor.

In regards to Rec. 3.1.C, "Objectively Reasonable" is defined on page 10 of the Use of Force policy; Active resistance is defined on page 4 of the Use of Force policy; Passive Resistance is defined on page 10 of the Use of Force Policy; and Serious Bodily Injury is defined on page 11 of the Use of Force Policy. In addition those specific definitions, many others are included such as Actively Resisting Arrest, Deadly Force, Escorting, and Exigent circumstances. These definitions are consistent with best practices in the industry, as identified by the list of resources above.

In regards to Rec. 3.1.D, the new Use of Force Policy contains a critical decision making model, based on best practices in law enforcement (page 3). It is clear that this policy promotes deescalation and emphasizes officers utilize only the minimal amount of force necessary to gain compliance (page 6). Additionally, the Firearms Discharge Policy specifically states, "the goal of any use of force is to de-escalate any situation, and only the minimal amount of force necessary should be used to overcome an immediate threat or to effect an arrest" (pg. 2).

Data Reviewed

- 1. Use of Force Policy (SOP 7.1.100)
- 2. Discharging of Firearms by Police Personnel Policy (SOP 7.3.100)

Current Assessment of Compliance

DW - Determination Withheld

The Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated to UCPD and the Office of Safety and Reform. The Monitor's concerns were generally related to the organization of the policy, some of the specific wording of the policy, and some terms that lacked definition. In addition, the issue of In Custody Deaths (ICDs are those instances where a person in the care of law enforcement dies with the question of whether the death was in any way related to a Use of Force needing to be resolved) was not addressed in the policy.

Commendably, in response to our discussion with the UCPD and OSR, an ad hoc team was created including UCPD command staff, the Organizational Development Coordinator (ODC) and a



member of the Monitoring Team to address the Monitor's concerns and finalize the policies. Because the policies are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor has withheld its determination of compliance.

Next Review



DATE: June 30, 2017

REC. REF. NO.: 3.1.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD should combine SOP 1.3.200 and SOP 1.3.400 with its policies and procedures regarding Use of Force (SOP PE 05). This single Use of Force policy should cover both when force is permitted to be used as well as the resulting departmental investigation and review process.

Exiger Recommendation ("ER")

UCPD's new use of force policy should emphasize the following:

- a. The primary duty of all sworn personnel is to preserve human life and that whenever possible, de-escalation techniques shall be employed to safely gain voluntary compliance by a subject.
- b. In cases in which de-escalation is not safe, not feasible or not effective, only the reasonable force necessary to gain compliance, control or custody of a subject will be utilized.
- c. The most serious act in which a police officer can engage during the course of their official duties is the use of deadly force. The authority to carry and use firearms in the course of public service is an immense power, which comes with great responsibility.
- d. Deadly physical force will be used ONLY as an objectively reasonable last resort to protect the officer and/or others from serious physical injury or death.
- e. An officer is not justified in using deadly force at any point in time when there is no longer an objectively reasonable belief that the suspect is dangerous, even if deadly force would have been justified at an earlier point in time.
- f. When feasible under the circumstances, police officers will give the suspect a verbal warning before using deadly force.
- g. Police officers using their professional judgment should not discharge their weapon when doing so might unnecessarily endanger bystanders.
- h. Officers should be mindful when making use of force decisions that subjects may be physically or mentally incapable of responding to police commands due to a variety of circumstances including but not limited to alcohol or drugs, mental impairment, medical conditions, or language and cultural barriers.
- i. After using deadly force, officers shall immediately render the appropriate medical aid and request further medical assistance for the subject.
- j. In instances of obvious fatalities, appropriate respect shall be paid to the remains of the subject.
- k. Officers who witness inappropriate or excessive force have a duty to report such violations to a supervisor and Internal Affairs.



MADC Definition of Compliance

UCPD's new use of force policy should emphasize the following:

- a. The primary duty of all sworn personnel is to preserve human life and that whenever possible, de-escalation techniques shall be employed to safely gain voluntary compliance by a subject.
- b. In cases in which de-escalation is not safe, not feasible or not effective, only the reasonable force necessary to gain compliance, control or custody of a subject will be utilized.
- c. The most serious act in which a police officer can engage during the course of their official duties is the use of deadly force. The authority to carry and use firearms in the course of public service is an immense power, which comes with great responsibility.
- d. Deadly physical force will be used ONLY as an objectively reasonable last resort to protect the officer and/or others from serious physical injury or death.
- e. An officer is not justified in using deadly force at any point in time when there is no longer an objectively reasonable belief that the suspect is dangerous, even if deadly force would have been justified at an earlier point in time.
- f. When feasible under the circumstances, police officers will give the suspect a verbal warning before using deadly force.
- g. Police officers using their professional judgment should not discharge their weapon when doing so might unnecessarily endanger bystanders.
- h. Officers should be mindful when making use of force decisions that subjects may be physically or mentally incapable of responding to police commands due to a variety of circumstances including but not limited to alcohol or drugs, mental impairment, medical conditions, or language and cultural barriers.
- i. After using deadly force, officers shall immediately render the appropriate medical aid and request further medical assistance for the subject.
- j. In instances of obvious fatalities, appropriate respect shall be paid to the remains of the subject.
- k. Officers who witness inappropriate or excessive force have a duty to report such violations to a supervisor and Internal Affairs.

UCPD Proffer of Compliance

"UCPD has combined their standard operating procedures of Deadly Force, Less Lethal Uses of Force and Use of Force into a single Use of Force Policy (SOP 7.1.100). However, the UCPD has come to the decision to keep Discharging of Firearms by Police Personnel Policy (DFPP Policy, SOP 7.3.100) separate but cross-referenced. It is the position of the UCPD that a display of a firearm, itself, does not rise to the level of a use of force. The UCPD acknowledges the display of a firearm is an action that needs to be accounted for, for the following reasons; transparency, policy adherence, policy review, training and tactical review. Therefore, the UCPD has decided to have separate policies for UOF and Display of Firearms by Police Personnel. The practice of separating a Use of Force policy from a Display of Firearms policy is not uncommon in law enforcement. Regardless of the separation, we will maintain the data on display of firearms as in the same fashion as we collect data on a use of force. The data collection process for display of firearms will support our commitment to transparency and accountability.



Both policies have been updated based on the Recommendations put forth in the Exiger Final Report and best practices as identified by the list below:

- United States Supreme Court
- US Court for the Southern and Northern Districts of Ohio
- US 6th/7th/9th Circuit Courts of Appeals
- Ohio Supreme Court
- OPOTA
- Cincinnati Police Department (many key definitions are from here as they have already been vetted for appropriateness by both Fed Court and DOJ)
- *CPD Collaborative Agreement and MOU*
- IACP
- PERF
- IACLEA
- Taser Instructor's Manuals
- Force Science Institute
- Caliber Press
- A cross section of variously sized and located PDs across the US to gauge best practices

UCPD's Use of Force Policy details the departmental investigation and review process following a Use of Force on pages 24-33 (see attached Use of Force Policy). The Use of Force and DFPP Policies have been sent to the UC Office of General Counsel for review. It is anticipated that the policies will be disseminated and trained on during Quarter 3 and ready for assessment by Exiger in Q4. At the time of the policies' implementation, they will be posted on the Department of Public Safety and Office of Safety and Reform websites.

As required in Rec. 3.1.B, both the Use of Force and Firearms Discharge Policies emphasize that the UCPD respects the value of every human life, and that the sanctity of human life shall guide all training, leadership and procedures for the UCPD as well as guide officers in the use of force. The Firearms Discharge Policy specifically states, "the goal of any use of force is to de-escalate any situation, and only the minimal amount of force necessary should be used to overcome an immediate threat or to effect an arrest" (pg. 2). The Use of Force Policy specifically emphasizes using non-escalation and de-escalation techniques (page 6) to gain compliance from a subject. The Use of Force Policy emphasizes the immense power that comes with the authority to carry and use firearms (page 2). In regards to using deadly force, the Use of Force policy states that, "officers may use deadly force when the officer reasonably believes that the action is in defense of human life, including the officer's own life, or in defense of any person in imminent danger of serious physical injury." The DPPF policy also emphasizes that an officer is not justified in using deadly force at any point in time when there is no longer an objectively reasonable belief that the suspect is dangerous, even if deadly force would have been justified at an earlier point in time (page 2).

Continuing with other portions of Rec 3.1.B, page 3 of the DPFF policy states, "If possible, the officer will give verbal warning before using the firearm." Page 2 of the UOF policy prohibits officers from discharging their weapon "when doing so might unnecessarily endanger bystanders." Regarding Use of Force, page 6 states, "Officers should be mindful when making



use of force decisions that subjects may be physically or mentally incapable of responding to police commands due to a variety of circumstances including but not limited to alcohol or drugs, mental impairment, medical conditions, or language and cultural barriers." After discharging a firearm or using force, officers are required to provide or seek medical assistance for the subject (page 3 of DPFF policy, page 8 UOF policy). Page 8 of the UOF policy also requires appropriate respect from the officer in cases of obvious fatalities (page 8 UOF policy). Finally, page 7 of the Use of Force policy states that officers who witness inappropriate or excessive force have a duty to report such violations to a supervisor.

In regards to Rec. 3.1.C, "Objectively Reasonable" is defined on page 10 of the Use of Force policy; Active resistance is defined on page 4 of the Use of Force policy; Passive Resistance is defined on page 10 of the Use of Force Policy; and Serious Bodily Injury is defined on page 11 of the Use of Force Policy. In addition those specific definitions, many others are included such as Actively Resisting Arrest, Deadly Force, Escorting, and Exigent circumstances. These definitions are consistent with best practices in the industry, as identified by the list of resources above.

In regards to Rec. 3.1.D, the new Use of Force Policy contains a critical decision making model, based on best practices in law enforcement (page 3). It is clear that this policy promotes deescalation and emphasizes officers utilize only the minimal amount of force necessary to gain compliance (page 6). Additionally, the Firearms Discharge Policy specifically states, "the goal of any use of force is to de-escalate any situation, and only the minimal amount of force necessary should be used to overcome an immediate threat or to effect an arrest" (pg. 2).

Data Reviewed

- 1. Use of Force Policy (SOP 7.1.100)
- 2. Discharging of Firearms by Police Personnel Policy (SOP 7.3.100)

Current Assessment of Compliance

DW - Determination Withheld

The Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated to UCPD and the Office of Safety and Reform. The Monitor's concerns were generally related to the organization of the policy, some of the specific wording of the policy, and some terms that lacked definition. In addition, the issue of In Custody Deaths (ICDs are those instances where a person in the care of law enforcement dies with the question of whether the death was in any way related to a Use of Force needing to be resolved) was not addressed in the policy.

Commendably, in response to our discussion with the UCPD and OSR, an ad hoc team was created including UCPD command staff, the Organizational Development Coordinator (ODC) and a member of the Monitoring Team to address the Monitor's concerns and finalize the policies. Because the policies are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor has withheld its determination of compliance.



Next Review



DATE: June 30, 2017

REC. REF. NO.: 3.1.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD should combine SOP 1.3.200 and SOP 1.3.400 with its policies and procedures regarding Use of Force (SOP PE 05). This single Use of Force policy should cover both when force is permitted to be used as well as the resulting departmental investigation and review process.

Exiger Recommendation ("ER")

UCPD's use of force policy should define the following terms: Objectively Reasonable, Active Resistance, Passive Resistance, and Serious Bodily Injury.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1. UCPD implements a new use of force policy;
- 2. The new use of force policy explicitly defines Objectively Reasonable, Active Resistance, Passive Resistance and Serious Bodily Injury;
- 3. The definitions are consistent with best practices in the industry.

UCPD Proffer of Compliance

"UCPD has combined their standard operating procedures of Deadly Force, Less Lethal Uses of Force and Use of Force into a single Use of Force Policy (SOP 7.1.100). However, the UCPD has come to the decision to keep Discharging of Firearms by Police Personnel Policy (DFPP Policy, SOP 7.3.100) separate but cross-referenced. It is the position of the UCPD that a display of a firearm, itself, does not rise to the level of a use of force. The UCPD acknowledges the display of a firearm is an action that needs to be accounted for, for the following reasons; transparency, policy adherence, policy review, training and tactical review. Therefore, the UCPD has decided to have separate policies for UOF and Display of Firearms by Police Personnel. The practice of separating a Use of Force policy from a Display of Firearms policy is not uncommon in law enforcement. Regardless of the separation, we will maintain the data on display of firearms as in the same fashion as we collect data on a use of force. The data collection process for display of firearms will support our commitment to transparency and accountability.

Both policies have been updated based on the Recommendations put forth in the Exiger Final Report and best practices as identified by the list below:

- United States Supreme Court
- US Court for the Southern and Northern Districts of Ohio
- US 6th/7th/9th Circuit Courts of Appeals
- Ohio Supreme Court
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- CPD Collaborative Agreement and MOU
- IACP
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- IACLEA
- Taser Instructor's Manuals
- Force Science Institute
- Caliber Press
- A cross section of variously sized and located PDs across the US to gauge best practices

UCPD's Use of Force Policy details the departmental investigation and review process following a Use of Force on pages 24-33 (see attached Use of Force Policy). The Use of Force and DFPP Policies have been sent to the UC Office of General Counsel for review. It is anticipated that the policies will be disseminated and trained on during Quarter 3 and ready for assessment by Exiger in Q4. At the time of the policies' implementation, they will be posted on the Department of Public Safety and Office of Safety and Reform websites.

As required in Rec. 3.1.B, both the Use of Force and Firearms Discharge Policies emphasize that the UCPD respects the value of every human life, and that the sanctity of human life shall guide all training, leadership and procedures for the UCPD as well as guide officers in the use of force. The Firearms Discharge Policy specifically states, "the goal of any use of force is to de-escalate any situation, and only the minimal amount of force necessary should be used to overcome an immediate threat or to effect an arrest" (pg. 2). The Use of Force Policy specifically emphasizes using non-escalation and de-escalation techniques (page 6) to gain compliance from a subject. The Use of Force Policy emphasizes the immense power that comes with the authority to carry and use firearms (page 2). In regards to using deadly force, the Use of Force policy states that, "officers may use deadly force when the officer reasonably believes that the action is in defense of human life, including the officer's own life, or in defense of any person in imminent danger of serious physical injury." The DPPF policy also emphasizes that an officer is not justified in using deadly force at any point in time when there is no longer an objectively reasonable belief that the suspect is dangerous, even if deadly force would have been justified at an earlier point in time (page 2).

Continuing with other portions of Rec 3.1.B, page 3 of the DPFF policy states, "If possible, the officer will give verbal warning before using the firearm." Page 2 of the UOF policy prohibits officers from discharging their weapon "when doing so might unnecessarily endanger bystanders." Regarding Use of Force, page 6 states, "Officers should be mindful when making use of force decisions that subjects may be physically or mentally incapable of responding to police commands due to a variety of circumstances including but not limited to alcohol or drugs, mental impairment, medical conditions, or language and cultural barriers." After discharging a firearm or using force, officers are required to provide or seek medical assistance for the subject (page 3 of DPFF policy, page 8 UOF policy). Page 8 of the UOF policy also requires appropriate respect from the officer in cases of obvious fatalities (page 8 UOF policy). Finally, page 7 of the Use of



Force policy states that officers who witness inappropriate or excessive force have a duty to report such violations to a supervisor.

In regards to Rec. 3.1.C, "Objectively Reasonable" is defined on page 10 of the Use of Force policy; Active resistance is defined on page 4 of the Use of Force policy; Passive Resistance is defined on page 10 of the Use of Force Policy; and Serious Bodily Injury is defined on page 11 of the Use of Force Policy. In addition those specific definitions, many others are included such as Actively Resisting Arrest, Deadly Force, Escorting, and Exigent circumstances. These definitions are consistent with best practices in the industry, as identified by the list of resources above.

In regards to Rec. 3.1.D, the new Use of Force Policy contains a critical decision making model, based on best practices in law enforcement (page 3). It is clear that this policy promotes deescalation and emphasizes officers utilize only the minimal amount of force necessary to gain compliance (page 6). Additionally, the Firearms Discharge Policy specifically states, "the goal of any use of force is to de-escalate any situation, and only the minimal amount of force necessary should be used to overcome an immediate threat or to effect an arrest" (pg. 2).

Data Reviewed

- 1. Use of Force Policy (SOP 7.1.100)
- 2. Discharging of Firearms by Police Personnel Policy (SOP 7.3.100)

Current Assessment of Compliance

DW - Determination Withheld

The Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated to UCPD and the Office of Safety and Reform (OSR). The Monitor's concerns were generally related to the organization of the policy, some of the specific wording of the policy, and some terms that lacked definition. In addition, the issue of In Custody Deaths (ICDs are those instances where a person in the care of law enforcement dies with the question of whether the death was in any way related to a Use of Force needing to be resolved) was not addressed in the policy.

Commendably, in response to our discussion with the UCPD and OSR, an ad hoc team was created including UCPD command staff, the Organizational Development Coordinator (ODC) and a member of the Monitoring Team to address the Monitor's concerns and finalize the policies. Because the policies are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor has withheld its determination of compliance.

Next Review



DATE: June 30, 2017

REC. REF. NO.: 3.1.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD should combine SOP 1.3.200 and SOP 1.3.400 with its policies and procedures regarding Use of Force (SOP PE 05). This single Use of Force policy should cover both when force is permitted to be used as well as the resulting departmental investigation and review process.

Exiger Recommendation ("ER")

The UCPD should include a revised use of force continuum or critical decision making model in its use of force policy, which makes clear that the goal of force is to de-escalate any situation, and that only the minimal amount of force necessary should be used to overcome an immediate threat or to effectuate an arrest.

MADC Definition of Compliance

Compliance with this provision will be achieved when the following is found:

- 1. UCPD's use of force policy contains a revised use of force continuum or critical decision model.
- 2. UCPD's use of force policy makes clear that the goal of force is to de-escalate any situation, and that only the minimal amount of force necessary should be used to overcome an immediate threat or to effectuate an arrest.
- 3. UCPD's use of force continuum reflects the current best practices

UCPD Proffer of Compliance

"UCPD has combined their standard operating procedures of Deadly Force, Less Lethal Uses of Force and Use of Force into a single Use of Force Policy (SOP 7.1.100). However, the UCPD has come to the decision to keep Discharging of Firearms by Police Personnel Policy (DFPP Policy, SOP 7.3.100) separate but cross-referenced. It is the position of the UCPD that a display of a firearm, itself, does not rise to the level of a use of force. The UCPD acknowledges the display of a firearm is an action that needs to be accounted for, for the following reasons; transparency, policy adherence, policy review, training and tactical review. Therefore, the UCPD has decided to have separate policies for UOF and Display of Firearms by Police Personnel. The practice of separating a Use of Force policy from a Display of Firearms policy is not uncommon in law enforcement. Regardless of the separation, we will maintain the data on display of firearms as in the same fashion as we collect data on a use of force. The data collection process for display of firearms will support our commitment to transparency and accountability.

Both policies have been updated based on the Recommendations put forth in the Exiger Final Report and best practices as identified by the list below:

• United States Supreme Court



- US Court for the Southern and Northern Districts of Ohio
- US 6th/7th/9th Circuit Courts of Appeals
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UCPD's Use of Force Policy details the departmental investigation and review process following a Use of Force on pages 24-33 (see attached Use of Force Policy). The Use of Force and DFPP Policies have been sent to the UC Office of General Counsel for review. It is anticipated that the policies will be disseminated and trained on during Quarter 3 and ready for assessment by Exiger in Q4. At the time of the policies' implementation, they will be posted on the Department of Public Safety and Office of Safety and Reform websites.

As required in Rec. 3.1.B, both the Use of Force and Firearms Discharge Policies emphasize that the UCPD respects the value of every human life, and that the sanctity of human life shall guide all training, leadership and procedures for the UCPD as well as guide officers in the use of force. The Firearms Discharge Policy specifically states, "the goal of any use of force is to de-escalate any situation, and only the minimal amount of force necessary should be used to overcome an immediate threat or to effect an arrest" (pg. 2). The Use of Force Policy specifically emphasizes using non-escalation and de-escalation techniques (page 6) to gain compliance from a subject. The Use of Force Policy emphasizes the immense power that comes with the authority to carry and use firearms (page 2). In regards to using deadly force, the Use of Force policy states that, "officers may use deadly force when the officer reasonably believes that the action is in defense of human life, including the officer's own life, or in defense of any person in imminent danger of serious physical injury." The DPPF policy also emphasizes that an officer is not justified in using deadly force at any point in time when there is no longer an objectively reasonable belief that the suspect is dangerous, even if deadly force would have been justified at an earlier point in time (page 2).

Continuing with other portions of Rec 3.1.B, page 3 of the DPFF policy states, "If possible, the officer will give verbal warning before using the firearm." Page 2 of the UOF policy prohibits officers from discharging their weapon "when doing so might unnecessarily endanger bystanders." Regarding Use of Force, page 6 states, "Officers should be mindful when making use of force decisions that subjects may be physically or mentally incapable of responding to police commands due to a variety of circumstances including but not limited to alcohol or drugs, mental impairment, medical conditions, or language and cultural barriers." After discharging a firearm



or using force, officers are required to provide or seek medical assistance for the subject (page 3 of DPFF policy, page 8 UOF policy). Page 8 of the UOF policy also requires appropriate respect from the officer in cases of obvious fatalities (page 8 UOF policy). Finally, page 7 of the Use of Force policy states that officers who witness inappropriate or excessive force have a duty to report such violations to a supervisor.

In regards to Rec. 3.1.C, "Objectively Reasonable" is defined on page 10 of the Use of Force policy; Active resistance is defined on page 4 of the Use of Force policy; Passive Resistance is defined on page 10 of the Use of Force Policy; and Serious Bodily Injury is defined on page 11 of the Use of Force Policy. In addition those specific definitions, many others are included such as Actively Resisting Arrest, Deadly Force, Escorting, and Exigent circumstances. These definitions are consistent with best practices in the industry, as identified by the list of resources above.

In regards to Rec. 3.1.D, the new Use of Force Policy contains a critical decision making model, based on best practices in law enforcement (page 3). It is clear that this policy promotes deescalation and emphasizes officers utilize only the minimal amount of force necessary to gain compliance (page 6). Additionally, the Firearms Discharge Policy specifically states, "the goal of any use of force is to de-escalate any situation, and only the minimal amount of force necessary should be used to overcome an immediate threat or to effect an arrest" (pg. 2).

Data Reviewed

- 1. Use of Force Policy (SOP 7.1.100)
- 2. Discharging of Firearms by Police Personnel Policy (SOP 7.3.100)

Current Assessment of Compliance

DW - Determination Withheld

The Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated to UCPD and the Office of Safety and Reform. The Monitor's concerns were generally related to the organization of the policy, some of the specific wording of the policy, and some terms that lacked definition. In addition, the issue of In Custody Deaths (ICDs are those instances where a person in the care of law enforcement dies with the question of whether the death was in any way related to a Use of Force needing to be resolved) was not addressed in the policy.

Commendably, in response to our discussion with the UCPD and OSR, an ad hoc team was created including UCPD command staff, the Organizational Development Coordinator (ODC) and a member of the Monitoring Team to address the Monitor's concerns and finalize the policies. Because the policies are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor has withheld its determination of compliance.

Next Review



DATE: June 30, 2017

REC. REF. NO.: 3.2.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's current use of force policies fail to list specific prohibitions relative to the use of deadly force by a sworn member of UCPD.

Exiger Recommendation ("ER")

The following prohibitions should be added to the revised SOP:

- a. Police officers shall not draw their firearms unless they reasonably believe there to be an immediate threat of serious bodily injury or death to themselves or another person exists.
- b. Police officers shall not discharge their firearms in defense of property.
- c. Police officers shall not use a firearm as a club.
- d. Police officers shall not fire warning shots under any circumstances.
- e. Police officers shall ensure their actions do not precipitate the use of deadly force by placing themselves or others in jeopardy by taking unnecessary, overly aggressive, or improper actions. It is often a tactically superior police procedure to withdraw, take cover or reposition, rather than the immediate use of force.
- f. Police officers shall not discharge their firearms to subdue a fleeing individual who presents no immediate threat of death or serious physical injury to another person.
- g. Police officers shall not discharge their firearms to subdue an individual who poses a threat only to him or herself.
- h. Police officers shall not discharge their firearms from a moving vehicle unless the officers are being fired upon. Shooting accurately from a moving vehicle is extremely difficult and therefore, unlikely to successfully stop a threat of another person.
- i. Police officers shall not discharge their firearms at a moving vehicle unless a person in the vehicle is immediately threatening the officer or another person with deadly force by means other than the vehicle (e.g., officers or civilians are being fired upon by the occupants of the vehicle).
- j. A moving vehicle alone shall not presumptively constitute a threat that justifies an officer's use of deadly force.
- k. Officers should not move into or remain in the path of a moving vehicle, and doing so is not justification for discharging a firearm at the vehicle or any of its occupants. An officer in the path of an approaching vehicle shall attempt to move to a position of safety rather than discharging a firearm at the vehicle.
- 1. Officers should never place themselves or another person in jeopardy in an attempt to stop a vehicle.



- m. Barring exigent circumstances, (e.g., the driver is unconscious and the motor is still running), an officer shall never reach into an occupied vehicle in an attempt to shut off the engine or to recover evidence.
- n. Police officers with revolvers shall not under any circumstances cock a firearm. Firearms must be fired double-action at all times.

MADC Definition of Compliance

Compliance with this provision will be achieved when the following is found:

- 1. UCPD implements a new use of force policy.
- 2. The new use of force policy reflects best practices.
- 3. UCPD's use of force policy contains the following provisions:
 - a. Police officers shall not draw their firearms unless they reasonably believe there to be an immediate threat of serious bodily injury or death to themselves or another person exists.
 - b. Police officers shall not discharge their firearms in defense of property.
 - c. Police officers shall not use a firearm as a club.
 - d. Police officers shall not fire warning shots under any circumstances.
 - e. Police officers shall ensure their actions do not precipitate the use of deadly force by placing themselves or others in jeopardy by taking unnecessary, overly aggressive, or improper actions. It is often a tactically superior police procedure to withdraw, take cover or reposition, rather than the immediate use of force.
 - f. Police officers shall not discharge their firearms to subdue a fleeing individual who presents no immediate threat of death or serious physical injury to another person.
 - g. Police officers shall not discharge their firearms to subdue an individual who poses a threat only to him or herself.
 - h. Police officers shall not discharge their firearms from a moving vehicle unless the officers are being fired upon. Shooting accurately from a moving vehicle is extremely difficult and therefore, unlikely to successfully stop a threat of another person.
 - i. Police officers shall not discharge their firearms at a moving vehicle unless a person in the vehicle is immediately threatening the officer or another person with deadly force by means other than the vehicle (e.g., officers or civilians are being fired upon by the occupants of the vehicle).
 - j. A moving vehicle alone shall not presumptively constitute a threat that justifies an officer's use of deadly force.
 - k. Officers should not move into or remain in the path of a moving vehicle, and doing so is not justification for discharging a firearm at the vehicle or any of its occupants. An officer in the path of an approaching vehicle shall attempt to move to a position of safety rather than discharging a firearm at the vehicle.
 - 1. Officers should never place themselves or another person in jeopardy in an attempt to stop a vehicle.



- m. Barring exigent circumstances, (e.g., the driver is unconscious and the motor is still running), an officer shall never reach into an occupied vehicle in an attempt to shut off the engine or to recover evidence.
- n. Police officers with revolvers shall not under any circumstances cock a firearm. Firearms must be fired double-action at all times.
- 4. UCPD's use of force policy reflects the current best practices and makes clear that the goal of force is to de-escalate any situation, and that only the minimal amount of force necessary should be used to overcome an immediate threat or to effectuate an arrest.

UCPD Proffer of Compliance

"For Rec.3.2.A, the Discharging of Firearms by Police Personnel (DFPP) Policy governs the use of Fire Arms as an officer's use of force. Note that this policy is separate from the Use of Force Policy, SOP 7.1.100. Both newly created policies are used to address this recommendation. The UCPD rationale for the separation of these policies is provided in the proffer of compliance for Recommendations 1.6.A, 1.6.B, 3.1.A, 3.1.B, 3.1.C, 3.1.D (DR 0066).

Each specific point for point 3 of this recommendation, can be found on the following pages:

- a) DFPP Policy, page 2-3
- b) DFPP Policy, page 4
- c) DFPP Policy, page 4
- d) DFPP Policy, page 3
- e) Use of Force Policy, page 7
- f) DFPP Policy, page 3
- g) DFPP Policy, page 3
- h) DFPP Policy, page 4
- i) DFPP Policy, page 4
- j) DFPP Policy, page 4
- k) DFPP Policy, page 4
- l) Added to traffic stops policy which is scheduled for assessment in Q3.
- m) Added to traffic stops policy which is scheduled for assessment in Q3.
- n) DFPP Policy, page 4

Finally, both the Use of Force policy and the DFPP policy reflect best practices and emphasize that the goal of use of force is to de-escalate any situation and to only use the minimal amount of force necessary to overcome an immediate threat or effectuate an arrest (page 2 of DFPP policy and page 5 of Use of Force policy)."

Data Reviewed

- 1. Use of Force Policy (SOP 7.1.100)
- 2. Discharging of Firearms by Police Personnel Policy (SOP 7.3.100)



Current Assessment of Compliance

DW - Determination Withheld

The Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated directly to the Office of Safety and Reform (OSR) and UCPD which will be addressed in upcoming revisions. The Monitor continues to be concerned about the use of two separate policies covering Use of Force and the discharge of firearms for a variety of reasons.

Commendably, in response to our discussion with the UCPD and OSR, an ad hoc team was created including UCPD command staff, the Organizational Development Coordinator (ODC) and a member of the Monitoring Team to address the Monitor's concerns and finalize the policies. Because the policies are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor has withheld its determination of compliance.

Next Review



DATE: June 30, 2017

REC. REF. NO.: 3.3.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not have a clear policy statement governing the use of less lethal weapons.

Exiger Recommendation ("ER")

A clear policy statement governing the use of less-lethal weapons should be included in the revised use of force policy.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD creates a clear policy statement governing the use of less-lethal weapons;
- 2) This policy is widely distributed to UCPD officers; and
- 3) This policy complies with best practices in the industry.

UCPD Proffer of Compliance

There is now one Use of Force policy which includes all less-lethal weapons, such as ECDs (SOP 7.1.100). Note that there is still a separate policy which governs the use of firearm force. This policy will be widely distributed to UCPD officers in Quarter 3 (after approval from UC's Office of General Counsel). It is based on best practices in the industry, as identified by the following:

- United States Supreme Court
- US Court for the Southern and Northern Districts of Ohio
- US 6th/7th/9th Circuit Courts of Appeals
- Ohio Supreme Court
- OPOTA
- Cincinnati Police Department (many key definitions are from here as they have already been vetted for appropriateness by both Fed Court and DOJ)
- CPD Collaborative Agreement and MOU
- IACP
- PERF
- IACLEA
- Taser Instructor's Manuals
- Force Science Institute
- Caliber Press

¹ Please note that although the Exiger Report and recommendations refer to CEDs, the UCPD Use of Force policy refers to this equipment as an Electronic Control Device (ECD). Either term is acceptable.



• A cross section of variously sized and located PDs across the US to gauge best practices

This Use of Force policy defines Activation, Air Cartridge, Confetti Tags, Cycle, Display, Drive Stun, Duration, CED, Laser Painting, Probes, Resistance, Active Resistance, Passive Resistance, Serious Bodily Injury, and Spark Test (pages 8 through 11 of Use of Force Policy). All definitions are based on best practices in the industry. Probe mode is not defined in this policy as it does not apply to the ECD model the UCPD purchased. Arcing is also not defined in the policy because of the design of the single cartridge ECD model the UCPD purchased. In order to arc this device, the cartridge must be removed, or a live cartridge can be discharged, when arcing, unless in direct contact with an individual's skin or clothing, whereas the duel cartridge Taser X2 has a switch that will allow the user to arc the device with a cartridge in the discharge port. This will allow for a drive-stun after one cartridge has been deployed and a second cartridge still in the discharge port, without deploying the second cartridge. The UCPD does not intend to allow arcing as a UOF compliance tactic because of the potential for accidental discharges and therefore it is not included in the policy.

In accordance with Recommendation 3.3.C, the Use of Force Policy contains the specific governance for all ECDs. A ECD is listed as a type of less-lethal force, page 5 of policy. Page 16 states ECDs should only be used against subjects who are actively physically resisting, exhibiting active physical aggression, or to prevent individuals from physically injuring themselves or other person(s) actually present. Page 11 indicates "The ECD/TASER should only be used in situations that allow for the use of physical force may be used." The policy requires officers to issue an appropriate warning, consistent with personal safety, to the intended subject and other officers present prior to discharging the ECD (page 16). Page 17 requires that when a ECD is used against a subject it shall be for one standard discharge cycle, after which the officer should reassess the situation. It also states that only the minimum number of cycles necessary should be used. Page 11 of the Use of Force policy described the target area for ECD deployment, stating the back is the preferred target. Page 16 also states ECDs should not be used on children, individuals over the age of 70, pregnant females, or those who are operating a vehicle or other moving device.

Finally, in accordance with Recommendation 10.1.B, all officers will soon be trained on the Use of Force Policy and ECDs, which is a necessary precursor to the re-deployment of ECDs to officers. The policy provides clear guidance on the use of ECDs, on pages 15 to 18. It is estimated this policy will be disseminated and trained on in Quarter 3, after it is approved by OGC. It should be ready for assessment by Exiger in Q4.

Data Reviewed

- 1. Use of Force Policy (SOP 7.1.100)
- 2. Discharging of Firearms by Police Personnel Policy (SOP 7.3.100)

Current Assessment of Compliance

DW - Determination Withheld



The Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated to the Office of Safety and Reform (OSR) and UCPD and which will be addressed in upcoming revisions. Specifically, the policy as it relates to less-lethal weapons also needs revising.

Commendably, in response to our discussion with the UCPD and OSR, an ad hoc team was created including UCPD command staff, the Organizational Development Coordinator (ODC) and a member of the Monitoring Team to address the Monitor's concerns and finalize the policies. Because the policies are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor has withheld its determination of compliance.

Next Review



DATE: June 30, 2017

REC. REF. NO.: 3.3.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not have a clear policy statement governing the use of less lethal weapons.

Exiger Recommendation ("ER")

The following definitions should be included in the revised policy to further enhance clarity: Arcing, Activation, Air Cartridge, Confetti Tags, Cycle, Display, Drive Stun, Duration, CED, Laser Painting, Probes, Probe Mode, Resistance, Active Resistance, Passive Resistance, Serious Bodily Injury, and Spark Test.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD implements a revised policy governing the use of less lethal force;
- 2) The new explicitly defines Arcing, Activation, Air Cartridge, Confetti Tags, Cycle, Display, Drive Stun, Duration, CED, Laser Painting, Probes, Probe Mode, Resistance, Active Resistance, Passive Resistance, Serious Bodily Injury, and Spark Test;
- 3) The definitions are consistent with best practices in the industry.

UCPD Proffer of Compliance

"There is now one Use of Force policy which includes all less-lethal weapons, such as ECDs (SOP 7.1.100). Note that there is still a separate policy which governs the use of firearm force. This policy will be widely distributed to UCPD officers in Quarter 3 (after approval from UC's Office of General Counsel). It is based on best practices in the industry, as identified by the following:

- United States Supreme Court
- US Court for the Southern and Northern Districts of Ohio
- US 6th/7th/9th Circuit Courts of Appeals
- Ohio Supreme Court
- OPOTA
- Cincinnati Police Department (many key definitions are from here as they have already been vetted for appropriateness by both Fed Court and DOJ)
- *CPD Collaborative Agreement and MOU*
- IACP
- PERF
- IACLEA

¹ Please note that although the Exiger Report and recommendations refer to CEDs, the UCPD Use of Force policy refers to this equipment as an Electronic Control Device (ECD).



- Taser Instructor's Manuals
- Force Science Institute
- Caliber Press
- A cross section of variously sized and located PDs across the US to gauge best practices

This Use of Force policy defines Activation, Air Cartridge, Confetti Tags, Cycle, Display, Drive Stun, Duration, CED, Laser Painting, Probes, Resistance, Active Resistance, Passive Resistance, Serious Bodily Injury, and Spark Test (pages 8 through 11 of Use of Force Policy). All definitions are based on best practices in the industry. Probe mode is not defined in this policy as it does not apply to the ECD model the UCPD purchased. Arcing is also not defined in the policy because of the design of the single cartridge ECD model the UCPD purchased. In order to arc this device, the cartridge must be removed, or a live cartridge can be discharged, when arcing, unless in direct contact with an individual's skin or clothing, whereas the duel cartridge Taser X2 has a switch that will allow the user to arc the device with a cartridge in the discharge port. This will allow for a drive-stun after one cartridge has been deployed and a second cartridge still in the discharge port, without deploying the second cartridge. The UCPD does not intend to allow arcing as a UOF compliance tactic because of the potential for accidental discharges and therefore it is not included in the policy.

In accordance with Recommendation 3.3.C, the Use of Force Policy contains the specific governance for all ECDs. A ECD is listed as a type of less-lethal force, page 5 of policy. Page 16 states ECDs should only be used against subjects who are actively physically resisting, exhibiting active physical aggression, or to prevent individuals from physically injuring themselves or other person(s) actually present. Page 11 indicates "The ECD/TASER should only be used in situations that allow for the use of physical force may be used." The policy requires officers to issue an appropriate warning, consistent with personal safety, to the intended subject and other officers present prior to discharging the ECD (page 16). Page 17 requires that when a ECD is used against a subject it shall be for one standard discharge cycle, after which the officer should reassess the situation. It also states that only the minimum number of cycles necessary should be used. Page 11 of the Use of Force policy described the target area for ECD deployment, stating the back is the preferred target. Page 16 also states ECDs should not be used on children, individuals over the age of 70, pregnant females, or those who are operating a vehicle or other moving device.

Finally, in accordance with Recommendation 10.1.B, all officers will soon be trained on the Use of Force Policy and ECDs, which is a necessary precursor to the re-deployment of ECDs to officers. The policy provides clear guidance on the use of ECDs, on pages 15 to 18. It is estimated this policy will be disseminated and trained on in Quarter 3, after it is approved by OGC. It should be ready for assessment by Exiger in Q4."

Data Reviewed

- 1. Use of Force Policy (SOP 7.1.100)
- 2. Discharging of Firearms by Police Personnel Policy (SOP 7.3.100)



Current Assessment of Compliance

DW - Determination Withheld

The Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated to the Office of Safety and Reform (OSR) and UCPD and which will be addressed in upcoming revisions. Specifically, the policy as it relates to less-lethal weapons also needs revising.

Commendably, in response to our discussion with the UCPD and OSR, an ad hoc team was created including UCPD command staff, the Organizational Development Coordinator (ODC) and a member of the Monitoring Team to address the Monitor's concerns and finalize the policies. Because the policies are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor has withheld its determination of compliance.

Next Review



DATE: June 30, 2017

REC. REF. NO.: 3.3.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not have a clear policy statement governing the use of less lethal weapons.

Exiger Recommendation ("ER")

A clear policy statement governing the use of Conducted Energy Devices (CEDs) should be included in the revised use of less-lethal weapons policy, and should include the following:

- a. A CED is classified as a less-lethal device. A CED is intended to provide a greater margin of safety for officers who might otherwise be forced to physically subdue a dangerous subject or as an alternative to deadly physical force where it would be otherwise legally permissible.
- b. A CED should only be used against persons who are actively physically resisting, exhibiting active physical aggression, or to prevent individuals from physically injuring themselves or other person(s) actually present.
- c. A CED should only be used in situations that allow for the use of physical force.
- d. Officers should issue an appropriate warning, consistent with personal safety, to the intended subject and other officers present prior to discharging the CED.
- e. When a CED is used against a subject it shall be for one standard discharge cycle, after which the officer should reassess the situation. Only the minimum number of cycles necessary should be used.
- f. When practical, the CED should be discharged at the subject's back, and avoid discharging it at an individual's head, neck, and chest.
- g. When possible, the CED should not be used on children, the elderly, obviously pregnant females, or against subjects operating or riding on any moving device or vehicle.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD institutes a clear policy statement governing the use of Conducted Energy Devices (CEDs) which appears in the revised use of less-lethal weapons policy;
- 2) UCPD widely distributes this statement to all UCPD officers;
- 3) This statement is consistent with best practices in the industry; and includes the following:
 - a. A CED is classified as a less-lethal device. A CED is intended to provide a greater margin of safety for officers who might otherwise be forced to physically subdue a



- dangerous subject or as an alternative to deadly physical force where it would be otherwise legally permissible.
- b. A CED should only be used against persons who are actively physically resisting, exhibiting active physical aggression, or to prevent individuals from physically injuring themselves or other person(s) actually present.
- c. A CED should only be used in situations that allow for the use of physical force.
- d. Officers should issue an appropriate warning, consistent with personal safety, to the intended subject and other officers present prior to discharging the CED.
- e. When a CED is used against a subject it shall be for one standard discharge cycle, after which the officer should reassess the situation. Only the minimum number of cycles necessary should be used.
- f. When practical, the CED should be discharged at the subject's back, and avoid discharging it at an individual's head, neck, and chest.
- g. When possible, the CED should not be used on children, the elderly, obviously pregnant females, or against subjects operating or riding on any moving device or vehicle.

UCPD Proffer of Compliance

"There is now one Use of Force policy which includes all less-lethal weapons, such as ECDs (SOP 7.1.100). Note that there is still a separate policy which governs the use of firearm force. This policy will be widely distributed to UCPD officers in Quarter 3 (after approval from UC's Office of General Counsel). It is based on best practices in the industry, as identified by the following:

- United States Supreme Court
- US Court for the Southern and Northern Districts of Ohio
- US 6th/7th/9th Circuit Courts of Appeals
- Ohio Supreme Court
- OPOTA
- Cincinnati Police Department (many key definitions are from here as they have already been vetted for appropriateness by both Fed Court and DOJ)
- CPD Collaborative Agreement and MOU
- IACP
- PERF
- IACLEA
- Taser Instructor's Manuals
- Force Science Institute
- Caliber Press
- A cross section of variously sized and located PDs across the US to gauge best practices

This Use of Force policy defines Activation, Air Cartridge, Confetti Tags, Cycle, Display, Drive Stun, Duration, CED, Laser Painting, Probes, Resistance, Active Resistance, Passive Resistance,

¹ Please note that although the Exiger Report and recommendations refer to CEDs, the UCPD Use of Force policy refers to this equipment as an Electronic Control Device (ECD).



Serious Bodily Injury, and Spark Test (pages 8 through 11 of Use of Force Policy). All definitions are based on best practices in the industry. Probe mode is not defined in this policy as it does not apply to the ECD model the UCPD purchased. Arcing is also not defined in the policy because of the design of the single cartridge ECD model the UCPD purchased. In order to arc this device, the cartridge must be removed, or a live cartridge can be discharged, when arcing, unless in direct contact with an individual's skin or clothing, whereas the duel cartridge Taser X2 has a switch that will allow the user to arc the device with a cartridge in the discharge port. This will allow for a drive-stun after one cartridge has been deployed and a second cartridge still in the discharge port, without deploying the second cartridge. The UCPD does not intend to allow arcing as a UOF compliance tactic because of the potential for accidental discharges and therefore it is not included in the policy.

In accordance with Recommendation 3.3.C, the Use of Force Policy contains the specific governance for all ECDs. A ECD is listed as a type of less-lethal force, page 5 of policy. Page 16 states ECDs should only be used against subjects who are actively physically resisting, exhibiting active physical aggression, or to prevent individuals from physically injuring themselves or other person(s) actually present. Page 11 indicates "The ECD/TASER should only be used in situations that allow for the use of physical force may be used." The policy requires officers to issue an appropriate warning, consistent with personal safety, to the intended subject and other officers present prior to discharging the ECD (page 16). Page 17 requires that when a ECD is used against a subject it shall be for one standard discharge cycle, after which the officer should reassess the situation. It also states that only the minimum number of cycles necessary should be used. Page 11 of the Use of Force policy described the target area for ECD deployment, stating the back is the preferred target. Page 16 also states ECDs should not be used on children, individuals over the age of 70, pregnant females, or those who are operating a vehicle or other moving device.

Finally, in accordance with Recommendation 10.1.B, all officers will soon be trained on the Use of Force Policy and ECDs, which is a necessary precursor to the re-deployment of ECDs to officers. The policy provides clear guidance on the use of ECDs, on pages 15 to 18. It is estimated this policy will be disseminated and trained on in Quarter 3, after it is approved by OGC. It should be ready for assessment by Exiger in Q4."

Data Reviewed

- 1. Use of Force Policy (SOP 7.1.100)
- 2. Discharging of Firearms by Police Personnel Policy (SOP 7.3.100)

Current Assessment of Compliance

DW - Determination Withheld

The Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated to the Office of Safety and Reform (OSR) and UCPD and which will be addressed in upcoming revisions. Specifically, the policy as it relates to less-lethal weapons also needs revising.



Commendably, in response to our discussion with the UCPD and OSR, an ad hoc team was created including UCPD command staff, the Organizational Development Coordinator (ODC) and a member of the Monitoring Team to address the Monitor's concerns and finalize the policies. Because the policies are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor has withheld its determination of compliance.

Next Review



DATE: June 30, 2017

REC. REF. NO.: 3.4.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not have a clear policy statement governing the use of less lethal weapons.

Exiger Recommendation ("ER")

UCPD should consider banning the use of the Kubotan. A University police department does not need this device.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD gives meaningful consideration to banning the use of the Kubotan by any of its personnel; and
- 2) UCPD bans the use of the Kubotan by any of its personnel, unless there is a compelling reason not to.

UCPD Proffer of Compliance

"Page 13 of the Use of Force policy specifically states, "Officers are expressly prohibited from carrying and /or using a KUBOTAN."

Data Reviewed

Use of Force Policy (SOP 7.1.100)

Current Assessment of Compliance



Partial Compliance

While the Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated to the UCPD and will be addressed in upcoming revisions, the policy does specifically ban the use of the Kubaton. While dissemination and training of this policy will be tested and assessed under ER 3.1.A and 3.7.A respectively, the Monitor found the UCPD in partial compliance with ER 3.4.A during this reporting period and will again assess compliance upon final publication of the revised policy.

Next Review



DATE: July 12, 2017

REC. REF. NO.: 3.6.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD lacks a clearly defined method of investigating uses of force by its members.

Exiger Recommendation ("ER")

UCPD should establish a protocol for the timely review of every use of force to determine the appropriateness of such use of force from an administrative point of view and whether or not further investigation, including potential criminal investigation, or discipline is appropriate.

MADC Definition of Compliance

Compliance with this provision will be achieved when the following is found:

- 1. UCPD has created protocols for the timely review of every use of force incident.
- 2. UCPD has a thorough and focused review process which will determine whether criminal investigation or discipline is appropriate.

Note Training component is covered in 3.6.B

UCPD Proffer of Compliance

"The newly created Use of Force Policy contains extensive guidelines for the timely review of each use of force incident by a UCPD officer. Page 23 includes a description of the reporting requirement for each type of use of force. Additionally, the policy describes all supervisory investigative responsibilities and processes for a use of force on pages 24 to 28. For a firearm-related use of force, the Discharge of Firearms by Police Personnel Policy describes the review process on pages 4 to 13 of this policy, and covers all types of firearm-related use of force review procedures. The results of the investigative process will determine whether criminal investigation or discipline of the officer is appropriate for the incident in question based on whether his or her actions were consistent with legal standards and the critical decision-making model."

Data Reviewed

Use of Force Policy, SOP 7.1.100 Discharge of Firearms by Police Personnel, SOP 7.3.100 Use of Force Investigation #UF-17-001 including supplemental report, dated May 24, 2017

Prior Assessment of Compliance



DW Determination Withheld

During Q1, ending March 31, 2107, the Monitor reviewed the one and only Use of Force ("UOF") incident and related investigation that has occurred since Jan 1, 2017. Because the Methodologies to Aid in the Determination of Compliance ("MADC") for this ER had not yet been discussed or agreed upon, nor had the applicable policies been finalized and submitted for review the Monitor withheld its determination of compliance for Q1 and reported it would finalize a determination of compliance in Q2, for the period ending June 30, 2017.

Current Assessment of Compliance



Partial Compliance

During Q2, the UCPD submitted a supplemental report to the above mentioned UOF incident to address specific qualitative issues that had been communicated to the UCPD. No additional UOF incidents have occurred. During discussions related to those qualitative issues, the Monitor and the UCPD agreed to the below additional verbiage to further clarify the MADC Definition of Compliance:

"Compliance with this recommendation will be achieved through an assessment of quality and timeliness of Use of Force investigations concluded within the quarter. A timely investigation is one that, absent extenuating circumstances, is concluded within 90 days of the event, with the initial review occurring within 14 days from the date of the incident.

A quality investigation is one that is complete - identifies and explains the all supervisors with respect to post-incident response and conduct at the scene during the incident; includes a canvass of the scene to locate witnesses where appropriate; contains all appropriate interviews and evidence, or, if evidence is missing, an explanation of why the evidence is missing; addresses any inconsistent information; articulates the legal/policy basis for the officer's action; and, addresses any concerns raised regarding training, policy, or tactics.

Additionally, if during the course of any use of force or complaint investigation, the investigating officer has reason to believe that misconduct may have occurred other than that alleged by the complainant, the alleged victim of misconduct, or the triggering use of force, the investigating officer must notify a supervisor, and an additional Complaint investigation of the additional misconduct issue shall be conducted.

The training component of this ER is covered and will be assessed in connection with ER 3.6.B."

Summary of Use of Force and Investigation

The UOF incident reviewed occurred on January 1, 2017. While assisting Cincinnati Police Department officers at the termination of a pursuit of a stolen vehicle, a UCPD officer drew his



firearm to cover a suspect and the vehicle occupants. The investigation into this incident was conducted appropriately and pursuant to the draft policy which is currently undergoing some revision. The action taken by the UCPD officer as described in the report, was found to be reasonable, appropriate and consistent with best practices. While the Monitor appreciates the extra transparency in reporting this action (drawing a firearm for cover) the Monitor notes that the new UOF policy no longer considers this a use of force. While the Monitor has no issue with removing the unholstering of a weapon from reportable Uses of Force, the Monitor does believe the UCPD should continue to require UCPD officers to report the drawing of a firearm and should separately track such actions.

Commendably, the UCPD investigation into the instant Use of Force recognized an issue related to the officer's failure to activate his Body Worn Camera ("BWC"), resulting in a failure to capture the incident. The investigation of the issues relative to the failure to activate the BWC was treated as part of the Use of Force Investigation. The Monitor believes that the failure to activate the camera should have been treated as an internal complaint and gone through the process of a complaint investigation and will expect that such collateral investigations be separated out in the future. Because of the resolution of this incident as part of the Use of Force investigation and the notification to the involved officer of the disposition of the investigation, we are not requiring the filing of a complaint for this incident in order to achieve compliance. It should be noted that the UCPD agrees with the Monitor and is currently working towards addressing this issue in both the UOF and Complaint policies.

We do, however, have questions about the disposition and the degree of seriousness with which the failure to activate the camera was treated. Although the Monitor will only comment on penalties assessed by the Chief of Police in cases of "abuse of discretion", we will collaborate with UCPD in thinking through the question of appropriate penalties in similar cases going forward. While the officer indicated the reason was due to the stress of the felony traffic stop and that it was not intentional, the Monitor has had discussions with the UCPD and OSR as to whether a zero tolerance policy for failure to activate, when time and circumstances reasonably permit, would be appropriate.

In sum, the Monitor's review of the investigation combined with the supplemental report found that it adequately addressed the officer's actions leading up to and including the incident, and appropriately determined that the officer acted in accordance with UCPD policy with regard to the firearm display. However, as indicated, the Monitor considers the classification and disposition of what the Monitor believes is a serious violation of UCPD's policy, to require further collaboration which will occur during the development process of UCPD's disciplinary matrix.

UOF Investigations Policies Review

While the Monitor's review of the UCPD's Use of Force (UOF) policies identified several concerns that were communicated to the UCPD and will be addressed in upcoming revisions, the policy does include UOF reporting and notification requirements; requires that the UOF investigation be completed in a timely manner (within 7 days); and, contains some qualitative requirements such as interviewing witnesses and collecting evidence. The new policy will provide



for a unified internal investigation number that will cover both the Use of Force investigation and the investigation of any complaint arising from the incident. Each complaint will be categorized according to a soon to be developed matrix and will be disposed of with an authorized disposition.

While we will review the final policy and complaint categorization matrix in the next quarter, the Monitor finds the UCPD in partial compliance with ER 3.6.A during this reporting period because of the handling of the single UOF during this reporting period. Full compliance with this ER will be achieved when the UOF policy relative to investigations of uses of force is finalized and found to be compliant. This partial compliance is not an indication of approval of the disposition of the associated policy violation (failure to activate the BWC), which will be reviewed in conjunction with the complaint policy and disciplinary matrix expected next quarter.

Next Review

The Monitor will review all uses of force that occur on an ongoing basis and will again review ER 3.6.A in Q3, ending September 30, 2017.



DATE: APRIL 10, 2017

REC. REF. NO.: 3.6.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD lacks a clearly defined method of investigating uses of force by its members.

Exiger Recommendation ("ER")

UCPD should establish a protocol for the timely review of every use of force to determine the appropriateness of such use of force from an administrative point of view and whether or not further investigation, including potential criminal investigation, or discipline is appropriate.

MADC Definition of Compliance

Compliance with this recommendation will be achieved through an assessment of quality and timeliness of Use of Force investigations concluded within the quarter. A timely investigation is one that, absent extenuating circumstances, is concluded within 90 days of the event, with the initial review occurring within 14 days from the date of the incident.

A quality investigation is one that is complete - identifies and explains all supervisors with respect to post-incident response and conduct at the scene during the incident; includes a canvass of the scene to locate witnesses where appropriate; contains all appropriate interviews and evidence, or, if evidence is missing, an explanation of why the evidence is missing; addresses any inconsistent information; articulates the legal/policy basis for the officer's action; and, addresses any concerns raised regarding training, policy, or tactics.

Additionally, if during the course of any use of force or complaint investigation, the investigating officer has reason to believe that misconduct may have occurred other than that alleged by the complainant, the alleged victim of misconduct, or the triggering use of force, the investigating officer must notify a supervisor, and an additional Complaint investigation of the additional misconduct issue shall be conducted.

UCPD Proffer of Compliance

N/A

Attachments

The data reviewed is available in the UCPD Document Repository #0004.

Data Reviewed

Use of Force Report and Investigation Summary No. UF-17-001



Current Assessment of Compliance

DW Determination Withheld

While the Monitor reviewed the one UOF incident and related investigation that occurred on Jan 1, 2017 which was submitted to the Monitor in Quarter 1 ("Q1"), the Monitor is withholding its determination of compliance for this reporting period because the Methodologies to Aid in the Determination of Compliance ("MADC") for this ER had not yet been discussed or agreed upon, nor had the applicable policies been finalized and submitted for review. Therefore, the Monitor's final determination of compliance will be included in the next quarterly report for the period ending in Q2.

During Q2, the Monitor will discuss with the UCPD, the specific definitions of compliance contained in the MADC and will assess this ER to include the aforementioned incident along with any others that occur during Q2. In assessing all UOF incidents, the Monitor will determine the reasonableness and appropriateness of the officer's actions and whether or not anything within the UOF rises to the level of potential misconduct necessitating the initiation of an internal complaint. The Monitor will conduct its review based on the details contained in the reports, along with the statements of all involved parties (officers, witnesses, and supervisors). The Monitor's review will also determine the adequacy of the UCPD's response to the UOF incident including the initial supervisory response to the scene, the overall quality of the investigation, and all remediation efforts associated with any policy violations and/or misconduct and the subsequent initiation of an internal complaint investigation.

Next Review

The Monitor will review all uses of force that occur on an ongoing basis.

-

¹ The UCPD did not schedule ER 3.6.A for Q1 as the applicable policies were not ready for submission.



DATE: June 30, 2017

REC. REF. NO.: 3.6.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD lacks a clearly defined method of investigating uses of force by its members.

Exiger Recommendation ("ER")

UCPD should allow CPD, or appropriate state agency, to conduct any criminal investigation in cases of use of force resulting in death, officer involved shootings resulting in serious injury or death, or in-custody deaths.

MADC Definition of Compliance

Compliance with this provision will be achieved when the following is found:

- 1. UCPD enacts policy to permit appropriate state or local law enforcement agency to conduct any criminal investigation in cases of use of force resulting in death, officer involved shootings resulting in serious injury or death, or in-custody deaths.
- 2. UCPD disseminates the policy/plan/procedures internally to include all appropriate UCPD personnel and integration into training.

UCPD Proffer of Compliance

"The UCPD Use of Force policy designates that at the direction of the Public Safety Director, an outside investigative entity (Cincinnati Police Department, Blue Ash Police Department, Clermont County Sheriff's Office, Hamilton County Sheriff's Office, Ohio State Highway Patrol, Ohio Bureau of Criminal Investigation) may be requested to respond and assist in or assume the investigative responsibility for all shots fired and death investigations involving police, and for other police incidents that cause serious injury or hospital admission to a subject (page 7, Use of Force Policy).

Page 24 of the Use of Force Policy states, "An outside investigative agency may be requested to respond for all shots fired and death investigations involving police, and for other serious injury incidents at the direction of the Public Safety Director. If requested, UCPD supervisory personnel will secure the scene(s) until the arrival of the investigating agency." Furthermore, for subjects who are seriously injured or admitted to the hospital, an outside investigative agency may conduct the investigation with the assistance of the UCPD when the serious injury is a result of the use of force (page 26, Use of Force policy).

The Use of Force Policy will be implemented once it is approved by UC's Office of General Counsel and UCPD personnel are trained on it (tentatively Quarter 4)."



Data Reviewed

Use of Force Policy, SOP 7.1.100 Discharge of Firearms by Police Personnel, SOP 7.3.100

Current Assessment of Compliance



Partial Compliance

While the Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated to the UCPD and will be addressed in upcoming revisions, both policies specifically state that the Director of Public Safety, may request an outside agency to respond and assist, or assume the investigative responsibility for all shots fired and death investigations involving police, and for other police incidents that cause serious injury or hospital admission to a subject.

While dissemination and training of this policy will be tested and assessed under ER 3.1.A and 3.7.A respectively, the Monitor found the UCPD in partial compliance with ER 3.4.A during this reporting period and will again assess compliance upon final publication of the revised policy.

Next Review

The Monitor will again assess compliance with this ER during Q3 for the period ending September 30, 3017.



DATE: June 30, 2017

REC. REF. NO.: 3.6.E

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD lacks a clearly defined method of investigating uses of force by its members.

Exiger Recommendation ("ER")

The identity of the officer(s) directly involved in the discharge of a firearm shall be released to the public within 72 hours, except in cases where threats have been made toward the officer(s) involved or the department.

MADC Definition of Compliance

Compliance with this provision will be achieved when the following is found:

- 1. UCPD implements the procedure to identify the officer(s) directly involved in the discharge of a firearm within 72 hours, except in cases where threats have been made toward the officer(s) involved or the department.
- 2. UCPD has appropriately disseminated the policy both internally and externally.

UCPD Proffer of Compliance

"This recommendation is specifically addressed on page 10 of the Discharge of Firearms by Police Personnel (DFPP) Policy. It says, "the identity of the officer(s) directly involved in the discharge of a firearm shall be released to the public within 72 hours, except in cases where threats have been made toward the officer(s) involved or the department." This policy is currently under OGC review and will be disseminated to UCPD personnel upon its approval."

Data Reviewed

Discharge of Firearms by Police Personnel, SOP 7.3.100

Current Assessment of Compliance



Partial Compliance

While the Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated to the UCPD and will be addressed in upcoming revisions, the policy specifically addresses this ER. While dissemination and training of this policy will be tested and assessed under ER 3.1.A and 3.7.A respectively, the Monitor found the UCPD in partial compliance with ER 3.6.E during this reporting period and will again assess compliance upon final publication of the revised policy.



<u>Next Review</u>
The Monitor will again assess compliance with this ER during Q3 for the period ending September 30, 3017.



DATE: June 30, 2017

REC. REF. NO.: 3.6.H

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD lacks a clearly defined method of investigating uses of force by its members.

Exiger Recommendation ("ER")

UCPD should make the findings of an Officer Involved Shooting (OIS) public upon completion of the investigation.

MADC Definition of Compliance

Compliance with this provision will be achieved when the following is found:

- 1. UCPD has a policy which includes the making of findings of an Officer Involved Shooting (OIS) public upon completion of the investigation.
- 2. Documentation demonstrating dissemination of policy/plan/procedures internally to include all appropriate UCPD personnel.

UCPD Proffer of Compliance

"The Internal Investigations and Complaints policy provides for making the findings of an Officer Involved Shooting public upon completion of the investigation in Subsection X, page 13 (see attached). The sign off sheets for Power DMS dissemination of this policy were uploaded under DR 007 (7.5.A). This provision is also included on page 13 of the Discharging of Firearms by Police Personnel Policy (also attached). This policy is currently under OGC review and will be disseminated to UCPD personnel upon its approval."

Data Reviewed

Internal Investigations and Complaints Policy
Discharge of Firearms by Police Personnel, SOP 7.3.100

Current Assessment of Compliance



Partial Compliance

While the Monitor's review of both the UCPD's Use of Force (UOF) and the Internal Investigations and Complaints policies identified several significant concerns that have been communicated to the UCPD and will be addressed in upcoming revisions, the policies do in fact specifically addresses this ER and provide for making the findings public.



While dissemination and training of this policy will be tested and assessed under ER 3.1.A and 3.7.A respectively, the Monitor found the UCPD in partial compliance with ER 3.6.H during this reporting period and will again assess compliance upon final publication of the revised policy.

Next Review

The Monitor will again assess compliance with this ER during Q3 for the period ending September 30, 3017.

Appendix 4 Review of Policies and Procedures



			202	17			20	18		2019				
	REPORT CARD MATRIX	Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
	Section 4 - Review of Policies	and	Pro	cedu	ıres									
4.1.A	Update policies and procedures to reflect campus law enforcement best practices, and assign ongoing responsibility for ensuring that they are kept current.					0				0				
4.1.B	Establish a policy and procedure review committee consisting of a cross section of the UCPD and appropriate University resources to assist in updating and developing critical policies and procedures.			0										
4.1.C	Work with the newly hired Organization Development Coordinator to fully implement the electronic document management software system.						0				0			
4.1.D	Provide the Coordinator with the resources and support necessary to meet the requirements of his position, and to implement a critical but challenging agenda.	•				0				0				
4.1.E	Establish a procedure for the review of policies and procedures by appropriate UC personnel including the Vice President for Safety and Reform and General Counsel or his/her designee.			0										
4.2.A	Establish adequate and consistent policies and procedures in several key critical areas including officer supervision and accountability, department transparency, effective diversity recruitment and essential goal setting to develop community trust and partnership.	NFE	-	-	-	1	-	-	-	1	1	•	-	
4.3.A	Rewrite Field Interrogations policy to require that stops be constitutional and based upon probable cause and reasonable suspicion criteria.													
4.3.B	Remove problematic verbiage such as "Persons not fitting the place, time or area."													
4.3.C	Clarify sections in the procedure on when an officer can conduct a "pat down" for officer safety.													
4.4.A	Rewrite the Trespass Warning to articulate tenets of Constitutional policing as the basis for initiating trespassing encounters and clearly articulate probable cause and reasonable suspicion.			0										



			202	17			20	18		2019				
	REPORT CARD MATRIX	Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
4.4.B	Remove contradictory language suggesting both that UC is "public property", yet, "under the laws of Ohio, UC has the right to forbid a person to come onto this property."			0										
4.5.A	Limit the number of off-duty hours officers can work to 20-30 hours in addition to their normal work week.													
4.5.B	Require UCPD approval of any collateral employment to prevent conflict of interests.													
4.6.A	Require that officers complete a police/public safety officers' bike course, and receive a certification prior to being allowed to deploy on a bicycle.	•				0								
4.7.A	Rewrite the Unlawful Assemblies policy to include a section on when student assemblies can/should be deemed unlawful.													
4.8.A	Rewrite the Plain Clothes Detail policy to address supervisory oversight, notification protocols (UCPD and CPD), when plain clothes details may be utilized and collateral issues to plain clothes deployment.													
4.9.A	Prohibit the use of Confidential Informants (CIs) except in extraordinary circumstances with clearance at the University reporting level.													
4.10.A	Rewrite the Gangs policy to focus on what specific behaviors constitute a constitutional stop or other law enforcement encounter with a gang member, and to clarify what constitutes gang activity, and how an individual becomes classified as a known gang member.													
4.11.A	Revise Active Shooter policy so that the section on tactical responses is consistent with Multi-Assault Counter-Terrorism Capability (MACTAC)					0				0				
4.12.A	Update Bomb Threats policy to incorporate the likely motivations of modern bomb threat callers and to ensure alignment with current realities of today's domestic and foreign terrorist bombers.													



				2017					2019				
REPORT CARD MATRIX		Q1: Jan- Mar	Q2: Apr- Jun	Jul-	Oct-	Jan-	Apr-	Jul-	Jan-	Q10: Apr-Jun		Q12: Oct- Dec	
4.13.A	Make Clery notifications for reportable only for Clery incidents, and make other crime data available on the University's website	•				0			0				
	Build out a dedicated Emergency Operations Center, designed to facilitate planning and response to both planned and unplanned events in coordination with other federal, state and local agencies.			0									



DATE: MARCH 31, 2017

REC. REF. NO.: 4.1.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD lacks an effective process for developing and managing new policies and procedures, and reviewing and updating existing ones.

Exiger Recommendation ("ER")

UCPD should update its policies and procedures to reflect campus law enforcement best practices, and assign ongoing responsibility for ensuring that they are kept current.

MADC Definition of Compliance

Compliance with this provision will be achieved when the UCPD develops a process to update its policies and procedures to reflect campus law enforcement best practices, and assigns ongoing responsibility for ensuring that they are kept current.

UCPD Proffer of Compliance

"The UCPD has hired and assigned their Organizational Development Coordinator (John DeJarnette) the responsibility of ensuring all policies and procedures are updated and in accordance to best practices in law enforcement. In Attachment #1, Organizational Development Coordinator Job Description, the Coordinator is specifically tasked with "Reviewing and designing/redesigning policies and procedures for conformity to accreditation standards." To this end, all UCPD policies and procedures are compared to the best practices as identified by IACLEA, IACP and other sources for best practices in policing. These policies and procedures include the critical areas mentioned in the Exiger Final Report, such as officer supervision and accountability, department transparency, effective diversity recruitment, and development of community trust and partnership.

The UCPD Organizational Development Coordinator and Chief of Police are in the process of creating a standardized process for the annual and systematic review of policies and procedures in order to identify necessary updates as they arise, as law enforcement best practices continually evolve. Finally, the UCPD has committed to a three-year voluntary monitorship of its comprehensive reform agenda, which contains a specific plan and timeline to update all policies and procedures. This is additional evidence of the UCPD's commitment to updating its policies and procedures."

Attachments

N/A



Data Reviewed

N/A

Current Assessment of Compliance



In Compliance

The Monitor applauds the UCPD's decision to add the Organizational Development Coordinator as a dedicated position assigned to ensure that UCPD's policies are developed and updated consistent with best practices. The Monitor notes that as described in the UCPD's proffer related to ER 4.1.D, the implementation of policy committee meetings to include a cross section of agency personnel and the purchase of a subscription to IACPNet as a resource to ensure actual best practices are used in the process, is a significant stride towards improving UCPD as a whole.

Those policies submitted during Q1, as examples the *Bias Free Policing* and the *Training Policy*, do in fact meet best practice standards and appear to have been reviewed and approved in the manner described in the UCPD's proffer. Going forward, the Monitor will continue to review policies submitted in relation to best practices and the implementation of UCPD's stated review and approval process.

Next Review

The Monitor will assess the UCPD's compliance with this recommendation on an ongoing basis as additional policies are submitted to the Monitor, and/or at a minimum will be scheduled in Q5 2018 and Q9 2019.



DATE: MAY 26, 2017

REC. REF. NO.: 4.1.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD lacks an effective process for developing and managing new policies and procedures, and reviewing and updating existing ones.

Exiger Recommendation ("ER")

Working with the newly hired Organization Development Coordinator ("ODC"), UCPD should fully implement the electronic document management software system which it has recently begun utilizing.

MADC Definition of Compliance

Compliance with this provision will be achieved when the UCPD works with the newly hired Organization Development Coordinator to fully implement the electronic document management software system, which it has recently begun utilizing; and the system is being used effectively.

Proffer of Compliance from UCPD

"PowerDMS is a single, secure, online location for the organization, management and distribution of UCPD's policies and procedures. The documents can be accessed online anytime and from anywhere. UCPD has implemented PowerDMS as a read and sign distribution system for new and revised policies and procedures. UCPD has also implemented PowerDMS to distributed (sic) training and testing regarding policies and procedures and other topics. Finally UCPD has implemented PowerDMS to create a workflow system for the key individuals and the chain of command to review and revise new and current policies and procedures.

Recommend further demonstration of PowerDMS system during an on-site visit to UC campus."

Data Reviewed

- 1. UCPS's Proffer of Compliance
- 2. Onsite and remote demonstration of PowerDMS
- 3. Organizational Development Coordinator Job Description
- 4. PowerDMS screenshot examples

Current Assessment of Compliance



In Compliance



The Monitor reviewed the UCPD's PowerDMS system, both onsite through a demonstration provided by the ODC, and through remote testing of dissemination documentation and internal testing procedures related to UCPD's newly created policies. The UCPD also provided the Monitor with remote sign-on access to the PowerDMS mobile application which proved to be extremely valuable in our assessment.

The Monitor found that the UCPD is fully implementing the PowerDMS system as an electronic document management tool and has further used its capabilities to track basic testing of the policies disseminated to UCPD personnel. The UCPD may find going forward that the testing mechanism within PowerDMS could be used to an even fuller extent in order to regularly and systematically evaluate the retention of understanding of its policies.

Next Review

The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in Q6 (Q2 2018) and Q10 (Q2 2019).



DATE: FEBRUARY 28, 2017

REC. REF. NO.: 4.1.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD lacks an effective process for developing and managing new policies and procedures, and reviewing and updating existing ones.

Exiger Recommendation ("ER")

Provide the [Organizational Development] Coordinator ("Coordinator") with the resources and support necessary to meet the requirements of his position, and to implement a critical but challenging agenda.

MADC Definition of Compliance

Compliance with this recommendation will be achieved when the Coordinator is provided with the resources and support necessary to meet the requirements of the position (clerical, special assignment from patrol, etc.), and to implement a critical but challenging agenda.

UCPD Proffer of Compliance

"The Department of Public Safety leadership has carefully divided up the report policy recommendations throughout the organization as to not overload any one individual. The department also implemented policy committee meetings that include a cross section of agency personnel to assist in updating and developing polices. In addition, UCPD has purchased a subscription to IACPNet as a resource to enhance the agency's ability to conduct policy and procedure research of best practices. The Organizational Development Coordinator serves as the final reviewer and publisher of the approved policies.

The department also recently hired a Training Consultant to perform a variety of professional and administrative management support duties involving assessing, coordinating, developing, researching, and special projects for the Department of Public Safety training program unit.

Finally the Chief and Assistant Chief of Police have implemented meetings twice a month with the Organizational Development Coordinator to review and update the status of policy revisions and to ensure the Coordinator is receiving the cooperation, resources and support throughout the organization to implement the policy, accreditation and training initiatives."

Attachments

4.1.D Monitor Memorandum.doc



Data Reviewed

- 1. UCPD Memorandum outlining its proffer of compliance (in italics above)
- 2. Interview of UCPD Organizational Development Coordinator, John DeJarnette, on 2/22/17 regarding the resources and level of support that has been provided to date.

Current Assessment of Compliance



In Compliance

The characterization of the term "critical agenda" in regards to the Coordinator's position used to evaluate compliance with this recommendation, was defined at a minimum as the Coordinator's ability to manage the policy development process and the accreditation program. While no additional staff have been directly assigned to the Coordinator, the process of developing and drafting policies through the support teams is managed by the Coordinator and appears to be working well given the numerous policies being finalized and submitted for review. The draft policies are discussed during policy committee meetings and once approved by the Chief of Police, are forwarded to appropriate UCPD staff via the PowerDMS. The Coordinator described the UCPD's goal of applying for a 3-year assessment for accreditation through the International Association of Campus Law Enforcement Administrators (ICALEA) which will coincide with the end of the Monitoring engagement. At that time, the UCPD intends that the best practices needed for accreditation will have been implemented as a result of the Exiger review recommendations.

The Exiger report also describes other important functions for the Coordinator position such as strategic planning to assist with goals development, and developing career and promotional tracks. The need for additional support or resources in these areas may need to be reassessed going forward.

During our review it was noted that the Policy Review Committee includes a cross-section of "agency" personnel rather than a cross-section of both UCPD <u>and</u> University resources as recommended in the Exiger report.¹ It was also realized that the UCPD had not yet implemented a policy approval process to include the Vice President of Safety and Reform and General Counsel, however the issue was resolved regarding the policies submitted to the Monitor for review during the current period.²

Next Review

The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in Q5 (Q1 2018) and Q9 (Q1 2019).

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¹ ER 4.1.B, (establishment of a policy and procedure review committee) is not scheduled for review in the current reporting period.

² ER 4.1.E, (establishment of a policy approval process) is also not scheduled for review in the current reporting period.



DATE: MARCH 31, 2017

REC. REF. NO.: 4.2.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Many of UCPD's policies and procedures are based on CALEA standards, and were adopted without being tailored to the specific needs of the UCPD.

Exiger Recommendation ("ER")

UCPD should establish adequate and consistent policies and procedures in several key critical areas including officer supervision and accountability, department transparency, effective diversity recruitment, and essential goal setting to develop community trust and partnership.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD establishes a process to ensure that adequate and consistent policies and procedures are developed in each of the functional areas.

UCPD Proffer of Compliance

"The UCPD has hired and assigned their Organizational Development Coordinator (John DeJarnette) the responsibility of ensuring all policies and procedures are updated and in accordance to best practices in law enforcement. In Attachment #1, Organizational Development Coordinator Job Description, the Coordinator is specifically tasked with "Reviewing and designing/redesigning policies and procedures for conformity to accreditation standards." To this end, all UCPD policies and procedures are compared to the best practices as identified by IACLEA, IACP and other sources for best practices in policing. These policies and procedures include the critical areas mentioned in the Exiger Final Report, such as officer supervision and accountability, department transparency, effective diversity recruitment, and development of community trust and partnership.

The UCPD Organizational Development Coordinator and Chief of Police are in the process of creating a standardized process for the annual and systematic review of policies and procedures in order to identify necessary updates as they arise, as law enforcement best practices continually evolve. Finally, the UCPD has committed to a three-year voluntary monitorship of its comprehensive reform agenda, which contains a specific plan and timeline to update all policies and procedures. This is additional evidence of the UCPD's commitment to updating its policies and procedures."

Attachments

N/A



Data Reviewed UCPD's Proffer

Current Assessment of Compliance



In Compliance

The Monitor applauds the UCPD's decision to add the Organizational Development Coordinator as a dedicated position assigned to ensure that UCPD's policies are developed and updated consistent with best practices. Going forward, the Monitor will continue to review policies submitted in relation to each of the functional areas and assess the implementation of UCPD's stated policy development, review and approval process.

Next Review

No further review of this ER is necessary given the specific policies will be assessed elsewhere in the monitoring process.



DATE: MARCH 21, 2017

REC. REF. NO.: 4.6.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's Bicycle Assignment & Maintenance policy (SOP 41.1.401), which allows officers to deploy bikes for both patrol and general transportation, is not consistent with best practices.

Exiger Recommendation ("ER")

UCPD should require that officers complete a police/public safety officers' bike course, and receive a certification prior to being allowed to deploy on a bicycle.

MADC Definition of Compliance

Compliance with this provision will be achieved when

- 1. The revised Bicycle Assignment and Maintenance policy represents best practice including a requirement that officers complete a police/public safety officers' bike course and receive a certification prior to being allowed to deploy on a bicycle; and,
- 2. Verification that only certified officers are assigned to bike patrol.

UCPD Proffer of Compliance

"The University of Cincinnati Police Division has updated its policy regarding "Bicycles: Assignments, Use and Maintenance." The policy specifying the completion of a police mountain biking course is included within this policy. The instruction required for certification is through the International Police Mountain Biking Association; IPMBA has been in existence since 1991 and is considered one of the top organizations to train police for bike patrol. Lastly, supervisors now have the ability to verify who is a certified bicycle officer; this verification is included within each shifts line-up sheet."

Attachments

N/A

Data Reviewed

- 1. UCPD Memorandum outlining its proffer of compliance (in italics above)
- 2. Policy 9.2.101 "Bicycles: Assignments, Use and Maintenance."
- 3. Bicycle Repair request Form
- 4. Certificates from certified officers
- 5. Certificate for Certified IPMBA Instructor
- 6. Updated line-up sheet with verification ability



Current Assessment of Compliance



In Compliance

The UCPD has revised its bicycle patrol policy to require officers to complete a certification course created by the International Police Mountain Bike Association ("IPMBA") prior to riding a bicycle on patrol duty. The UCPD has a designated an officer, who has been certified by the IPMBA as an instructor, as the bicycle program coordinator and to provide in-house training and ensure bicycle repairs and maintenance are conducted as required. The revised policy adequately addresses the ER as it is consistent with best practices and states that "Only officers that have completed bicycle certification course and have been designated as patrol cyclist are authorized to operate a bicycle while on duty." After some collaborative discussion, the UCPD resubmitted the policy to include refresher training for all bicycle patrol officers every two years. The revision appropriately includes a mandatory supervisory evaluation for possible refresher training, of any officer that has been off of bicycle patrol for six months or more.

The Monitor's review of line up sheets noted that while each shift has bike certified officers available and includes a space to notate when bike officers are deployed; no bike officers were deployed during this review due to inclement winter weather. The Monitor will include a review of additional line up sheets during the next schedule to review as a means of verifying that only certified and qualified officers are deployed on bike patrol.

Next Review

The Monitor is next scheduled to review compliance with this recommendation in Q5 (first quarter of 2018.)

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¹ The International Association of Chiefs of Police, *Bicycle Patrol Model Policy* dated April 2014, was used as the model to compare for best practices.



DATE: MARCH 29, 2017

REC. REF. NO.: 4.11.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's Active Shooter policy (SOP 46.1.10) is very general in its scope and not consistent with best practices.

Exiger Recommendation ("ER")

Ensure UCPD's Active Shooter policy is consistent with best practices and revised so that the section on tactical responses is consistent with best practice.

MADC Definition of Compliance

- 1. Compliance with this provision will be achieved when:
- 2. UCPD rewrites its policy on Active Shooters;
- 3. The updated policy has been rewritten so that the section on tactical responses is consistent with best practice; and
- 4. Adequate training on active shooter has been completed and documented.

UCPD Proffer of Compliance

None offered

Attachments

The e-mail response from Captain D. Smith is available in the UCPD Documentation Repository in DR0012

Data Reviewed

- 1. UCPD General Order update dated February 16, 2017 and assigned S.O.P. #17.1.600
- 2. UCPD Active Shooter Presentation video on the UC website under Public Safety
- 3. Active Shooter training certificates and attendance roster submitted by UCPD
- 4. FBI Active Shooter training video "The Coming Storm" (E-mail with link uploaded to SmartSheet)

Current Assessment of Compliance



In Compliance

The original recommendation by Exiger stated that the Active Shooter policy should be revised to be consistent with the "Multi-Assault Counter-Terrorism Capability (MACTAC)" standards but it was agreed upon during the initial monitoring site visit that this recommendation would be modified so that the revised order would be consistent with "best practices". In review of the



revised policy it appears to track the International Association of Chiefs of Police (IACP) model policy on Active Shooter response, although it is abbreviated in consideration of the size of UCPD and lack of full time specialized units that are mentioned in the IACP policy. The guidelines and philosophies that are employed as best practice throughout the profession appear to be enumerated in the UCPD policy. Additionally, the UC website published a training video featuring the Director of Public Safety offering a presentation educating the UC community on what to expect during an active shooter scenario and how to respond. This presentation covers the "Run-Hide-Fight" training that evolved as a national standard in training for victims of mass shootings after numerous tragic scenarios of this type. Finally, all commissioned personnel viewed and were tested via Power DMS on the FBI Active Shooter training video entitled "The Coming Storm", which presents as a shooting on a college campus.

Training certificates for instructors and students were submitted as proof of the training required for department personnel. The PowerDMS (automated training/testing software) rosters and tests were also included as proof of training. All but three sworn personnel have attended the training. It should be noted that neither the security officers nor emergency dispatch officers attended the training. As a result, subsequent discussions were held with a UCPD executive member (Captain D. Smith) who agreed with the importance of having all_departmental personnel, including those sworn personnel who did not attend the training, view the FBI video "The Coming Storm" and take the requisite DMS test to include non-commissioned personnel as well as senior level command staff.

The training video by the Director mentioned above, talks about the difficulty in conducting live training scenarios for active shooter situations since there is always a high risk of non-involved citizens or in this case students and faculty observing the training, and creating a panic because they do not know that it is a training scenario. Be that as it may, live training scenarios in these types of incidents are extremely valuable and the department should devise a way to conduct them in a safe environment, and hopefully in partnership with other agencies that may be involved.

Next Review

The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis that will be scheduled in O5 2018 and O9 2019.



DATE: MARCH 15, 2017

REC. REF. NO.: 4.13.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD has historically made Clery¹ notifications for non-Clery-reportable off-campus crimes.

Exiger Recommendation ("ER")

UCPD should only make Clery notifications for reportable Clery incidents. Other crime data should be made available on the University's website.

MADC Definition of Compliance

Compliance with this provision will be achieved when the UCPD procedures reiterates that Clery notifications will only be made for appropriately "Timely Warning" Clery incidents; and crimes which do not require "Timely Warning" occurring on-campus are made available on the University's website; and, the UCPD's incident reporting is consistent with its policy and procedures.

UCPD Proffer of Compliance

N/A

Attachments

See Smartsheet Data Repositories for:

- 1. UCPD SOP No. 16.3.200: "Timely Warning and Emergency Notifications", SOP No. 16.3.200, dated February 17, 2017
- 2. Clery Act CSA Training PowerPoint
- 3. UCPD Organization Charts, both Old and New

Data Reviewed

- 1. UCPD SOP No. 16.3.200: "Timely Warning and Emergency Notifications", SOP No. 16.3.200, dated February 17, 2017
- 2. Most recent UC's Public Safety report issued in 2016
- 3. Six months of archived Clery notifications: September 2016 thru February 2017

¹The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act or Clery Act, signed in 1990, is a federal statute codified at 20 U.S.C. Sec 1092(f), with implementing regulations in the U.S. Code of Federal Regulations at 34 C.F.R. 668.46. The Clery Act requires all colleges and universities that participate in federal financial aid programs to keep and disclose information about crime on and near their respective campuses. Compliance is monitored by the United States Department of Education, which can impose civil penalties up to \$35,000 per violation, against institutions for each infraction and can suspend institutions from participating in federal student financial aid programs.



Current Assessment of Compliance



In Compliance

The UCPD had historically extended the reporting mandates of the Clery Act beyond the requirements of the act itself. Specifically, "Timely warning" notifications required by the Act were made for crimes occurring in off-campus areas that were not required to be made. As such, misunderstandings regarding the state of crime at UC compared to other universities was engendered. While crime in the neighborhoods abutting the University is of interest and should be published by UCPD, we concluded that Clery notifications, and statistics generated pursuant to the Act should remain only those called for by the Act.

In response, the UCPD modified both their Clery notification policy and procedures to ensure that Safety Alerts are only sent out for the specific crimes listed in the Clery Act and only for such crimes occurring within the reportable geographic areas as defined in the Act. Any of those same crime type occurring outside the Clery boundary are also sent as notifications but are sent separately and titled "UC Aware" notifications to make the distinction between those that are on campus or within the immediate area, and those incidents that are further away geographically.

A review of the most recent six months of alert notifications, which are archived and available on the UC's Public Safety website, revealed a total of 10 Safety Alerts ("Timely Warning" alerts under the Act) and 10 UC Aware notifications. The content and timing of each were reviewed and found to be appropriate.

The revised policy/SOP was also reviewed as compared to the prior documentation (training PowerPoint) and was found to be complete and compliant with the Clery Act requirements. The most recent Public Safety report, also available on the UC's website, contained a listing of all crimes both on and off campus for the prior three years as required by the Clery Act.

In order to further their efforts of ensuring on-going compliance, on February 1, 2017 the UCPD elevated the Clery Compliance Specialist position within the organization who now reports to the Chief of Police.

Next Review

The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in O5 (O1 2018) and O9 (O1 2019).

Appendix 5

Review of Officer Recruitment, Hiring, Promotion and Retention



			201	L7			20	18		2019				
	REPORT CARD MATRIX	Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
	Section 5 - Review of Officer Recruitment, His	ring, I	Prom	otion	, and	d Ret	entic	on						
5.1.A	Update hiring policy by requiring diversity applicants throughout the police officer candidate recruitment process.			0										
5.1.B	Partner with well-established minority groups who will share and forward the UCPD's recruitment advertisements.		NFE									-	-	
5.2.A	Work with officers, student population, and community members to craft a UCPD mission statement that states the reason that UCPD exists, what IT does, and reflects its basic philosophy.		NFE	- 1	1	-	1	-	-	-	- 1	-	-	
5.2.B	Develop a strong employer brand that will contribute to its becoming the law enforcement employer of choice in Cincinnati.													
5.3.A	Expand the search for police officer candidates by partnering with well-established groups to share and forward recruitment advertisement to a broader community network.		NFE	1	1	1	1	•			- 1	-	-	
5.3.B	Target all groups including women, Hispanic, Asian, AA and LGBTQ both in the community and on campus.			0										
5.3.C	Increase recruitment efforts among the more diverse pool of UCPD campus security officers and other university employees who serve in different campus departments who may have demonstrated commendable performance and good judgment.		NFE	-	1	-	-	-	•	•	-	-	-	
5.3.D	Ensure that recruitment campaigns reflect UCPD's commitment to diversifying and market values like community engagement, partnerships, shared responsibility for crime prevention, etc.			0										
5.3.E	Leverage, to the greatest extent possible, its family tuition payment program, in an attempt to bring seasoned, diverse, mission-appropriate candidates into the recruitment mix.		NFE	-	•	•	•	-	-	•	-	-	-	
5.4.A	Revise and update the current hiring policy to a true best practice recruitment and selection plan that acknowledges the need for diversity and sets diversity as a goal.			0										



			20:	17			20	18		2019				
	REPORT CARD MATRIX	Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
5.5.A	Explore the adoption of the Community Collaboration Model for recruitment.		NFE	-		1				-			-	
5.5.B	Ensure that recruitment outreach is inclusive of all on and off campus communities including the LGBTQ community.			0										
5.5.C	Carefully select and train officers who attend recruiting events like career fairs.			0										
5.5.D	Establish recruitment ambassadors, comprised of University staff, students and community members, that will work with officers and on their own to help recruit applicants.													
5.5.E	Work toward making recruitment part of UCPD officers' regular interactions with the community.			0										
5.6.A	Track the performance of former Security Officers to assess any impact of the streamlined hiring process.		NFE	-		1				-			-	
5.6.B	Use lateral and retired officers, after careful screening to ensure that their qualifications and background are consistent with the mission and philosophy of UCPD.			0										
5.6.C	Consider a relocation bonus for lateral hires.	(E)	•	-	1	1				-	1		-	
5.6.D	Build a process that gives priority to Cincinnati residents (1) at the beginning of a career or (2) in transition from a previous career and whose career aspirations are consistent with the mission and philosophy of UCPD.		NFE	-	-	•	•	•	•	-	•	•	-	
5.6.E	Actively work with local high schools to identify and work with young people who may aspire to a career consistent with the UCPD mission and philosophy.			0										
5.6.F	Consider creating a UCPD Police Cadet program and a student intern program.			0										



			201	17			20	18		2019				
	REPORT CARD MATRIX	Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
5.6.G	Consider offering a free Candidate Applicant Preparation Program													
5.7.A	Ensure that the annual evaluation process proposed in the Diversity Plan include the collection of data at every step, test, and exclusion point in the hiring process, including those who voluntarily drop out of the process. Use this data to continuously improve the													
5.8.A	Consider developing and providing support mechanisms for all applicants to reduce the number of no shows and failures.													
5.8.B	Ensure that the proposed suitability assessments of the applicants to the agency is preceded by the adoption of a roadmap to change existing culture to the extent necessary to align it with that of the newly defined mission of the department.													
5.8.C	The panel interview should be conducted by a diverse panel.													
5.8.D	Review the process to be used by the contractor, and confirm it's been tested for bias and is aligned with the UCPD mission.													
5.8.E	The annual evaluation process proposed in the Diversity plan should include the collection of data at every step, test, and exclusion point in the hiring process, including those who voluntarily drop out of the process.													
5.9.A	Define the desired traits and qualifications for a supervisor, and those should be reflected in assessment center exercises, interview questions and scoring protocol.													
5.10.A	Ensure that the process for promotion is evaluated annually by the Chief, Assistant Chief and Lieutenants, and consider annual review of both the promotion and career development process by both the Chief and the Director of Public Safety			0										
5.11.A	Use students and community members in the assessment center exercises and in the interview processes.													
5.12.A	Update the promotional policies and procedures to reflect the position of Sergeant.			0										



			2017					18		2019				
REPORT CARD MATRIX		Q1: Jan- Mar	Q2: Apr- Jun	Jul-	Oct-	Q5: Jan- Mar	Apr-	Jul-	Oct-		Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
5.13.A	Select a turnover/attrition metric to identify and react to deviations from the expected rate.													
	Enhance the recruitment and hiring process to ensure that candidates have proper expectations and are the right fit the job.													
5.13.C	Conduct, maintain and analyze exit interviews in order to better understand any deviations from the expected attrition rate.													









DATE: JUNE 2, 2017

REC. REF. NO.: 5.1.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's written policies and procedures for hiring do not prioritize the need to establish a police officer candidate pool that is representative of the diverse community it serves.

Exiger Recommendation ("ER")

UCPD should update its hiring policy by requiring a diverse slate of candidates throughout the police officer recruitment process.

MADC Definition of Compliance

Compliance with this provision will be achieved when the following is found:

- 1. UCPD updates its hiring policy by requiring a diverse slate of candidates that is representative of the diverse community it serves.
- 2. The updated policy meets best practices in the industry.
- 3. This policy is being followed in practice.
- 4. The policy has been disseminated both internally to include all appropriate UCPD personnel, and externally to include posting on web-site.

Proffer of Compliance from UCPD

"The newly revised Recruitment and Selection of Sworn Personnel Policy guides UCPD personnel in their efforts to recruit, hire and maintain a staff with a diversity composition similar to the community it serves (page 2 of policy). Additionally, the UCPD Recruitment Plan (also attached) states that Objective #1 is to "Recruit a diverse pool of qualified candidates that reflect the people that UCPD serves." According to the Recruitment Plan for Law Enforcement Officers Narrative (attached), this Objective and its associated strategies will commence in the late summer/fall of 2017. Both documents detail plans for how this will be achieved.

The UCPD Recruitment and Selection of Sworn Officers Policy is currently under simultaneous review from UC's Office of General Counsel (OGC) and Exiger. Once it is approved by OGC, the policy be disseminated through PowerDMS. Documentation of the policy's dissemination will follow, likely in June 2017.

Attachments

- 1. Recruitment and Selection of Sworn Personnel, SOP 5.1.100
- 2. Recruitment Plan for University Law Enforcement Officers FINAL (narrative and chart)



Current Assessment of Compliance



Partial compliance

The Monitor reviewed the updated policy, "Recruitment and Selection of Sworn Personnel," and the newly developed plan "Recruitment Plan for University Law Enforcement Officers" which were submitted by the UCPD to address the diversity issues identified during Exiger's initial review. Both were found to be carefully considered and formed, and appropriately modeled based on best practice standards contained within the International Association of Campus Law Enforcement Administrators (IACLEA) Accreditation and Standards Manual, as well as standards used by the state of Ohio. The plan contains appropriate Objectives, Goals, Strategies and Measures that once implemented, should produce the desired results - that being an increased likelihood of a more diverse population of officers in the UCPD.

The policy and plan are being simultaneously reviewed by the Office of General Counsel and therefore have not yet been disseminated or implemented (implementation is scheduled to begin late summer or fall of 2017). As a result, the Monitor found the UCPD in partial compliance at this time.

Next Review

The Monitor will assess the UCPD's compliance with the dissemination and implementation in Q3 for the period ending September 2017.



DATE: JUNE 13, 2017

REC. REF. NO.: 5.1.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's written policies and procedures for hiring do not prioritize the need to establish a police officer candidate pool that is representative of the diverse community it serves.

Exiger Recommendation ("ER")

UCPD should consider partnering with well-established minority groups who will share and forward the UCPD's recruitment advertisements to a much broader community network.

MADC Definition of Compliance

Recommendation 5.1.B: Compliance with this provision will be achieved when:

- 1) UCPD gives meaningful consideration to partnering with well-established minority groups who will share and forward the UCPD's recruitment advertisements to a much broader community network; and
- 2) UCPD either does partner with a well-established minority group or can show good reasons for not doing so.

Proffer of Compliance from UCPD

"The UCPD has partnered with numerous well-established minority groups, who help the UCPD to advertise and recruit for open officer positions at the department. Specifically, the UCPD has partnered with the Community Advisory Council (CAC) to advertise the recruitment flyers at various church functions that are primarily attended by the African American community. The members of the CAC represent various Cincinnati communities, and allow access to a broad network of community members who may be interested in working at the UCPD. Specifically, three of the CAC members are recognized and respected in the predominantly African American and Black faith-based communities of Cincinnati:

- o Bishop Lewis T. Hilton, Jr. known as "Bishop Bobby Hilton." He is senior shepherd of Word of Deliverance Ministries for the World, Inc.; His church is located in Forest Park, Ohio.
- o Pastor Ennis F. Tait, Pastor, Church of the Living God, located in the Avondale community, which is within a mile of UC's Uptown Campus.
- o Reverend KZ Smith, Corinthian Baptist Church, located in the Avondale community, which is within a mile of UC's Uptown Campus. He presides over a membership of over 1,200 members.



The UCPD sponsored a booth at the Black Family Reunion in 2016, to advertise for open security and university law enforcement officer positions, while simultaneously enhancing engagement with the people in attendance at that event. The UCPD plans to attend this event again in summer of 2017. As described on the event webpage:

"The BFR nonprofit celebration is an empowering three-day cultural event that brings families, non-profit organizations, businesses, and the community together to focus on the historic strengths and values of the Black Family. The event was inaugurated in 1989 here in Cincinnati. And it has grown to be one of the city's largest family-focused events — typically drawing over 25,000 visitors from our region and throughout the nation. Including events such as: Activities include: a city-wide community parade; national, regional and local musicians/performers (blues, R&B, jazz, poets, spoken word artists, gospel, etc.); interactive arts; spirituality, kids', and seniors' pavilions; an annual Job Fair; health screenings; Non-Profit Booths/Resources; games; and a free Opening Ceremony **Breakfast** the Community with inspiring for speakers." http://www.myblackfamilyreunion.org/

For the UC campus community, the UCPD has partnered with the Student Safety Board (SSB) and the Athletics Department to advertise about open positions at the UCPD, to recruit from the UC undergraduate population. UCPD utilizes the SSB to advertise job openings due to the vastness of their membership, as well as their stated objective to be: "advocates for our university public safety workers and work to build positive relationships between our police officers and students." UCPD partners with the Athletics Department as a large number of their student-athletes are Criminal Justice majors/minors, or have expressed an interest in a career in the CJ system.

Finally, the UCPD will be placing job advertisements with the Cincinnati Herald (a newspaper) and specific radio stations, Radio One Cincinnati, WOSL (101.5FM), and WDBZ (1230AM), all of whom have a primary audience in the African American and Black community.

All of the aforementioned groups help the UCPD to share information regarding jobs at the UCPD in order to advertise to a much broader community network. The Recruitment Plan OGSM 2017 (attached) document contains multiple specific strategies which describe partnerships with different well-established minority groups in order to enhance their recruitment of a diverse pool of candidates.

Data Reviewed

UCPD Recruitment Plan; OGS&M: 2017

Current Assessment of Compliance



In Compliance

Based on the UCPD's proffer of compliance (above text in italics) which details its efforts thus far to partner with several well-established minority groups who have shared the UCPD's recruitment advertisements to a broader community network, the Monitor found the UCPD in compliance with



this ER. The Monitor notes that the UCPD's policy and plan have not yet been disseminated or formally adopted as they're also being reviewed by the Office of General Counsel; however the UCPD has already implemented several of the measures included in the Recruitment Plan that was intended by this ER.

Next Review

No further review is necessary.



DATE: MAY 12, 2017

REC. REF. NO.: 5.2.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The absence of a clear UCPD mission and strong employer brand impedes recruitment and hiring efforts.

Exiger Recommendation ("ER")

UCPD should work with their officers, student population, and community members to craft a UCPD mission statement that clearly states the reason that UCPD exists, describes what UCPD does, and reflects its basic philosophy.

MADC Definition of Compliance

Compliance with this provision will be achieved when the UCPD has adopted a mission statement that provides for the safety and security of faculty, staff, students, and visitors; promotes concepts of fairness, non-biased policing with minimal intrusion; and, promotes service to the broad University community.

Note: Dissemination was assessed as part of ER 1.1.B

Proffer of Compliance from UCPD

"The UCPD's Vision, Mission Statement and Values (VMSV) were created through a collaborative process between the UCPD, University administrators and the Safety and Reform Community Advisory Council (CAC). The CAC is comprised of various UC student, faculty staff representatives as well as other community leaders and stakeholders, who were able to provide an outside perspective to the development of the VMSV.

The process began in Fall of 2016 when Chief Carter formed a subcommittee of UCPD officers and CAC members who were tasked with the first draft of the VMSV. This subcommittee examined statements from other agencies and developed a draft which was reviewed by Chief Carter. Upon review and revision by the Chief, a 1st workshop session with Public Safety senior leadership was held in February 2017. During this workshop, team members identified core concepts from the initial VMSV draft, which was then compared to other best practice university law enforcement agencies. From this, the Public Safety senior leadership developed a list of concepts that they deemed essential to be included in the redesign of the VMSV. A second workshop was held in



March 2017 with Public Safety senior leadership; during this session a redesigned draft was presented and adjustments were made based on senior leadership feedback. This third version was then presented at the March 2017 CAC meeting for their feedback; CAC members spent an hour discussing the nuances of the languages and many changes were made to the VMSV based on their feedback. Finally, the UC senior administration was able to review and provide feedback on the UCPD's VMSV. This feedback was also incorporated in the final version of the UCPD's VMSV, which is attached to this memo (#1: UCPD Vision-Mission Statement_FINAL).

The central principles and goals of the VMSV, as seen in attachment #1, promote concepts of fairness and non-biased policing with minimal intrusion while also providing for the safety of UC students, faculty, staff and visitors. The VMSV also emphasizes collaboration and service to the UC and Cincinnati community. Ultimately, the VMSV serves as an aspirational and foundational document that will become embedded in the University of Cincinnati Police Department.

The new UCPD VMSV was disseminated in a number of ways. The VSMV was posted in the UCPD roll call room (see pictures below). It was also posted in UCPD facilities on the UC regional campuses. The VMSV was posted on the Public Safety website, replacing the previous mission statement. A screenshot of the website is attached below. The VMSV can be accessed at the following url: http://www.uc.edu/publicsafety/about/police/mission-vision-values.html. UCPD personnel were trained and tested on the new VSMV policy via PowerDMS. The policy and a PDF copy of the personnel sign off roster are also included as attachments.

Data Reviewed

- 1. UCPD Vision-Mission Statement_FINAL
- 2. Pictures of UCPD Vision-Mission Statement in UCPD Roll Call Room
- 3. Screenshots of Website for Vision-Mission Statement
- 4. PDF of UCPD Policy Sign off and Roster
- 5. Vision Mission Core Principles policy

Current Assessment of Compliance



In Compliance

The UCPD's Proffer of Compliance (in italics above), explains the manner in which the UCPD went about collaborating with the various interested parties within the Campus community to develop the Vision-Mission Statement and Core Principles policy. This method of requesting input clearly promotes inclusion into the process as does the thorough dissemination as evidenced by the attachments provided to the Monitor.

Next Review

No further review of this recommendation is required.



DATE: JUNE 13, 2017

REC. REF. NO.: 5.3.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's past recruitment efforts have been limited and lacked effective strategies to establish an appropriate officer candidate pool that was representative of the diverse community it serves.

Exiger Recommendation ("ER")

UCPD should expand their search for police officer candidates by partnering with well-established groups to assist with sharing and forwarding the department's recruitment advertisement to a much broader community network.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD executes its plan to expand its search for police officer candidates by partnering with well-established groups; and
- 2) The chosen groups can and are willing to assist UCPD with sharing and forwarding the department's recruitment advertisement to a much broader community network.

Proffer of Compliance from UCPD

"The UCPD has partnered with numerous well-established minority groups, who help the UCPD to advertise and recruit for open officer positions at the department. Specifically, the UCPD has partnered with the Community Advisory Council (CAC) to advertise the recruitment flyers at various church functions that are primarily attended by the African American community. The members of the CAC represent various Cincinnati communities, and allow access to a broad network of community members who may be interested in working at the UCPD. Specifically, three of the CAC members are recognized and respected in the predominantly African American and Black faith-based communities of Cincinnati:

- o Bishop Lewis T. Hilton, Jr. known as "Bishop Bobby Hilton". He is senior shepherd of Word of Deliverance Ministries for the World, Inc.; His church is located in Forest Park, Ohio.
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For the UC campus community, the UCPD has partnered with the Student Safety Board (SSB) and the Athletics Department to advertise about open positions at the UCPD, to recruit from the UC undergraduate population. UCPD utilizes the SSB to advertise job openings due to the vastness of their membership, as well as their stated objective to be: "advocates for our university public safety workers and work to build positive relationships between our police officers and students." UCPD partners with the Athletics Department as a large number of their student-athletes are Criminal Justice majors/minors, or have expressed an interest in a career in the CJ system.

Finally, the UCPD will be placing job advertisements with the Cincinnati Herald (a newspaper) and specific radio stations, Radio One Cincinnati, WOSL (101.5FM), and WDBZ (1230AM), all of whom have a primary audience in the African American and Black community.

All of the aforementioned groups help the UCPD to share information regarding jobs at the UCPD in order to advertise to a much broader community network. The Recruitment Plan OGSM 2017 (attached) document contains multiple specific strategies which describe partnerships with different well-established minority groups in order to enhance their recruitment of a diverse pool of candidates.

Data Reviewed

UCPD Recruitment Plan; OGS&M: 2017

Current Assessment of Compliance



In Compliance

Based on the Monitor's review of the UCPD's well-constructed Recruitment Plan along with the UCPD's proffer of compliance (above text in italics) which explains the specific steps taken thus far to expand recruitment efforts; the Monitor agrees that the strategies already taken and those



outlined for the future should produce the desired results - that being an increased likelihood of a more diverse population of officers in the UCPD.

While the policy and plan have not yet been disseminated or formally adopted as they're being reviewed by the Office of General Counsel; the UCPD has already implemented the part of the Recruitment Plan that is intended by this ER – to partner with well-established minority groups who are willing and have shared the UCPD's recruitment advertisements to a broader community network. As a result, the Monitor found the UCPD in compliance with this ER.

Next Review

No further review is necessary.



DATE: MAY 30, 2017

REC. REF. NO.: 5.3.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's past recruitment efforts have been limited and lacked effective strategies to establish an appropriate officer candidate pool that was representative of the diverse community it serves.

Exiger Recommendation ("ER")

In addition to enhancing the all-around recruitment effort, UCPD should target all groups including women, Hispanic, Asian, African American, and LGBTQ both in the community and on campus.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD develops and implements an HR policy/plan for recruiting all underrepresented groups both in the community and on campus.

UCPD Proffer of Compliance

"The newly revised Recruitment and Selection of Sworn Personnel Policy emphasizes that the UCPD will specifically recruit from all underrepresented groups (page 2 of policy). This specifically includes, but is not limited to: African American, Asian, Latino, and LBGTQ. Additionally, the UCPD Recruitment Plan OGSM (also attached) states on page 1, "UCPD will strategically invest in short term recruitment strategies to support the attainment of the recruiting goals articulated in the Equal Employment Opportunity Plan (also attached) for the Department of Public Safety Law Enforcement Officers, including women, Latinos, Asian, African-American and LGBTQ."

Data Reviewed

- 1. Recruitment and Selection of Sworn Personnel, SOP 5.1.100
- 2. Law Enforcement Officer Equal Employment Opportunity Plan: January 1, 2017 December 31, 2017
- 3. Recruitment Plan Objectives, Goals, Strategies and Measures: 2017

Current Assessment of Compliance



Partial Compliance

The Monitor reviewed the above referenced documentation which clearly includes policy statements to address the ER. The Monitor had lengthy discussions with the UCPD command staff during our onsite visit and determined that in addition to the policy, the UCPD is continually taking both short term and forward measures to network with and recruit from all of the underrepresented groups described in the ER. Moreover, once fully implemented, the strategies



outlined in the plan should produce the desired results - that being an increased likelihood of a more diverse population of officers in the UCPD. The policy and plan are being simultaneously reviewed by the Office of General Counsel and therefore have not yet been disseminated or implemented (implementation is scheduled to begin late summer or fall of 2017). As a result, the Monitor found the UCPD in partial compliance at this time.

Next Review

The Monitor will assess the UCPD's compliance with the dissemination and implementation in Q3 for the period ending September 2017.



DATE: JUNE 13, 2017

REC. REF. NO.: 5.3.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's past recruitment efforts have been limited and lacked effective strategies to establish an appropriate officer candidate pool that was representative of the diverse community it serves.

Exiger Recommendation ("ER")

UCPD should increase recruitment efforts among the more diverse pool of UCPD campus security officers and other university employees who serve in different campus departments who have demonstrated commendable performance and good judgment.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD develops a plan to increase recruitment efforts among the diverse pool of UCPD campus security officers and other university employees such as NightRide and Campus Watch, who have demonstrated commendable performance and good judgment;
- 2) This method is effective at attracting a diverse group of applicants.

Proffer of Compliance from UCPD

"The UCPD routinely encourages UCPD campus security officers, as well as employees of the NightRide and Campus Watch programs to apply for positions with the UCPD. This encouragement has come in the form of verbal encouragement, often from Barbara Hayes, UCPD's Community Safety Manager, who supervises the Campus Watch and NightRide programs. Three of the recent hires for campus security officers were former Campus Watch student employees. Two of the last hires for ULEO positions were former Security Officers. Further, there are multiple campus security officers and former Campus Watch students who are in the current pool of candidates for the open UCPD ULEO 1 and UCPD ULEO Apprentice positions."

Data Reviewed

No other data reviewed

Current Assessment of Compliance



In Compliance



Based on its proffer of compliance (in italics above), the UCPD has very clearly demonstrated its commitment to the recruit from the pool of UCPD campus security officers and NiteRide employees, therefore the Monitor found the UCPD in compliance.

Next Review

No further review is necessary.



DATE: JUNE 20, 2017

REC. REF. NO.: 5.3.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's past recruitment efforts have been limited and lacked effective strategies to establish an appropriate officer candidate pool that was representative of the diverse community it serves.

Exiger Recommendation ("ER")

UCPD should ensure that recruitment campaigns reflect UCPD's commitment to diversifying the department and market such values as community engagement, partnerships, and shared responsibility for crime prevention.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD develops a recruitment plan/policy that reflects UCPD's commitment to diversifying the department and markets such values as community engagement, partnerships, and shared responsibility for crime prevention.
- 2) When hiring, UCPD implements the plan to advertise and attract a diverse officer candidate pool.

UCPD Proffer of Compliance

"UCPD has developed SOP Number 5.1.100 entitled Recruitment and Selection of Sworn Personnel as well as Recruitment Plan for University Law Enforcement Officers. Both the policy and the plan are based on industry best practices to recruit diverse, qualified and mission appropriate applicants. The Recruitment Plan establishes specific objectives, goals strategies and measures to recruit a diverse applicant pool that reflects the community that UCPD serves. For example, the first objective of the UCPD Recruitment Plan OGSM is to "Recruit a diverse pool of qualified candidates that reflect the people that UCPD serves." Several of the specific strategies included in the plan reflect the priority that recruitment efforts will place on community engagement, partnerships, and shared responsibility for crime prevention.

Once the UCPD completes their upcoming recruitment campaign and hiring process, additional information can be provided to test implementation of this plan with regard to the second component of the definition of compliance."

Data Reviewed

- 1. Recruitment and Selection of Sworn Personnel, SOP 5.1.100
- 2. Recruitment Plan Objectives, Goals, Strategies and Measures: 2017



Current Assessment of Compliance



Partial Compliance

The Monitor reviewed the above referenced policy and plan which clearly includes policy statements to that reflects the UCPD's commitment to diversifying the department and marketing its stated values such as community engagement, partnerships, and shared responsibility for crime prevention. Given that the policy and plan are being simultaneously reviewed by the Office of General Counsel and therefore have not yet been disseminated or implemented (implementation is scheduled to begin late summer or fall of 2017), the Monitor found the UCPD in partial compliance at this time.

Next Review
The Monitor will assess the UCPD's compliance with the dissemination and implementation in Q3 for the period ending September 2017.



DATE: JUNE 13, 2017

REC. REF. NO.: 5.3.E

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's past recruitment efforts have been limited and lacked effective strategies to establish an appropriate officer candidate pool that was representative of the diverse community it serves.

Exiger Recommendation ("ER")

UCPD should leverage its family tuition payment program, in an attempt to bring seasoned, diverse, and mission-appropriate candidates into the recruitment mix.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD develops a plan to leverage its family tuition payment program, in order to bring seasoned, diverse, and mission-appropriate candidates into the recruitment mix.
- 2) The UCPD advertises the plan to attract a diverse officer candidate pool.

Proffer of Compliance from UCPD

"The forthcoming job advertisements for UCPD officers will emphasize the many benefits of working at the University of Cincinnati, including emphasizing the Tuition Remission program at UC. This program is available for all UC employees, including UCPD officers, and can be transferred to spouses and children. It is listed as one of the strategies for the objective to "recruit a diverse pool of qualified candidates that reflect the people that the UCPD serves", as evidenced in the attachment titled "Recruitment Plan OGSM 2017" (see page two). The Recruitment Plan document also contains the UCPD's advertisement plan, which describes advertising using social media outlets, professional organizations which serve underrepresented populations, and partnering with the Community Advisory Council, among many strategies (see page one).

The UCPD's advertising plan is based on a budget of \$10,000 and focuses primarily on digital spending. Attached to this memo are screenshots of the website where all interested job candidates will be directed to learn more information and apply for a job at the UCPD. Tuition remission is circled in red. This page also allows the UCPD to track engagement on the website. The future job advertisements for the UCPD will be more descriptive, and follow the job advertisement points listed in the screenshots below. Once the UCPD commences their hiring plan, a copy of the job advertisement can be provided which describes the tuition remission program."

Data Reviewed

UCPD Recruitment Plan; OGS&M: 2017



Current Assessment of Compliance



In Compliance

Based on its very well-constructed Recruitment Plan (to be disseminated and implemented beginning late summer or fall of 2017), along with the advertisement screenshots submitted with its proffer of compliance (above text in italics) the UCPD has demonstrated its plan to use the family tuition payment program, in order to bring seasoned, diverse, and mission-appropriate candidates into the recruitment mix. While the policy and plan have not yet been disseminated or formally adopted as they're being reviewed by the Office of General Counsel; the UCPD has already implemented the specific requirements of this ER. As a result, the Monitor found the UCPD in compliance with this ER.

Next Review

No further review is necessary.



DATE: JUNE 2, 2017

REC. REF. NO.: 5.4.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

There is an SOP which governs the hiring process for police and security officers but none that covers recruitment.

Exiger Recommendation ("ER")

UCPD should revise and update the Department's current recruitment policy to a true best practice recruitment plan that acknowledges the need for diversity and sets diversity of applicants as a goal.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD implements an updated recruitment policy;
- 2) The policy is in accordance with best practices;
- 3) The policy acknowledges the need for diversity;
- 4) The policy sets diversity of applicants as a goal; and
- 5) The policy is followed in practice.

Proffer of Compliance from UCPD

"UCPD has developed SOP Number 5.1.100 entitled Recruitment and Selection of Sworn Personnel. As required in paragraph III. C, a Recruitment Plan for University Law Enforcement Officers has been developed. This plan is partially modeled after the 2016 Hartford Police Department Recruitment Initiative (see Recommendation 5.5.A), which was identified by Exiger as a best industry practice to recruit diverse, qualified and mission appropriate applicants. The newly created UCPD policy and plan acknowledges the need for a diverse workforce. The Recruitment Plan also establishes specific objectives, goals strategies and measures to recruit a diverse applicant pool that reflects the community that UCPD serves. Specific recruitment goals are founded in the Law Enforcement Officer Equal Employment Opportunity Plan: January 1, 2017 - December 31, 2017."

Data Reviewed

- 1. Recruitment and Selection Policy
- 2. Recruitment Plan for University Law Enforcement Officers
- 3. Recruitment Plan Objectives, Goals, Strategies and Measures: 2017
- 4. Hartford Recruitment Initiative, January 1, 2016



5. Law Enforcement Officer Equal Employment Opportunity Plan: January 1, 2017 - December 31, 2017

Current Assessment of Compliance



Partial Compliance

The Monitor reviewed the updated policy, "Recruitment and Selection of Sworn Personnel", and the newly developed plan "Recruitment Plan for University Law Enforcement Officers" and found these them to have been carefully considered and formed, and appropriately modeled based on best practice standards contained within the International Association of Campus Law Enforcement Administrators (IACLEA) Accreditation and Standards Manual, as well as standards used by the state of Ohio, as well as the Hartford Recruitment Initiative, January 1, 2016 (also submitted). The documents combined demonstrate compliance with the ER and should produce the desired results - that being an increased likelihood of a more diverse population of officers in the UCPD.

Given the policy and plan are being simultaneously reviewed by the Office of General Counsel and therefore have not yet been disseminated or implemented (implementation is scheduled to begin late summer or fall of 2017), the Monitor found the UCPD in partial compliance.

Next Review

The Monitor will again assess the UCPD's compliance during its next scheduled review of this ER, in Q3 for the period ending September 30, 2017.



DATE: JUNE 2, 2017

REC. REF. NO.: 5.5.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While the advertising component of the new Diversity Plan appropriately expands on previously limited recruiting efforts and puts forward new approaches that have the potential to expand the diversity of the applicant pool, there are some additional steps that should be considered.

Exiger Recommendation ("ER")

UCPD should explore the adoption of the Community Collaboration Model for recruitment and consider consulting with the Hartford Police Department on their experience with the model.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD gives meaningful consideration to adopting the Community Collaboration Model for recruitment, which includes consulting with the Hartford Police Department about their experience with the model.

Proffer of Compliance from UCPD

"In response to Exiger Report Recommendation 5.5.A, S. Gregory Baker, Director of Police Community Relations, contacted Chanhda Ly, Confidential Secretary to the Chief of Police in the Hartford Police Department. Ms. Ly was very helpful, however, initially unaware of the Community Collaborative Model. Upon further research, the Hartford PD Planning Section was able to find the document entitled Mobilizing the Community for Minority Recruitment and Selection: A Strategy to Leverage Community Assets to Enhance Recruitment and Placement of Minorities. Apparently, the model was a best practice in 2003 as it was reported on by the IACP in a COPS funded publication. The model is no longer utilized by the Hartford Police Department and has been replaced by Hartford Police Department Recruitment Initiative dated January 1, 2016. Therefore, the University of Cincinnati Recruitment Plan for University Law Enforcement Officers is based on the current Hartford Recruitment Initiative (attached). The UCPD's recruitment policy, plan, and EEO plan are also attached.

Data Reviewed

- 1. Hartford Recruitment Initiative, January 1, 2016
- 2. Recruitment and Selection Policy
- 3. Recruitment Plan for University Law Enforcement Officers
- 4. Recruitment Plan Objectives, Goals, Strategies and Measures: 2017
- 5. Law Enforcement Officer Equal Employment Opportunity Plan: January 1, 2017 December 31, 2017



Current Assessment of Compliance



In Compliance

The Monitor reviewed the UCPD's updated policies and found them to be appropriately modeled and based on best practice standards contained within the Hartford Recruitment Initiative, January 1, 2016. The policies also included standards used by the International Association of Campus Law Enforcement Administrators (IACLEA) Accreditation and Standards Manual. While the policy and plan have not yet been disseminated or implemented (implementation is scheduled to begin late summer or fall of 2017); based on its consideration, corroboration, and updated policies submitted, the Monitor found the UCPD has demonstrated compliance with the ER.

Next Review

No further review is necessary.



DATE: JUNE 16, 2017

REC. REF. NO.: 5.5.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While the advertising component of the new Diversity Plan appropriately expands on previously limited recruiting efforts and puts forward new approaches that have the potential to expand the diversity of the applicant pool, there are some additional steps that should be considered.

Exiger Recommendation ("ER")

UCPD should ensure that recruitment outreach is inclusive of all on and off campus communities including the LGBTQ community.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD's recruitment outreach is inclusive of all on and off campus communities including the LGBTQ community.

UCPD Proffer of Compliance

"The newly revised Recruitment and Selection of Sworn Personnel Policy emphasizes that the UCPD will specifically recruit from all underrepresented groups (page 2 of policy). This specifically includes, but is not limited to: African American, Asian, Latino, and LBGTQ. Additionally, the UCPD Recruitment Plan OGSM (also attached) states on page 1, "UCPD will strategically invest in short term recruitment strategies to support the attainment of the recruiting goals articulated in the Equal Employment Opportunity Plan (also attached) for the Department of Public Safety Law Enforcement Officers, including women, Latinos, Asian, African-American and LGBTQ."

Attachments

- 1. Recruitment and Selection of Sworn Personnel, SOP 5.1.100
- 2. Law Enforcement Officer Equal Employment Opportunity Plan: Jan 1, 2017 Dec 31, 2017
- 3. Recruitment Plan Objectives, Goals, Strategies and Measures: 2017

Current Assessment of Compliance



Partial Compliance

The Monitor reviewed the above referenced documentation which clearly includes policy statements to address the concerns outlined in the ER. The Monitor also had lengthy discussions with the UCPD command staff during our onsite visit and determined that in addition to the policy statements, the UCPD is continually taking both short term and forward-looking measures to



network with and recruit from all of the underrepresented groups including the LGBTQ. Moreover, once fully implemented, the strategies outlined in the plan should produce the desired results - that being an increased likelihood of a more diverse population of officers in the UCPD.

Given that the policy and plan are being simultaneously reviewed by the Office of General Counsel and therefore have not yet been disseminated or implemented (implementation is scheduled to begin late summer or fall of 2017), the Monitor found the UCPD in partial compliance.

Next Review

The Monitor will again assess the UCPD's compliance during its next scheduled review of this ER, in Q3 for the period ending September 30, 2017.



DATE: JUNE 15, 2017

REC. REF. NO.: 5.5.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While the advertising component of the new Diversity Plan appropriately expands on previously limited recruiting efforts and puts forward new approaches that have the potential to expand the diversity of the applicant pool, there are some additional steps that should be considered.

Exiger Recommendation ("ER")

UCPD should carefully select and train officers who attend recruiting events like career fairs.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD implements a policy regarding the selection process of officers who attend recruiting events like career fairs.
- 2) UCPD implements a policy requiring that specific training be given to officers prior to their attending recruiting events like career fairs.
- 3) These policies result in first selecting and then training officers who are capable of attracting a diverse group of officer candidates.
- 4) These policies are followed in practice, and UCPD only sends officers who have been selected and trained to recruiting events.

UCPD Proffer of Compliance

"Subsection III, J (page 7) of UCPD's Recruitment and Selection of Sworn Personnel Policy requires careful selection and counseling of "all personnel involved in in the recruiting, screening selection processes" and also mandates recruitment training and an annual review of the UCPD EEO Plan, Recruitment Plan, and Recruitment and Selection Policy for these personnel.

Similarly, in the UCPD's Recruitment Plan OGSM, the following are listed on page 1 as specific strategies to assist in the goal to: Recruit a diverse pool of qualified candidates that reflect the people that UCPD serves.

- 1) Designated persons will be trained in recruitment, hiring, development and promotion best practices.
- 2) UCPD will continue to carefully select and counsel all personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate bias in personnel actions.

As discussed in May at the Q2M2 Stakeholder Meetings, this recommendation is being put up for assessment for only the policy-related components of the definition of compliance at this time. The



implementation-related components of the definition of compliance will be assessed during a later quarter."

Data Reviewed

- 1. Recruitment and Selection of Sworn Personnel, SOP 5.1.100
- 2. Recruitment Plan Objectives, Goals, Strategies and Measures: 2017

Current Assessment of Compliance



Partial Compliance

The Monitor reviewed the above referenced documentation which clearly includes policy statements to address the need to carefully select and train officers who attend recruiting events as outlined in the ER. As described in the UCPD's proffer of compliance (above in italics) the policy and plan are being simultaneously reviewed by the Office of General Counsel and the Monitor, and therefore have not yet been disseminated or implemented to include the training requirement for recruiters. Therefore the Monitor found the UCPD in partial compliance.

Next Review

Given that implementation is scheduled to begin late summer or fall of 2017, the Monitor will again assess the UCPD's compliance in Q3 for the period ending September 30, 2017.



DATE: MAY 26, 2017

REC. REF. NO.: 5.5.E

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While the advertising component of the new Diversity Plan appropriately expands on previously limited recruiting efforts and puts forward new approaches that have the potential to expand the diversity of the applicant pool, there are some additional steps that should be considered.

Exiger Recommendation ("ER")

UCPD should work toward making recruitment part of UCPD officers' regular interactions with the community.

MADC Definition of Compliance

Compliance with this provision will be achieved when an appropriate policy is adopted and disseminated through Power DMS.

UCPD Proffer of Compliance

"The UCPD Recruitment and Selection of Sworn Officers Policy (attached) specifically states that recruitment will be an active part of UCPD officers' regular interactions with the community (page 2). This strategy is also formally documented on page 1 of the UCPD Recruitment Plan OGSM, also attached.

The UCPD Recruitment and Selection of Sworn Officers Policy is currently under simultaneous review from UC's Office of General Counsel (OGC) and Exiger. Once it is approved by OGC, the policy be disseminated through PowerDMS. Documentation of the policy's dissemination will follow, likely in June 2017."

Data Reviewed

- 1. Recruitment and Selection of Sworn Personnel, SOP 5.1.100
- 2. Recruitment Plan Objectives, Goals, Strategies and Measures: 2017

Current Assessment of Compliance



Partial Compliance

The Monitor reviewed the above referenced documentation which clearly includes policy statements to ensure that UCPD officers' regular interactions with the community become an active part of its recruitment efforts. As described in related ER's because the policy and plan are being simultaneously reviewed by the Office of General Counsel and therefore have not yet been



disseminated, trained upon, or implemented (implementation is scheduled to begin late summer or fall of 2017), the Monitor found the UCPD in partial compliance for the period ending June 30, 2017.

Next Review

Given that implementation is scheduled to begin late summer or fall of 2017, the Monitor will again assess the UCPD's compliance in Q3 for the period ending September 30, 2017.



DATE: JUNE 15, 2017

REC. REF. NO.: 5.6.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While UCPD's recent decision to no longer require candidates to be pre-certified as police officers along with its decision not to give special consideration to candidates who have already completed the academy are critical steps toward increasing the diversity of the applicant pool, the plan can be enhanced.

Exiger Recommendation ("ER")

UCPD should [consider]¹ tracking the performance of former Security Officers to assess any impact of the streamlined hiring process.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD evaluating all officers and determines whether individuals hired under this process are outliers in any category.

UCPD Proffer of Compliance

"In 2016, the University of Cincinnati Police Division (UCPD) hired two University Law Enforcement Officers (ULEO), in an effort to diversify the ULEO staffing complement. Both officers are African American and were University of Cincinnati Security Officers at the time of their hire. The above recommendation states UCPD should specially track the performance of these officers to "determine whether individuals hired under this streamlined process are outliers in any category of assessment." The UCPD has given this recommendation due consideration, but does not intend to proceed with tracking of these specific officers for the reasons outlined below.

Background:

The two new hires had previously attended and successfully completed a State of Ohio approved law enforcement training academy; which provided them a foundational knowledge of the duties of a law enforcement officer. Local civil service requirements require some level of entry screening or testing. Although this is usually accomplished by an open competitive exam process, the ruling UCPD received from HR was that a screening panel for the identified candidates would suffice. The panel interviews were done and the two candidates moved forward in the testing process. Every other facet of the testing process (physical agility, mental health, medical health, polygraph, etc.) was administered as usual.

¹The Monitor and UCPD agreed to revise the wording of this recommendation to add "consider" and to find UCPD in compliance upon demonstration of due and reasonable consideration of the recommendation.



Once hired as ULEOs, both officers were placed into a field training program (FTO) and assessed on their abilities to perform the duties as required by the University of Cincinnati and the Division. Upon their successful completion of the field training program, the officers entered solo patrol; during which they, as are all officers, evaluated on a monthly by their supervisor.

The monthly evaluations are completed and entered in the Division's employee tracking system (see attached policy). The UCPD currently utilizes a program called "Guardian Tracking (GT)" to track and measure the performance and conduct of all employees. Supervisors are required to conduct monthly evaluations of each direct report. The evaluations are forward to the next level supervisor for review and comment. The Chief of Police is the reviewing authority for all Guardian Tracking System entries, and conducts these reviews on a monthly basis to ensure there are no outliers.

Consideration:

UCPD has determined that segregating these two officers for an additional review by supervisors and the Chief of Police places an unfair performance and conduct evaluation on them, to which other officers are not subject. Our existing evaluation process is fair and consistent for all officers. This additional review would make them outliers of a process, GTS, which has been determined acceptable.

From a HR perspective, the only value to this additional tracking of the expedited hiring process may be that, after a number of years has passed and presuming the department has continued to add additional police officers via this entry mechanism, we could notice a pattern of employees who do better than their peers or not as well as their peers, as a group. Because the UCPD does not plan to utilize this entry mechanism again, that potential value is lost. Although the cadre of security officers provides a continuing pool of potential police applicants, the UCPD does not intend to use this hiring process again. In the future, security officers desiring to become UCPD officers will be directed into the standard next round of entry testing, with consideration given to their current employment as security officers and the track record established, as they move through the process."

Attachments

UCPD Proffer of Compliance memo dated 4/24/17 (above in italics)

Current Assessment of Compliance



In Compliance

The UCPD's proffer (above in italics) contains a summary of the background, initial purpose, and its meaningful consideration of the ER. The proffer clearly explains the UCPD's reasoning for deciding not to separately tracking the performance of former Security Officers hired under the streamlined process outside of the regular evaluation processes. The proffer also states that the point of the ER; to assess those hired under the streamlines process, no longer exists as it will no longer be utilized.



Next Review
No further review necessary.



DATE: MARCH 18, 2017

REC. REF. NO.: 5.6.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While UCPD's recent decision to no longer require candidates to be pre-certified as police officers along with its decision not to give special consideration to candidates who have already completed the academy are critical steps toward increasing the diversity of the applicant pool, the plan can be enhanced.

Exiger Recommendation ("ER")

UCPD should consider a relocation bonus for qualified and appropriate lateral hires.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD gives meaningful consideration to enacting a policy of providing a relocation bonus for qualified and appropriate lateral hires.

UCPD Proffer of Compliance

"The Department of Public Safety Business Office has conducted a review of Exiger recommendation 5.6C, relocation bonuses for lateral hires. Upon considering the University's thorough Human Resources and financial management systems, it has been determined that the departmental budget cannot absorb the expenditures and therefore respectfully rejects the recommendation."

Attachments

N/A

Data Reviewed

UCPD Proffer of Compliance memo dated February 13, 2017

Current Assessment of Compliance



In Compliance

The UCPD's proffer clearly illustrates the UCPD's consideration of the ER and the subsequent rejection due to budgetary infeasibility.

Next Review

No further review of this recommendation is required.



DATE: JUNE 13, 2017

REC. REF. NO.: 5.6.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While UCPD's recent decision to no longer require candidates to be pre-certified as police officers along with its decision not to give special consideration to candidates who have already completed the academy are critical steps toward increasing the diversity of the applicant pool, the plan can be enhanced.

Exiger Recommendation ("ER")

UCPD should [consider] ¹ build[ing] a process whereby Cincinnati residents who are at the beginning of a career, as well as those that might be in transition from a previous career and whose career aspirations are consistent with the mission and philosophy of UCPD, are given priority for sponsorship to a police academy.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD implements policies and procedures that give priority for sponsorship to a police academy;
- 2) priority sponsorship to the policy academy is given to Cincinnati residents who are either: (a) at the beginning of a career, (b) in transition from a previous career, or (c) have career aspirations that are consistent with the mission and philosophy of UCPD;
- 3) These priorities are effectively advertised to the Cincinnati community;
- 4) These policies and procedures are followed in practice.

UCPD Proffer of Compliance

"With the establishment of the apprentice program, the UCPD no longer requires potential hires to be pre-certified as law enforcement officers, and instead, offers those that are not certified sponsorship to a police academy upon hiring. Offering Cincinnati residents priority for sponsorship to a police academy is not illegal per se. In discussions with the Office of General Counsel and senior leadership at the university, however, this type of priority is not consistent with the larger university's equal employment opportunity policies and respectfully will not be adopted by the UCPD."

¹The Monitor and UCPD agreed to revise the wording of this recommendation to add "consider" and to find UCPD in compliance upon demonstration of due and reasonable consideration of the recommendation.



Data Reviewed

UCPD's Proffer of Compliance

Current Assessment of Compliance



In Compliance

The Monitor reviewed the UCPD's proffer of compliance (above in italics) which clearly demonstrated their reasonable consideration of this ER. The UCPD appropriately concluded that this type of priority is not consistent with the larger university's equal employment opportunity policies.

Next Review

No further review is necessary.

Appendix 6 Review of Training



		2017				20	18		2019			
	REPORT CARD MATRIX	Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec
	Section 6 - Review of 3	Γraini	ng									
6.1.A	Draft and adopt consistent policies and procedures for the development and approval of all UCPD courses and ensure that all courses are consistent with UCPD mission and philosophy.											
6.1.B	Ensure appropriate oversight of outside training to ensure it is consistent with Department Mission, Vision and Values.					0						
6.1.C	Require proper tracking, and evaluation of all courses and instructors.											
6.1.D	Require instructors to attend a certified instructor development course.		•			0						
6.1.E	Ensure training is consistent with officer tasks and competencies to successfully serve in an urban and campus environment in a manner consistent with Department Mission, Vision and Values.											
6.1.F	Establish and maintain a "lessons learned" program.											
6.1.G	Establish a Training Committee responsible for review of training policies and procedures, curricula development and course delivery.					0						
6.1.H	Ensure that training opportunities are available to all employees both sworn and unsworn.											
6.2.A	Locate the training office within headquarters and create a state of the art on-campus learning environment by identifying a professional setting for in-service training.			0								
6.3.A	Develop a portion of the 80-hour class in an e-learning format, to be delivered immediately upon swearing in, so as to allow for appropriate orientation before the commencement of patrol functions.											



		2017				2018				2019				
	REPORT CARD MATRIX	Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
6.4.A	Develop introductory curricula, with time allotment and method of delivery (e-learning versus classroom) for the Clery Act; Mission, Vision and Values of UCPD; and community relations for inclusion in orientation training.													
6.6.A	Build on the recommendations of this report relative to needs assessment and conduct a formal review of training, to be repeated on an annual basis.													
6.7.A	Develop as part of the annual training plan a mandatory training curriculum in modular format, to be reviewed and modified annually, including the state-mandated training as well as those courses which are determined to be best suited for UCPD-mandated annual													
6.7.C	Develop a series of elective courses in different relevant subject matter areas all of which would have to be completed over a three-year period.													
6.7.E	Elective courses should include: Community-police relations; Building partnerships with communities both on and off campus; Critical thinking and problem solving; Ethics and Integrity; Diversity; Biased policing; Substance Abuse; Date rape; Leadership; De-escalation													
6.7.G	Increase diversity and biased policing training and require these subject to be recurrent training annually.					0				0				



			201	17			20	18		2019			
REPORT CARD WATRIX		Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec
6.8.A	Develop a process by which UCPD develops its curricula.			0									
6.10.A	Develop a list of tasks and skill competencies expected of an FTO.			0									
6.10.C	Ensure that all FTO's support the Mission, Vision and Values of UCPD and will be a strong role model for new employees.			0									
6.10.E	Ensure that there is a policy that requires a timely suitability review of any FTO in the case of a sustained complaint involving that FTO.			0									
6.12.A	Require all courses taught by UCPD instructors to have written lesson plans that include clearly stated, realistic performance objectives and learning activities that utilize multiple learning modalities.												



		2017				2018				2019			
REPORT CARD MATRIX		Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec		Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec
6.12.C	Develop problem-based scenarios and case studies that allow the student to apply problem solving skills & knowledge of diverse populations.					0				0			
6.12.E	Observe instructors and rate performance.												
6.13.A	Ensure that community relations issues are included in use of force courses and that unique campus life issues are included in the defensive tactics course.												
6.15.A	Ensure that the training lieutenant is devoted primarily, if not exclusively, to all of the tasks attendant to training.		NFE	-	-	-	-	-	-	-	-	-	-
6.15.C	Ensure that an annual Continuing Education Plan and Learning Needs Assessment is conducted.												
	Obtain a Learning Management System (LMS) to track all training records, retain expanded course outlines and lesson plans, allow for automated employee training requests and approvals.												



		2017				2018				2019			
REPORT CARD MATRIX		Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec		Q6: Apr- Jun	Jul-	Q8: Oct- Dec	Jan-	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec
6.16.C	Complete regular assessments of courses and training delivery. Ensure curricula includes relevant and realistic officer tasks and competencies.					0				0			
6.17.A	Identify the actual training budget for equipment and off-site training each year and hold the department accountable for working within its training budget.			0									
	Develop a policy which charges the training lieutenant with mandatory attendance (either by himself or an appropriate designee) of training in order to evaluate, in writing, its effectiveness.	•				0				0			
6.21.A	Collaborate with CPD on issues of training												



DATE: JUNE 9, 2017

REC. REF. NO.: 6.1.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Training policies and procedures are generic and out dated and do not meet the needs of UCPD.

Exiger Recommendation ("ER")

UCPD should ensure appropriate oversight of outside training to ensure it is consistent with the Department Mission, Vision, and Values.

MADC Definition of Compliance

Compliance with this recommendation will occur when UCPD drafts a policy regarding the oversight of its outside training, and when that policy effectively ensures that all outside training is consistent with UCPD's Mission, Vision, and Values.

Note: The UCPD policy requires that an annual Training Needs Assessment ensure that the policy is being followed in practice.

UCPD Proffer of Compliance

"The UCPD has implemented a Training and Professional Development Policy ensuring appropriate oversight of outside training and that training is consistent with UCPD's Mission, Vision, and Values. The portion of the policy where this oversight is stated begins on page nine under "Curriculum Maintenance" and continues throughout; this portion also explicitly states that curriculum should "continually align with UCPD's Mission, Vision, and Values." Moreover, the importance of training being consistent with UCPD's Mission, Vision, and Values can be observed throughout the policy regarding all training.

In addition, there have been several components set in place to ensure there is consistent oversight relating to outside training. First, the training Committee will conduct an annual Training Needs Analysis as expressed on page nine of the training policy. This analysis will confirm that training is relevant to what is needed and that it continues to meet any changes in policy, Mission, Vision, or Values. Second, all training must meet minimum requirements for approval; this approval is determined by the Training Committee and then submitted to the Police Chief for final approval. Furthermore, for outside training or third party vendor courses, a Course Consideration Analysis template will be utilized in order to determine if it meets training needs and the requirements necessary to be implemented. Once determined that a specific course meets our training needs, then the Training Section Commander or an appropriate designee will attend the course and utilize a Vendor Course Review Form to further evaluate its effectiveness and if it should indeed be implemented for UCPD.



Next, if a UCPD member requests to attend training as an elective course, an attempt will be made to have access to the lessons plan. If a lesson plan is unable to be obtained due to any proprietary reasons, then the course will be reviewed to the best of our ability utilizing the resources of the course description, itinerary, and reputation. If an elective course is approved, then the UCPD person attending must complete a course review to determine attendance of any future training.

Overall, the Training Policy that has been implemented ensures appropriate oversight of outside training to ensure it is consistent with the UCPD's Mission, Vision, and Values."

Data Reviewed

- 1. Example Course Consideration Analysis for Internal Affairs
- 2. Example Vendor Course review for Documenting Force
- 3. Example Trainer Observation and Evaluation for Read, Recognize, Respond
- 4. Training and Professional Development Policy

Current Assessment of Compliance



In Compliance

The Monitor reviewed the Training and Professional Development policies along with the examples provided of outside training courses and found that the policy includes very clear evaluation, review, and approval processes to ensure adequate oversight of all outside training. The policy specifically mandates that all training is consistent with its mission statement and core values. Specifically, the training policy requires that the Training Section Commander ("TSC"), the Training Committee, and the Chief of Police, all review and approve training conducted by outside vendors prior to scheduling and on an on-going annual basis.

Additionally, the Training Committee is directed to conduct an annual Training Needs Assessment (TNA) to determine if all training aligns with the department mission, vision, and values. The Training and Professional Development policy has specific references to the UCPD's recently adopted Mission Statement and Core Values to include "...a unique set of problem-solving and critical thinking skills.... UCPD's core guiding principles, including, but not limited to, developing and attending innovative training and building positive community partnerships. Training and professional development are essential to UCPD achieving recognition as a national model for best practices in urban-university policing."

Next Review

The Monitor will assess compliance with this ER on an annual basis, again scheduled for assessment in Q6 for the period ending June 30, 2018. The next assessment will include, but is not limited to, a review of the annual TNA conducted by the Training Committee.



DATE: JUNE 9, 2017

REC. REF. NO.: 6.1.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Training policies and procedures are generic and out dated and do not meet the needs of UCPD.

Exiger Recommendation ("ER")

UCPD should require instructors to attend a certified instructor development course.

MADC Definition of Compliance

Compliance with this recommendation will occur when UCPD adopts a provision requiring that UCPD training instructors attend a certified development course, and when interviews with training instructors concludes that this policy is being followed.

UCPD Proffer of Compliance

"The University of Cincinnati Police Division has implemented a training policy, 6.1.100 Training and Professional Development, which specifically states that trainers must attend the state certified instructional skills development course. As described below, the UCPD is systematically having all trainers attend this course as it is being offered by OPOTA.

The University of Cincinnati Police Division currently has four instructors that are certified as instructors through the Ohio Peace Officer Training Association (OPOTA) that have attended the 80 hour instructional skills development course or an OPOTA instructional skills course with an update; this update is for instructors who attended prior to the 80 hours course being implemented and is its equivalent. In addition to the instructors that have attended the 80 hour course, UCPD also has instructors that have attended subject specific OPOTA instructor courses that do not require the instructional skills course through OPOTA. Furthermore, UCPD also has officers who have attended train-the trainer courses outside of OPOTA who are certified instructors in a specific subject matter.

As stated above we currently have four certified instructors who have attended the OPOTA instructional skills course; we have three additional instructors (Sgt. Richey, Sgt. Zacharias, and Sgt. McKeel) who are registered to attend the 80 hour course in 2017. Presently, there are no additional OPOTA instructional skills 80 hour courses open for registration for the remainder of 2017. The remaining individuals who are not registered for the 80 hour course will be registered as the courses become available; this will be in 2018 unless OPOTA decides to open additional classes.



The attached instructor list documentation is a list of every instructor, the class they are an instructor in, whether or not they have attended the instructional skills course, and if the class they instruct is a certification provided by OPOTA or an outside source."

Data Reviewed

- 1. Instructor List
- 2. Instructor Certifications

Current Assessment of Compliance



In Compliance

The Monitor reviewed the Training and Professional Development policies along with the instructor list and certifications provided by UCPD and confirmed that four instructors have attended the OPOTA instructional course, three more are scheduled in 2017, and all instructors teaching specific courses have attended a course in that subject area. As explained in the UCPD proffer (above in italics), the Training and Professional Development policy specifically requires that UCPD trainers attend the state certified instructional skills development course. The Monitor also spoke with the Training Unit Lieutenant, Robert Gutierrez who explained that the intention is to send all instructors to the OPOTA instructors course, however there are not many slots available each year. Unless OPOTA adds courses it may take several years to have all UCPD instructors OPOTA certified. In the meantime, the Training Unit will ensure that all instructors have received at a minimum, training certification in the specific topic area they are teaching.

Next Review

The Monitor will assess compliance with this ER on an annual basis, again scheduled for assessment in Q6 for the period ending June 30, 2018. The next scheduled assessment will also include a review of a sampling of classes to confirm that the particular instructor has attended the appropriate certification course(s).



DATE: JUNE 9, 2017

REC. REF. NO.: 6.1.G

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Training policies and procedures are generic and out dated and do not meet the needs of UCPD.

Exiger Recommendation ("ER")

UCPD should establish a Training Committee responsible for review of training policies and procedures, curricula development, and course delivery.

MADC Definition of Compliance

Compliance with this recommendation will occur when UCPD establishes a Training Committee that is responsible for, and capable of, effectively reviewing UCPD's training policies and procedures, curricula development, and course delivery.

UCPD Proffer of Compliance

"The University of Cincinnati Police Division has developed a Training Policy that includes utilizing the re-established Training Committee in various ways. The Training Committee currently consists of ten members, three of whom are from outside of our department; these members are listed in an Internal Correspondence that was approved by the Chief and is attached. The seven from within our department are included due to their position within the department as shown on the attached Internal Correspondence. The Training Committee will be responsible for reviewing our training policy, curricula development, course delivery and course approval. The Training Committee responsibilities are within the current Training Policy (see page 4). These members will also be included within the Lessons Learned program. Additionally, the current reviews of courses have been completed by the permanent members of the Training Committee; these reviews, along with the training policy, will be reviewed with the full Training Committee for approval during our first meeting in June 2017."

Data Reviewed

- 1. Approved Internal Correspondence for members of the Training Committee
- 2. Training Committee Contact List
- 3. Training Committee Email correspondence
- 4. Read, Recognize, Respond Evaluation
- 5. Legal Update Evaluation
- 6. Documenting Force Vendor Course Review
- 7. Internal Affairs Course Consideration Analysis
- 8. Training Committee Description
- 9. Training and Professional Development Policy



Current Assessment of Compliance



In Compliance

The Monitor reviewed the Training and Professional Development policy and the documentation related to the Training Committee including the list of members, internal correspondence, and examples of course evaluations. The membership includes the standing assignment of the UCPD Training Section Commander (TSC), the Training Consultant, and the Organizational Development Coordinator (ODC). In addition, the Chief of Police will appoint at least one representative from each of the following groups:

- Community Advisory Council
- Student Safety Board
- UCPD Sergeant
- UCPD Dispatcher
- UCPD Patrol officer (Union Rep)
- UCPD Security Officer

The Training Committee members serve for a minimum of two years and meet as needed, but no less than twice a year. In addition to reviewing the training policies, curricula, and course delivery, another of the Training Committee's charges is to conduct an annual Training Needs Assessment (TNA) to determine if all training aligns with the department mission, vision, and values. The Monitor spoke with the UCPD Training Unit and Command Staff who explained that the Training Committee will have its first formal meeting on June 20, 2017, and the first TNA will be conducted once the majority of the UCPD training courses have been developed and/or updated as required by the related ERs. Based on the aforementioned, the Monitor is confident that the Training Committee collectively, is capable of effectively reviewing UCPD's training policies and procedures, curricula development, and course delivery.

Next Review

The Monitor will assess compliance with this ER on an annual basis, again scheduled for assessment in Q6 for the period ending June 30, 2018. The next assessment will include, but is not limited to, a review of the annual TNA conducted by the Training Committee.



DATE: MARCH 28, 2017

REC. REF. NO.: 6.7.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While the hours of mandatory in-service training required of all UCPD employees (16 hours beyond the 2015 State mandated training and 9 hours beyond the new 2016 requirement) is sufficient, additional training time would be beneficial.

Exiger Recommendation ("ER")

The curriculum developed should be infused with elements of community policing, including a clear and unified message as to the UCPD's commitment to community policing, as well as with critical thinking and problem solving skills training throughout.

MADC Definition of Compliance

Compliance with this recommendation will occur when the UCPD develops a policy requiring inclusion of principles into training and when curriculum is infused with elements of the stated principles.

UCPD Proffer of Compliance

"The University of Cincinnati Police Division has developed a Training Policy draft that is much more inclusive with elements of community policing and problem solving. This training policy is evolving, but currently demonstrates a commitment to community policing, problem solving, and critical thinking by developing a list of "Core Competencies," which includes conflict resolution, problem solving, community-specific problems, and communications skills. Competencies will aid in meeting our commitment to training in the areas of critical thinking, community policing, and problem solving. Our Standard Course Requirements ensure that lesson plans are consistent with our department mission, guidelines, and policies. In addition to the statements within the training policy, the training plan also displays the courses that are mandatory (Problem-Solving, Verbal Defense and Influence, and Fair and Impartial Policing) along with the time frame that each must be completed in. Furthermore, the required annual training plan also displays required refresher training for Problem-Solving, Verbal Defense and Influence, and Anti-Bias Policing. The early training of any officer in the subjects listed will take place in the initial 80 hour training or within a specified time frame as shown. Yearly training completed after will have a base annual requirement as shown; additional training will be determined after examining trends in policing and evaluating what is most relevant at the time. Overall, the training plan will be evaluated on a yearly basis; the training will then be determined after the yearly evaluation."

Attachments

N/A



Data Reviewed

UCPD Training and Development Policy dated March 22, 2017

Current Assessment of Compliance



In Compliance

The UCPD provided their most current version of its training policy, *Department of Public Safety, Police Div. Operations Policies and Procedures, Training and Professional Development* dated March 22, 2017 ("Training Policy") which outlines the duties and responsibilities of the training unit as well as course content requirements.

The ER requires that curriculum be <u>infused</u> with elements of community policing, including a clear and unified message as to the UCPD's commitment to community policing. Further, that training curriculum include critical thinking and problem solving skills throughout. The latter two elements have been infused into the training plan; however, community policing is not emphasized to the degree that is intended within the ER, or the in the manner that is defined by community policing experts.

The Training Policy includes the term "community policing" in reference to the Police Training Officer Program, and also under the patrol and supervisor competencies; however it is written in a manner that mentions only one element of community policing, that being problem solving. The term "community oriented policing" is also present in the 80-hour annual Continuing Professional Training ("CPT") requirement, but on review of the CPT Annual Training Schedule, appears to be part of the 4-hour block on "Problem Solving Refresher" and again is centered on problem solving alone.

The absence of a requirement or emphasis, that all UCPD officers are responsible for community policing in its basic form - that of creating an ongoing synergistic relationship between all members of the police organization and their community, is more than the basic crime "problem solving" aspect of community policing. UCPD officers should have instruction in the broader aspects of community policing not only problem solving using the SARA model or crime specific problem solving.

In order to enhance community policing within the UCPD and campus community, a better understanding of community policing must be included within the Training Policy. Community policing concepts should be expanded, clarified and defined, and an emphasis should be placed to ensure that basic community policing is a part of all pertinent curriculum. For example, the emphasis should be to include the overall purpose of community policing, which is to bridge gaps and promote transparency between the university community and the police in order to more effectively solve problems and improve the quality of life and ultimately improve the educational experience. That the needs of a very unique community should be engendered in all training and a quality relationship created between <u>all</u> officers and their community, not only the two Community Engagement Officers.



<u>Next Review</u>
The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in Q5 (Q1 2018) and Q9 (Q1 2019).



DATE: APRIL 4, 2017

REC. REF. NO.: 6.7.**G**

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While the hours of mandatory in-service training required of all UCPD employees (16 hours beyond the 2015 State mandated training and 9 hours beyond the new 2016 requirement) is sufficient, additional training time would be beneficial.

Exiger Recommendation ("ER")

Increase diversity and biased policing training and require these subjects to be recurrent training annually.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1. UCPD implements a policy requiring that both diversity training and biased policing training be given annually;
- 2. UCPD provides annual diversity training and biased policing training; and
- 3. The new training is determined to be effective at increasing officer understanding of diversity and biased policing.

UCPD Proffer of Compliance

"On October 5, 2015 the entire police department attended an in-house training that was 8 hours long entitled Fair and Impartial Policing (FIP). Then on the week of July 7, 2016 John DeJarnette and Lt. Rob Gutierrez attended a train the trainer program that will allow them to teach any incoming officer and every newly promoted sergeant. The attended program can be found at http://www.fairimpartialpolicing.com/. Every incoming officer will have the full 8 hour course and the recurring annual training will be a minimum of 1 hour as displayed in the training policy draft."

Attachments

N/A

Data Reviewed

- 1. UCPD Proffer (in italics above)
- 2. UCPD Training and Development Policy dated March 22, 2017
- 3. Annual Training Schedule, rev 3.17
- 4. FIP and Community Policing Curriculum and Rosters



Current Assessment of Compliance



In Compliance

The UCPD provided their most current version of its training policy, *Department of Public Safety, Police Div. Operations Policies and Procedures, Training and Professional Development* dated March 22, 2017 ("Training Policy") which mandates that all patrol and security officers take a course on Fair and Impartial Policing ("FIP"). UCPD has been administering a Fair and Impartial training course, which was developed by the FIP Institute. This course includes lesson plans on Bias Free Policing and a module that covers Implicit Bias in detail.

The module on implicit bias includes case studies, and forces officers to consider situations where their implicit biases could affect their judgment. The stated goals of these lessons are to get officers to "recognize (their) own human/implicit biases; understand how implicit biases can affect (their) perceptions and behavior; understand how biased policing negatively impacts community members and the department; and develop skills and tactics to reduce the influence of biases on police practice and allow you to be safe, effective and just police professionals." These lessons make clear that officers may not use race, color, ethnicity, or national origin, to any extent or degree, and that all conducted stops or detentions, or activities following stops or detentions, should be based solely on appropriate suspect-specific activity. They also make clear that even when officers are seeking one or more persons who have been identified or described in part by their race, color, ethnicity or national origin, these factors should not be given undue weight, and must work in combination with appropriate identifying factors. These trainings were taught by UCPD officers Robert Gutierrez and John DeJarnette, both of whom received their certificates of training for the FIP Officer's Training.

The UCPD's Training Policy, along with the Annual Training Plan, and the FIP curriculum, supports the UCPD's proffer of compliance of the ER; the UCPD has in fact increased the amount of diversity and bias free policing training and requires the training annually.

A review of the training attendance documentation submitted for 2016 found that 70/74 (94.6%) of UCPD sworn officers attended the Bias Free Policing training; however, only 7/24 Security Officers and none of the Emergency Communication Dispatch Officers attended the course. While the UCPD's proffer indicates that "the entire department" attended in-house training in October 2015, it is unclear whether this included Security Officers and Dispatchers. In any event, UCPD's Annual Training Plan specifies the FIP training as mandatory for Patrol Officers, Patrol Supervisors and Security Officers. Notably, the policy excludes Dispatch Officers from the required training. While the Monitor commends the UCPD for exceeding the initial Exiger Recommendation by including the Security Officers in the annual training requirements, the Monitor suggests that going forward all UCPD employees including the Security and Dispatch officers attend the Bias Free Policing training. Because of potential public interaction at all levels of the Department and the possibility that biases at any level of the Department are undesirable, training all personnel simply makes the most sense. As such the MADC going forward will be modified to include training for all Department personnel.



<u>Next Review</u>
The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in Q5 2018 and Q9 2019.



DATE: MARCH 28, 2017

REC. REF. NO.: 6.12.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Training delivery currently is left to the discretion of each individual instructor at UCPD. There is no standard requirement that the training include role play, scenarios or table top exercises and no indication that adult learning methodology is consistently applied.

Exiger Recommendation ("ER")

Develop problem-based scenarios and case studies that allow the student to apply problem solving skills and knowledge of diverse populations.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1. UCPD implements a policy requiring that training include problem-based scenarios and case studies that allow the student to apply problem solving skills and knowledge of diverse populations; and
- 2. UCPD training courses include problem-based scenarios and case studies that allow the student to apply problem solving skills and knowledge of diverse populations.

UCPD Proffer of Compliance

"The University of Cincinnati Police Division developed a cumulative training policy implementing several recommendations suggested by Exiger. A copy of the policy is available demonstrating compliance for this specific recommendation. This policy is updated as additional proffers of compliance are submitted. The compliance of this recommendation begins on page 10 of the policy under "Approval" and continues onto page 11, 2nd bullet point from the top. All other documents needed to show compliance are included in remaining attachments.

Attachments

N/A

Data Reviewed

- 1. UCPD Training and Development Policy dated March 22, 2017
- 2. UCPD Problem Investigations2 PowerPoint presentation
- 3. UCPD POP Training Outline and Lesson Plan
- 4. Sexual Assault Problem Solving Student Example
- 5. Problem Solving Roster
- 6. Instructor Bios
- 7. ICS Visual Analytics UCPD Manual Final



- 8. ICS dashboard roster
- 9. Case Studies and Theory

Current Assessment of Compliance



In Compliance

The UCPD provided their most current version of its training policy, *Department of Public Safety, Police Div. Operations Policies and Procedures, Training and Professional Development* dated March 22, 2017 ("Training Policy") which outlines the duties and responsibilities of the training unit as well as course content requirements.

The Training Policy contains a number of references to the fact that UCPD training course development must include problem-based scenarios and specific case study requirements are also addressed as a curriculum requirement. Case studies were included in the two examples of classes conducted by outside vendors (Data Reviewed items 3 and 4 above: Problem Oriented Policing, "POP", and Sexual Assault). Both classes met the requirements for problem-based scenarios including one class requiring the students to research a problem using the POP tools.

The requirement for knowledge of diverse populations was included as a patrol officer competency and one of the two courses submitted included a scenario mentioning the LGBT community. Future problem-based scenarios should reinforce other diverse populations from within the UC community and the surrounding area served by the university.

Next Review

The Monitor intends to review compliance with ER 6.12.C on an ongoing basis, at minimum annually in O5 2018 and in O9 2019.



DATE: JUNE 19, 2017

REC. REF. NO.: 6.12.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Training delivery currently is left to the discretion of each individual instructor at UCPD. There is no standard requirement that the training include role play, scenarios or table top exercises and no indication that adult learning methodology is consistently applied.

Exiger Recommendation ("ER")

Require curriculum review before a class is taught.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

1. UCPD implements a policy requiring that curriculum be reviewed before a class is taught; and 2. UCPD has assigned the task of reviewing curriculum to an individual or group of individuals who are qualified and knowledgeable about best practices in training and policing in an urban campus environment.

UCPD Proffer of Compliance

"The University of Cincinnati Police Division (sic) has implemented a Training Policy that requires curriculum review prior to a class being taught. An initial evaluation is completed by the Training Section Commander or an appropriate designee and then results are communicated to the Training Committee for review and approval. Additionally, the minimum requirements for the approval of a course can be located on page ten of the Training Policy under "Approval." Also, internally developed courses and elective courses will be reviewed by the Training Section Commander or an appropriate designee and then (sic) the Training Committee for approval. Currently, the templates are attached that will be utilized for internal courses due to not having developed any current internal courses. Any third party or vendor courses will also be reviewed as explained in the submitted Proffer of Compliance regarding 6.1.B. Lastly, an annual review of the courses will be conducted to ensure appropriate oversight and that it is consistent with the department mission, vision, and values."

Data Reviewed

- 1. Example Vendor Course Review Read Recognize Respond
- 2. Internal Affairs Course Consideration Analysis
- 3. Internal Course Review (Form 100C)
- 4. New Course Approval (Form 100D)
- 5. Training and Professional Development Policy



Current Assessment of Compliance



In Compliance

The Monitor reviewed the Training and Professional Development policy which includes a description of the curricula review and approval process for all new courses, both internally developed by UCPD and those courses developed by vendors and attended by UCPD personnel. The Monitor also reviewed example forms of course consideration, evaluation and approval, as well as student evaluation forms.

The forms are as follows:

- Form 100A Course Consideration Analysis: for the Training Committee when assessing vendor courses.
- **Form 100B** Vendor Course Review for the TSC or designee to evaluate outside training.
- ➤ Form 100C <u>Internal Course Review</u> for the Training Committee to review UCPD developed training.
- ➤ No Number Course and Facilitator Evaluation Form for students to evaluate courses attended.
- Form 100D New Course Approval for the Chief of Police to approve all courses (vendor or UCPD)
- Form 100E Public Safety Training Request for UCPD staff when requesting training
- Form 100F & 100G Cost Estimate and Travel Requests for training requests
- Form 100J Facilitator Guide Template to be used when developing in-house training

The policy includes an appropriate listing of criteria to be used when considering vendor courses, however, the criteria on the forms provided do not consistently match the criteria in the policy. Specifically, the "New Course Approval" (Form 100D) does not match the list on page 10 of the policy under the heading "Approval" which lists the minimum requirements to approve the course. Also, the "Vendor Course Review (Form 100B) does not match the list in the policy under the Vendor Courses heading (page 11). We have determined that these discrepancies should not hold the UCPD out of compliance but suggest that the policy and the forms referenced in the policy contain the same criteria to ensure they are consistently applied. In discussions with the UCPD Training Section Commander, he agreed and stated that the forms would be modified to match the policy. While the Training Committee has not yet met or reviewed any training, the policy clearly requires that curriculum be reviewed before a class is taught and has ensured that the staff assigned to review, are qualified to do so.

Next Review

The Monitor will assess compliance with this ER on an annual basis, again scheduled for assessment in Q6 for the period ending June 30, 2018. The next scheduled assessment will also include a review curriculum evaluated and updates to the forms and/or policy.



DATE: MARCH 29, 2017

REC. REF. NO.: 6.14.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The majority of continuing education training for all employees is conducted off-site, by non-UCPD instructors and without any requirement that the curricula be reviewed or approved by UCPD or that officers who attend such training bring a copy of the syllabus back for their training files.

Exiger Recommendation ("ER")

UCPD should require by policy that all non-UCPD training [outside vendor] be reviewed and approved prior to authorizing attendance at such program, and that a syllabus of such training be obtained for inclusion in the attending employee's file.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1. UCPD implements a policy requiring that all non-UCPD training be reviewed and approved prior to authorizing attendance at such program, and that a syllabus of such training be obtained for inclusion in the attending employee's file;
- 2. We obtain proof that the policy is being followed in practice;
- 3. UCPD has assigned the task of reviewing and approving non-UCPD training to an individual or group of individuals who are qualified and knowledgeable about best practices in training and policing in an urban campus environment.

Note: This is not meant to cover OPOTA or other state of Ohio provided training.

UCPD Proffer of Compliance

"The above recommendations have been grouped together due to the topic of each recommendation falling under "Training Oversight."

The University of Cincinnati Police Division has created a Training Policy draft that has specific items included within it in order implement the recommendations for training best practices provided in the Exiger Final Report. There have been several documents created, attached and to be discussed below, that will enable us to assess, evaluate, and approve any future course considered for training at UCPD. Lastly, it is asked that consideration be given to these recommendations for compliance as these documents and practices are only now being implemented in the fashion that they will be done in the future; some of the documents are currently in draft form as well.



The training policy draft that has been created demonstrates that all courses, internal and external, will be reviewed and approved prior to attendance by the Training Lieutenant; it additionally states that curriculum will be maintained through a yearly training needs analysis to ensure that it is still best practice and meets the department mission statement. Lastly, the training policy states the questions to be examined when determining if an external course is to be implemented; these questions determine whether it meets minimum consideration requirements. The minimum requirements are the minimum standards that any course must meet or surpass to be implemented as training within the police division.

Additionally, the training policy draft specifically requires trainings and instructors to be evaluated. Instructors are to be evaluated by the students when completing a course, as well as evaluated by the Training Lieutenant or an appropriate delegate on a yearly basis. Evaluation, assessment, and implementation will be completed on an ongoing basis with the attached documents.

The attached documents also provide the approval process regarding the requirement of the training Lieutenant to approve all internal course and lesson plans along with the evaluation and approval of outside courses. Consideration is asked to be given as these documents have only recently been created, but will be utilized for future trainings, both internal and external.

Lastly, the Training Policy draft also requires the mandatory attendance by the Training Lieutenant or a delegate at all training for the purpose of evaluating any training prior to its implementation to ensure that it is consistent with the UCPD mission. Consideration is asked to be given in regards to compliance as the Course Consideration Analysis and the Curriculum Analysis for external course have only recently been developed. These documents will be utilized for any future training when determining whether or not to send an officer to training. Additionally, the list of all courses approved and denied in the attached excel spreadsheet from 2016 displays the training attended by the Training Lieutenant, highlighted in yellow. Future trainings will show documentation to demonstrate the evaluation process to ensure if specific training is either brought back here to train internally or others will be sent out to attend courses hosted by a third party."

Attachments

N/A

Data Reviewed

- 1. UCPD Training and Development Policy dated March 22, 2017
- 2. List of all non-UCPD training course requests Jan 2015 through Feb 2017

Current Assessment of Compliance



In Compliance

The UCPD provided their most current version of its training policy, *Department of Public Safety*, *Police Div. Operations Policies and Procedures, Training and Professional Development* dated



March 22, 2017 ("Training Policy") which outlines the duties and responsibilities of the training unit as well as course content requirements.

The Training Policy outlines the elements to be followed in the evaluation process of any outside or Vendor course including the specific requirements as described in ER 6.14.A. As a means to ensure consistency, the Training Committee uses a template "Course Consideration Analysis" to evaluate any proposed course. Copies of Outside Training Requests were attached covering a period of January 2015 through February 2017. While the documentation illustrates the process of logging requests to include the person requesting the training, along with the title and dates of the course, and the word "approved" or disapproved", further detail should be added to the form to ensure proper tracking such as the name of the vendor, the date of request, the date of approval/denial, and who evaluated and approved/denied the training course, and confirmation of student attendance. Additionally, a syllabus or copy of the course content which was attended by each employee should be maintained within the training database to ensure an accurate record of employee training is available. This detailed information is important to create a historical record as well as for upcoming internal inspection/audit purposes. As such, future determinations of compliance will consider the inclusion of the above detail and supporting documentation review.

Next Review

The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in Q5 2018 and in Q9 2019.



DATE: JUNE 9, 2017

REC. REF. NO.: 6.15.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

There are serious deficiencies noted in command oversight of training including: the lack of a Training Committee (despite it being named in the SOP); the lack of review (or available evidence of review) of course curricula by the TU Lieutenant or Training Committee; the lack of an annual Continuing Education Plan and Learning Needs Assessment; and the lack of oversight over outside training.

Exiger Recommendation ("ER")

UCPD should ensure that the TU Lieutenant should be devoted primarily, if not exclusively to all of the tasks attendant to training and should determine whether additional assistance is required.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1) UCPD can demonstrate that the TU Lieutenant is spending most, if not all, of his/her time attending to tasks related to training;
- 2) UCPD determines whether, and how much, additional assistance is needed in order for training to receive proper oversight;
- 3) If additional assistance is needed, UCPD ensures that the proper amount of assistance is given.

UCPD Proffer of Compliance

"The University of Cincinnati Police Division (sic) has a specialty assignment that is entitled the Training Section Commander (TSC); this positon is primarily devoted to tasks pertaining to training. The tasks that are the primary responsibilities of the TSC are attached within the TSC job description. The University of Cincinnati Police Division (sic) had also previously determined that additional assistance was necessary within the Training Section and hired a Training Consultant that has been employed full-time since January 2017.

While the main responsibilities of the TSC are tasks related to training; there is only one non-training related task. The non-related training task is overseeing the Recruitment, Hiring, and Retention. While this task can be time consuming at times, it is not consistently busy. Additionally, an investigator is assigned to the TSC to aid in completing background checks for hiring. During times of hiring the Training Consultant has the knowledge and ability to complete tasks that



traditionally belong to the TSC. Furthermore, the University of Cincinnati Police Division (sic) has remained flexible in allowing for the TSC additional work hours to complete necessary tasks."

Data Reviewed

Job description of the Training Section Commander

Current Assessment of Compliance



In Compliance

The Monitor reviewed the job description of the Training Section Commander (TSC) and the UCPD's proffer of compliance (above in italics) and has spoken to the TSU and the Training Consultant on numerous occasions regarding their roles and responsibilities. The Monitor found that the UCPD has ensured the proper level of oversight of training and has dedicated the TSU's time primarily to the training tasks. The UCPD has also provided the TSU with additional resources by hiring the Training Consultant.

Next Review

No further review is necessary.



DATE: JUNE 17, 2017

REC. REF. NO.: 6.15.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

There are serious deficiencies noted in command oversight of training including: the lack of a Training Committee (despite it being named in the SOP); the lack of review (or available evidence of review) of course curricula by the TU Lieutenant or Training Committee; the lack of an annual Continuing Education Plan and Learning Needs Assessment; and the lack of oversight over outside training.

Exiger Recommendation ("ER")

UCPD should re-establish the Training Review Committee under the direction of the TU Lieutenant and include a member from the University and two members from the community.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1) UCPD implements a policy re-establishing the Training Review Committee under the direction of the TU Lieutenant;
- 2) The re-established Committee includes, at minimum, a member from the university and two members from the community.

UCPD Proffer of Compliance

"The University of Cincinnati Police Division (sic) has developed a Training Policy that includes utilizing the re-established Training Committee in various ways. The Training Committee currently consists of ten members, three of whom are from outside of our department; these members are listed in an Internal Correspondence that was approved by the Chief and is attached. The seven from within our department are included due to their position within the department as shown on the attached Internal Correspondence. The Training Committee will be responsible for reviewing our training policy, curricula development, course delivery and course approval. The Training Committee responsibilities are within the current Training Policy (see page 4). These members will also be included within the Lessons Learned program. Additionally, the current reviews of courses have been completed by the permanent members of the Training Committee; these reviews, along with the training policy, will be reviewed with the full Training Committee for approval during our first meeting in June 2017.

Data Reviewed

- 1. Approved Internal Correspondence for members of the Training Committee
- 2. Training Committee Contact List
- 3. Training Committee Email correspondence



- 4. Read, Recognize, Respond Evaluation
- 5. Legal Update Evaluation
- 6. Documenting Force Vendor Course Review
- 7. Internal Affairs Course Consideration Analysis
- 8. Training Committee Description
- 9. Training and Professional Development Policy

Current Assessment of Compliance



In Compliance

The Monitor notes that the difference between ER 6.15.B and ER 6.1.G ("Establishment of Training Committee") is that this ER's intention is to ensure the reporting structure of the Training Committee under the Training Section Commander (TSC) as well as the specific membership on the committee.

The Monitor reviewed the Training and Professional Development policy and the documentation related to the Training Committee including the description of the committee, a list of members, internal correspondence identifying the current members, and examples of course evaluations that will be used in evaluating training needs. The membership includes the standing assignment of the UCPD TSC, the Training Consultant, and the Organizational Development Coordinator (ODC). In addition, the Chief of Police will appoint at least one representative from the following groups:

- Community Advisory Council (CAC)
- Student Safety Board
- UCPD Sergeant
- UCPD Dispatcher
- UCPD Patrol officer (Union Rep)
- UCPD Security Officer

The Training Committee members serve for a minimum of two years and meet as needed, but no less than twice a year and currently includes two members of the community from the CAC and one member of the University Student Safety Board as required by the ER. The Training Committee reports to the TSC to collaborate in identifying and reviewing training

Next Review

The Monitor will assess compliance with this ER on an annual basis, again scheduled for assessment in Q6 for the period ending June 30, 2018. The next assessment will include, but is not limited to, a review of the annual TNA conducted by the Training Committee.



DATE: MARCH 31, 2017

REC. REF. NO.: 6.15.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

There are serious deficiencies noted in command oversight of training including: the lack of a Training Committee (despite it being named in the SOP); the lack of review (or available evidence of review) of course curricula by the TU Lieutenant or Training Committee; the lack of an annual Continuing Education Plan and Learning Needs Assessment; and the lack of oversight over outside training.

Exiger Recommendation ("ER")

UCPD should review, approve, and maintain the curriculum of every outside course approved for attendance by a UCPD officer.

MADC Definition of Compliance

Compliance with this recommendation will occur when UCPD implements a policy requiring that it review, approve, and maintain the curriculum of every outside course approved for attendance by a UCPD officer; and, is in practice, reviewing, approving, and maintaining the curriculum of every outside course approved for attendance by a UCPD officer.

UCPD Proffer of Compliance

"The above recommendations have been grouped together due to the topic of each recommendation being "Training Oversight."

The University of Cincinnati Police Division has created a Training and Professional Development policy that has specific items included within it in order to gain compliance of each recommendation identified within this memorandum. Several documents were created to enable us to assess, evaluate, and approve all future courses considered for training at UCPD; these documents are discussed below. It is asked that consideration be given to these recommendations for compliance as these documents and practices are only now being implemented in the fashion that they will be done in the future.

The Training and Professional Development policy dictates that all internal and external courses be reviewed and approved by the Training Section Commander, or designee, prior to approving the course as part of the UCPD training curriculum. Additionally, the policy states that the curriculum will be maintained through a yearly training needs analysis to ensure that it continues to satisfy the departments training needs and meet the department mission statement. Lastly, the Training and Professional Development policy outlines the criteria to be examined when determining if an external course is to be implemented; this criteria helps determine whether a course meets minimum consideration requirements. The minimum considerations requirements



are the minimum standards all courses must meet in order to be approved as part of the police division's curriculum.

Additionally, the Training and Professional Development policy requires that all trainings and instructors be evaluated. Instructors are to be evaluated by the students when completing a course, as well as by the Training Section Commander, or appropriate delegate, on an annual basis. Evaluation, assessment, and implementation will be completed on an ongoing basis with the attached documents.

The attached documents also support the approval process, which requires the Training Section Commander to approve all internal and external courses and lesson plans. Consideration is asked to be given as these documents have recently been created and will be utilized for future trainings, both internal and external.

Lastly, the Training and Professional Development policy requires that, as part of the evaluation process, the Training Section Commander, or delegate, observe all training courses prior to the courses being implemented into the curriculum. Observation of the course is to ensure consistency with the UCPD mission. Consideration is asked to be given in regards to compliance as the Course Consideration Analysis and the Curriculum Analysis for external course have only recently been developed to accomplish this task. These documents will be utilized for all future training when determining whether to include the course into the UCPD curriculum.

Additionally, all courses attended by the Training Section Commander are highlighted in yellow in the attached excel spreadsheet that lists all courses approved and denied in 2016. Future trainings will include documentation demonstrating adherence to the new evaluation process."

Attachments

N/A

Data Reviewed

- 1. UCPD Training and Development Policy dated March 22, 2017
- 2. List of all non-UCPD training course requests approved and denied from 2016
- 3. Examples of course curricula being maintained

Current Assessment of Compliance



In Compliance

The UCPD provided their most current version of its training policy, *Department of Public Safety*, *Police Div. Operations Policies and Procedures, Training and Professional Development* dated March 22, 2017 ("Training Policy") which outlines the duties and responsibilities of the training unit as well as course content requirements. The Training Policy outlines the elements to be followed in the review and approval process of any outside training course as described in ER 6.15.D. The UCPD also submitted examples of several course curricula as a means of demonstrating their requirement to retain such materials.



While the documentation illustrates the process of logging requests to include the person requesting the training, along with the title and dates of the course, and the word "approved" or disapproved" - further detail should be added to the form to ensure proper tracking. For example it would be helpful to include the name of the vendor; the date of training request; the date of approval/denial and who evaluated and approved or denied the training course; and, confirmation of student attendance. As such, future determinations of compliance will consider the inclusion of the above detail and supporting documentation review.

Next Review

The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in Q5 2018 and in Q9 2019.



DATE: JUNE 19, 2017

REC. REF. NO.: 6.16.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The Training Unit lacks basic management practices including: the lack of creation, maintenance and retention of curriculum, expanded course outlines, and/or lesson plans for courses; best practice templates for the design and evaluation of training; and regular course assessments.

Exiger Recommendation ("ER")

UCPD should use best practice templates to design training, and evaluate training delivery and instructors.

MADC Definition of Compliance

Compliance with this recommendation will occur when UCPD's templates to design training, and to evaluate training delivery and instructors, meet best practices in the industry.

UCPD Proffer of Compliance

"The University of Cincinnati Police Division has created a template in order to design lesson plans for trainings called the "Facilitator Guide Template." The template being utilized is modeled after the OPOTA template, but modifications were made to ensure it is best in practice. In addition to the Facilitator Guide Template, we have also created two evaluation forms. The first evaluation form, Trainer Observation and Evaluation, is completed by the Training Section Commander or a designee. The next evaluation is a form that is completed by each student to evaluate the course and the instructor from their perspective. Attached are examples of how each evaluation is being utilized."

Data Reviewed

- 1. Facilitator Guide Template
- 2. Trainer Observation and Evaluation
- 3. Student Course & Trainer Evaluation
- 4. Example of an Evaluation (Read, Recognize, and Respond)
- 5. Example of an Evaluation (VDI, Dave Young)
- 6. Example of a Student Evaluation

Current Assessment of Compliance



In Compliance

The Monitor has reviewed the templates and forms provided which will be used by UCPD in designing in-house UCPD training. These forms are currently being used to evaluate existing



courses. As described by the UCPD (above in italics) within its proffer of compliance, the templates/forms were designed based on Ohio Peace Officers Training Academy and were modified to enhance the forms in an appropriate fashion.

The forms are as follows:

- Form 100A Course Consideration Analysis: for the Training Committee when assessing vendor courses.
- **Form 100B** Vendor Course Review for the TSC or designee to evaluate outside training.
- ➤ Form 100C <u>Internal Course Review</u> for the Training Committee to review UCPD developed training.
- ➤ No Number Course and Facilitator Evaluation Form for students to evaluate courses attended.
- ➤ Form 100D New Course Approval for the Chief of Police to approve all courses (vendor or UCPD)
- Form 100E Public Safety Training Request for UCPD staff when requesting training
- Form 100F & 100G Cost Estimate and Travel Requests for training requests
- Form 100J Facilitator Guide Template to be used when developing in-house training

The Monitor found that many of the above forms contain different criteria than the Training policy (6.1.100) in which they are referenced. While the discrepancies did not affect the UCPD's compliance, we suggest that the policy and the forms referenced in the policy contain the same criteria to ensure they are consistently applied. Further, in discussions with the UCPD Training Section Commander, he agreed and stated that the forms would be modified to better match the policy.

Next Review

The Monitor will assess compliance with this ER on an annual basis, again scheduled for assessment in Q6 for the period ending June 30, 2018. The next assessment will include, but is not limited to, a review of the above forms and the annual TNA conducted by the Training Committee.



DATE: MARCH 28, 2017

REC. REF. NO.: 6.16.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The Training Unit lacks basic management practices including: the lack of creation, maintenance and retention of curriculum, expanded course outlines, and/or lesson plans for courses; best practice templates for the design and evaluation of training; and regular course assessments.

Exiger Recommendation ("ER")

UCPD should complete regular assessments of courses and training delivery and ensure that curricula include relevant and realistic officer tasks and competencies.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1. UCPD implements policies and procedures requiring regular assessments of courses and training;
- 2. The policy assures that the assessments are conducted in such a way to ensure that a curriculum includes relevant and realistic officer tasks and competencies;
- 3. These assessments are, in practice, being performed in such a way to ensure that curricula includes relevant and realistic officer tasks and competencies (on-going)
- 4. The individuals assigned to conduct these assessments are qualified and knowledgeable about best practices in training and policing in an urban campus environment (on-going)

UCPD Proffer of Compliance

"The above recommendations have been grouped together due to the topic of each recommendation falling under "Training Oversight."

The University of Cincinnati Police Division has created a Training Policy draft that has specific items included within it in order implement the recommendations for training best practices provided in the Exiger Final Report. There have been several documents created, attached and to be discussed below, that will enable us to assess, evaluate, and approve any future course considered for training at UCPD. Lastly, it is asked that consideration be given to these recommendations for compliance as these documents and practices are only now being implemented in the fashion that they will be done in the future; some of the documents are currently in draft form as well.

The training policy draft that has been created demonstrates that all courses, internal and external, will be reviewed and approved prior to attendance by the Training Lieutenant; it additionally states that curriculum will be maintained through a yearly training needs analysis to ensure that it is still best practice and meets the department mission statement. Lastly, the training



policy states the questions to be examined when determining if an external course is to be implemented; these questions determine whether it meets minimum consideration requirements. The minimum requirements are the minimum standards that any course must meet or surpass to be implemented as training within the police division.

Additionally, the training policy draft specifically requires trainings and instructors to be evaluated. Instructors are to be evaluated by the students when completing a course, as well as evaluated by the Training Lieutenant or an appropriate delegate on a yearly basis. Evaluation, assessment, and implementation will be completed on an ongoing basis with the attached documents.

The attached documents also provide the approval process regarding the requirement of the training Lieutenant to approve all internal course and lesson plans along with the evaluation and approval of outside courses. Consideration is asked to be given as these documents have only recently been created, but will be utilized for future trainings, both internal and external.

Lastly, the Training Policy draft also requires the mandatory attendance by the Training Lieutenant or a delegate at all training for the purpose of evaluating any training prior to its implementation to ensure that it is consistent with the UCPD mission. Consideration is asked to be given in regards to compliance as the Course Consideration Analysis and the Curriculum Analysis for external course have only recently been developed. These documents will be utilized for any future training when determining whether or not to send an officer to training. Additionally, the list of all courses approved and denied in the attached excel spreadsheet from 2016 displays the training attended by the Training Lieutenant, highlighted in yellow. Future trainings will show documentation to demonstrate the evaluation process to ensure if specific training is either brought back here to train internally or others will be sent out to attend courses hosted by a third party."

Attachments

N/A

Data Reviewed

- 1. UCPD Training and Development Policy dated March 22, 2017
- 2. Class Review Form for both internal and external courses
- 3. Student Evaluation Form
- 4. Course Consideration Analysis for external courses
- 5. UCPD Facilitator Evaluation and Observation Form (draft)

Current Assessment of Compliance



In Compliance

The UCPD provided their most current version of its training policy, *Department of Public Safety*, *Police Div. Operations Policies and Procedures, Training and Professional Development* dated March 22, 2017 ("Training Policy") which outlines the duties and responsibilities of the training unit as well as course content requirements.



The Training Policy establishes a "Training Committee" which is appointed by the Chief of Police and includes the key members of the Department including the Training Unit staff, other members of the UCPD (an officer, a sergeant, a union representative, and a dispatch officer) and outside elements to include a member of the Student Safety Board and the Community Advisory Council. This proposed staffing of the Training Committee meets the requirement for a broad based advisory group so long as the specific personnel selected are aware of both the UCPD policies and training needs.

The Training Committee is provided a synopsis of all course student evaluations, and the annual instructor evaluation performed by the Training Unit (as required in ERs 6.14.A and 6.19.A) and must meet annually to conduct a "Training Needs Analysis" and is directed to consider new courses, both inside and by outside vendors via a review of minimum requirements to include problem-based scenarios, student performance objectives, and specific UCPD officer and/or supervisor competencies. The results of the analysis determines whether courses are to be used, continued, updated, or retired.

As described by the UCPD, the process outlined above is relatively new and as such, no completed documentation could be provided for review at this time. As such, the Monitor has determined that the UCPD meets the policy requirements of ER 6.16.C and will include a more in-depth evaluation of the implementation of the procedures outlined in the Training Policy during its next review.

Next Review

The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in Q5 2018 and in Q9 2019.



DATE: MARCH 28, 2017

REC. REF. NO.: 6.16.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The Training Unit lacks basic management practices including: the lack of creation, maintenance and retention of curriculum, expanded course outlines, and/or lesson plans for courses; best practice templates for the design and evaluation of training; and regular course assessments.

Exiger Recommendation ("ER")

Ensure that the TU Lieutenant approve all internal courses and lesson plans, and approve all outside courses prior to employees being allowed to attend to ensure consistency with UCPD policies, procedures, practices and agency mission, vision, and values.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1. UCPD implements a policy requiring that the TU Lieutenant approve all internal courses and lesson plans;
- 2. UCPD implements a policy requiring that the TU Lieutenant approve all outside courses prior to employees being allowed to attend;
- 3. The TU Lieutenant is, in fact, approving all internal courses and lesson plans, and approving all outside courses prior to employees being allowed to attend; and
- 4. When approving courses, the TU Lieutenant is ensuring consistency with UCPD policies, procedures, practices and agency mission, vision, and values.

UCPD Proffer of Compliance

"The above recommendations have been grouped together due to the topic of each recommendation falling under "Training Oversight."

The University of Cincinnati Police Division has created a Training Policy draft that has specific items included within it in order implement the recommendations for training best practices provided in the Exiger Final Report. There have been several documents created, attached and to be discussed below, that will enable us to assess, evaluate, and approve any future course considered for training at UCPD. Lastly, it is asked that consideration be given to these recommendations for compliance as these documents and practices are only now being implemented in the fashion that they will be done in the future; some of the documents are currently in draft form as well.

The training policy draft that has been created demonstrates that all courses, internal and external, will be reviewed and approved prior to attendance by the Training Lieutenant; it additionally states that curriculum will be maintained through a yearly training needs analysis to



ensure that it is still best practice and meets the department mission statement. Lastly, the training policy states the questions to be examined when determining if an external course is to be implemented; these questions determine whether it meets minimum consideration requirements. The minimum requirements are the minimum standards that any course must meet or surpass to be implemented as training within the police division.

Additionally, the training policy draft specifically requires trainings and instructors to be evaluated. Instructors are to be evaluated by the students when completing a course, as well as evaluated by the Training Lieutenant or an appropriate delegate on a yearly basis. Evaluation, assessment, and implementation will be completed on an ongoing basis with the attached documents.

The attached documents also provide the approval process regarding the requirement of the training Lieutenant to approve all internal course and lesson plans along with the evaluation and approval of outside courses. Consideration is asked to be given as these documents have only recently been created, but will be utilized for future trainings, both internal and external.

Lastly, the Training Policy draft also requires the mandatory attendance by the Training Lieutenant or a delegate at all training for the purpose of evaluating any training prior to its implementation to ensure that it is consistent with the UCPD mission. Consideration is asked to be given in regards to compliance as the Course Consideration Analysis and the Curriculum Analysis for external course have only recently been developed. These documents will be utilized for any future training when determining whether or not to send an officer to training. Additionally, the list of all courses approved and denied in the attached excel spreadsheet from 2016 displays the training attended by the Training Lieutenant, highlighted in yellow. Future trainings will show documentation to demonstrate the evaluation process to ensure if specific training is either brought back here to train internally or others will be sent out to attend courses hosted by a third party."

Attachments

N/A

Data Reviewed

- 1. UCPD Training and Development Policy dated March 22, 2017
- 2. UCPD Training Course Approval Draft

Current Assessment of Compliance



In Compliance

The UCPD provided their most current version of its training policy, *Department of Public Safety*, *Police Div. Operations Policies and Procedures, Training and Professional Development* dated March 22, 2017 ("Training Policy") which outlines the duties and responsibilities of the training unit as well as course content requirements.



The Training Policy requires the Training Lieutenant to approve both internal and external courses to evaluate their effectiveness using the Vendor Course Review form which includes a statement that the course was "fully vetted and is consistent with UCPD policies and procedures as well as with the agency mission, vision, and values". Additionally, the Training Committee is directed to review and approve all proposed courses (internal and external) to ensure they meet mission, guidelines, policies, and include problem based scenarios.

As described by the UCPD, the process outlined above is relatively new and therefore no completed documentation could be provided for review at this time. As such, the Monitor has determined that the UCPD meets the policy requirements of ER 6.16.D and will include a more in-depth evaluation of the implementation of the procedures outlined in the Training Policy during its next review.

Next Review

The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in Q5 2018 and in Q9 2019.



DATE: MARCH 29, 2017

REC. REF. NO.: 6.19.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

There is no policy that requires the TU Lieutenant to attend training for the purpose of oversight of the training being presented.

Exiger Recommendation ("ER")

Ensure that UCPD develops a policy which charges the TU Lieutenant or appropriate designee with mandatory attendance of training in order to evaluate, in writing, its effectiveness.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1. UCPD implements a policy which charges the TU Lieutenant with mandatory attendance of training in order to evaluate, in writing, its effectiveness;
- 2. The policy is in line with best practices in the industry; and
- 3. The policy is being followed in practice.

Note: This recommendation is not meant to require that UCPD evaluate any OPOTA training.

UCPD Proffer of Compliance

"The above recommendations have been grouped together due to the topic of each recommendation falling under "Training Oversight."

The University of Cincinnati Police Division has created a Training Policy draft that has specific items included within it in order implement the recommendations for training best practices provided in the Exiger Final Report. There have been several documents created, attached and to be discussed below, that will enable us to assess, evaluate, and approve any future course considered for training at UCPD. Lastly, it is asked that consideration be given to these recommendations for compliance as these documents and practices are only now being implemented in the fashion that they will be done in the future; some of the documents are currently in draft form as well.

The training policy draft that has been created demonstrates that all courses, internal and external, will be reviewed and approved prior to attendance by the Training Lieutenant; it additionally states that curriculum will be maintained through a yearly training needs analysis to ensure that it is still best practice and meets the department mission statement. Lastly, the training policy states the questions to be examined when determining if an external course is to be implemented; these questions determine whether it meets minimum consideration requirements.



The minimum requirements are the minimum standards that any course must meet or surpass to be implemented as training within the police division.

Additionally, the training policy draft specifically requires trainings and instructors to be evaluated. Instructors are to be evaluated by the students when completing a course, as well as evaluated by the Training Lieutenant or an appropriate delegate on a yearly basis. Evaluation, assessment, and implementation will be completed on an ongoing basis with the attached documents.

The attached documents also provide the approval process regarding the requirement of the training Lieutenant to approve all internal course and lesson plans along with the evaluation and approval of outside courses. Consideration is asked to be given as these documents have only recently been created, but will be utilized for future trainings, both internal and external.

Lastly, the Training Policy draft also requires the mandatory attendance by the Training Lieutenant or a delegate at all training for the purpose of evaluating any training prior to its implementation to ensure that it is consistent with the UCPD mission. Consideration is asked to be given in regards to compliance as the Course Consideration Analysis and the Curriculum Analysis for external course have only recently been developed. These documents will be utilized for any future training when determining whether or not to send an officer to training. Additionally, the list of all courses approved and denied in the attached excel spreadsheet from 2016 displays the training attended by the Training Lieutenant, highlighted in yellow. Future trainings will show documentation to demonstrate the evaluation process to ensure if specific training is either brought back here to train internally or others will be sent out to attend courses hosted by a third party."

Attachments

 $\overline{N/A}$

Data Reviewed

- 1. UCPD Training and Development Policy dated March 22, 2017
- 2. List of all non-UCPD training courses (approved and denied) from 2016

Current Assessment of Compliance



In Compliance

The UCPD provided their most current version of its training policy, *Department of Public Safety*, *Police Div. Operations Policies and Procedures, Training and Professional Development* dated March 22, 2017 ("Training Policy") which outlines the duties and responsibilities of the training unit as well as course content requirements.

The Training Policy requires the Training Unit ("TU") Lieutenant or designee to personally observe and evaluate every UCPD and outside/Vendor training throughout the year and on an annual basis. All of the related evaluation forms are presented to the Training Committee for review during the annual "Training Needs Analysis." The related external and in-house student



course evaluation forms allow the student to evaluate the course content as it related to his or her job, and evaluate the effectiveness of the presenter. Annually the Training Lieutenant or designee conducts a Trainer Observation and Evaluation form of both internal and outside/Vendor instructors which is a very detailed and comprehensive review designed to evaluate the effectiveness of the instructor (OPOTA courses and instructors are excluded from this evaluation and the standards contained within the Training Policy).

As described by the UCPD, the tracking documentation and the related processes are relatively new and should be bolstered to include further details to demonstrate TU attendance and evaluation of training courses as outlined in the Training Policy as required by ER 6.19.A. This detailed information is important to create a historical record as well as for upcoming internal inspection/audit purposes. Future determinations of compliance will include a review of both completed evaluation documentation and updated tracking information to ensure that the procedures outlined in the Training Policy are being followed.

Next Review

The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in Q5 2018 and in Q9 2019.

Appendix 7 Review of Accountability Mechanisms



				2017						2019				
REPORT CARD MATRIX		Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
	Section 7 - Review of Accountal	bility	Mech	anis	ns									
7.1.A	Each of the three patrol shifts should be made up of two squads of officers, with each squad having a permanently assigned sergeant who works the same rotating schedules as their officers.	ZFE)	-	1	1	1	1	•	•	1	1	•	-	
7.1.B	Consider redesigning the Organization chart so that it is comprised of sub charts showing Field Operations and Support Services in greater detail, and should be updated to reflect latest changes and clearly reflect each squad sergeant and the officers assigned to the	NFE NFE	•	1	-	1	1	1	1	1	1	1	-	
7.1.C	Conduct a comprehensive review of the patrol chart to determine if it deploys the patrol force and the supervisors in the most effective manner.													
7.2.A	Finalize the Managing Performance and Early Intervention policy and procedure that documents the use of Guardian Tracking.													
7.3.A	Develop a list of critical duties and responsibilities for these positions.			0										
7.3.B	Consider requiring that patrol sergeants perform documented visits, preferably in the field, to each subordinate during their shift.					0				0				
7.4.A	Implement a quality control process to ensure compliance with the performance evaluation requirements, and incorporate related duties on the list of supervisor responsibilities.													
7.5.A	Draft Complaint Initiation Policies and Procedures that (a) call out the different methods of initiating/receiving complaints; (b) allow for the receipt of anonymous complaints; (c) provide for walk-in complaints at UCPD headquarters; (d) prohibit any attempt to dissuade an	(3)	⊚	0										
7.5.B	Draft Complaint Investigation Policies and Procedures that (a) requires the categorization of complaints; (b) defines the workflow of the different categories of complaints from investigation to adjudication; (c) provides time frames for the investigative process; and (d)		⊚	0										
7.5.C	Draft Complaint Adjudication Policies and Procedures that (a) set forth the standard of proof; (b) prohibit automatic credibility preference being given to an officer's recitation of facts; (c) define the categories of potential disposition; (d) define the timeframe in which adjudication			0										



			2017				20	18		2019			
REPORT CARD MATRIX		Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar				Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec
7.6.A	Compile complaint information into a simple database, which can be accessed by the ICS system, and includes several fields (year, date of complaint, nature of the complaint, employee, investigating supervisor, disposition and date completed).			0									
7.7.A	Develop brochures, in hard copy and for inclusion on UCPD's website, about the complaint process and complaint forms and make such materials available and include as a requirement in a new SOP governing civilian complaints.			0									
7.8.A	Consider establishing a subgroup of the CAC to review the UCPD'S investigation of complaints made against employees.												
7.9.A	Create a separate SOP detailing how disciplinary matters should be handled by UCPD. Such a procedure should include creating a form that summarizes details of an allegation of misconduct and creates a log listing the number of the issue starting at 001 of year and		⊚	0									
7.10.A	Establish an Inspectional Services or Audit unit, reporting directly to the Vice President for Public Safety and Reform.												
7.11.A	Enter into a voluntary independent monitorship which would provide regular status updates to the Board of Trustees and the public relative to the progression of reform within the Department	(F)	-	-			•	•	•	•	•	•	-



DATE: MARCH 9, 2017

REC. REF. NO.: 7.1.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's level of supervision has been seriously inadequate, but the recent creation and filling of sergeant positions and realignment of lieutenant positions are much needed organizational improvements.

Exiger Recommendation ("ER")

Each of the three patrol shifts should be made up of two squads of officers, with each squad having a permanently assigned sergeant who works the same rotating schedules as their officers.

MADC Definition of Compliance

Appropriate and reasonable consideration has been given to the question of whether each of the three patrol shifts are made up of two squads of officers with one sergeant assigned to each squad. Interview officers and observe conduct to make sure that this arrangement is being followed in practice.

UCPD Proffer of Compliance

"A review was conducted of the current shift personnel allotment, off day rotations, ten hour work day shift schedule, and contractual agreements between the department and labor unions representing the officers and supervisors. The goal of the review to was to assess the impact of breaking down each shift into two squads, each with an assigned sergeant and a lieutenant that would work an equal amount with each squad. The results of the review concluded that the aforementioned recommendation would not be feasible for the department for several reasons.

When assessing the current off day rotations, ten hour shift schedules, and the shift allotment, it was determined that deviating from this would cause an uneven disbursement of personnel which may cause undue overtime in the event of an officer taking time off for training, vacation, or sick time. Further, it was determined that it may cause scheduling difficulties when trying to schedule officers to fill off-duty details. Additionally, and most constricting, the contractual obligations with the union representing the supervisors limits the off day rotations of sergeants to a different rotation than that of the officers.

Understanding the impetus of the Exiger recommendation, that being supervisor accountability and direct supervision of subordinates for requests and evaluation, several administrative practices have been put in place. For instance, if an officer has a request for time off, they make the request through the supervisor that would be working during the time requested off. Moreover, the lieutenant in charge of the shift assigns half of the officers to each of the sergeants; those sergeants are responsible for those officers' monthly evaluations, annual evaluations, training



requests, etc. Finally, the opposing rotating schedule for the supervisors allows each supervisor, lieutenant and sergeants, to work with each shift officer an equal amount of time. Coupled with the staggered off day rotations of each shift officer, this measure provides a more cohesive shift of officers where all personnel assigned to a shift work together equally.

In conclusion, the department doesn't believe that dividing each shift in half would have a substantial improvement on supervisor accountability to justify violating or renegotiating contractual agreements with labor unions, and potentially damaging the cohesiveness of the various shifts and personnel."

Attachments

UCPD 7.1.A Monitor Memorandum.doc

Data Reviewed

UCPD Memorandum outlining its proffer of compliance (in italics above)

Current Assessment of Compliance



In Compliance

The UCPD conducted a thorough evaluation to consider the recommendation of sergeant to officer supervision and accountability. Upon conclusion, the UCPD opted for other very reasonable and appropriate options in order to meet the spirit of the Exiger recommendation.

Next Review

No further review of this recommendation is required.



DATE: MARCH 10, 2017

REC. REF. NO.: 7.1.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's level of supervision has been seriously inadequate, but the recent creation and filling of sergeant positions and realignment of lieutenant positions are much needed organizational improvements.

Exiger Recommendation ("ER")

The Organization Chart ("Org Chart") should be redesigned and comprised of sub charts showing Field Operations and Support Services in greater detail. The Org Chart should also be updated to reflect latest changes to the organizational structure.

MADC Definition of Compliance

Compliance with this recommendation will occur when UCPD updates the Org Chart to include the most recent organizational changes and implements a mechanism that ensures that the Org Chart remains current.

UCPD Proffer of Compliance

Submission of the Public Safety and UCPD Org charts along with a position description for the Unit Coordinator.

Attachments (Smart Sheet)

- 1. Most recently submitted Public Safety and UCPD Org charts
- 2. Pre-monitorship Org Chart dated 2015
- 3. Position description for the Unit Coordinator

Data Reviewed

- 1. Most recently submitted Public Safety and UCPD Org charts
- 2. Pre-monitorship Org Chart dated 2015
- 3. Position description for the Unit Coordinator

Current Assessment of Compliance



In Compliance

The Monitor review the updated Org Charts compared and confirmed the charts have been updated to reflect the current organizational structure, and that the Charts illustrate both Field Operations and Support Services in greater detail as compared to the pre-monitorship Org Chart. The UCPD



also formally assigned the task of keeping the Org Charts updated to the Public Safety Unit Coordinator which will help to ensure the process of updating organization charts remains current.

Next Review

No further review of this recommendation is required unless changes to the organizational structure occur.



DATE: MARCH 30, 2017

REC. REF. NO.: 7.3.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Despite the requirement that written statements of the duties and responsibilities of each specific position be maintained, there appears to be no current listing of duties and responsibilities for Sergeants and Lieutenants other than a general listing of duties for persons seeking the promotion/position.

Exiger Recommendation ("ER")

Consider requiring that patrol sergeants (supervisors) perform documented visits, preferably in the field, to each subordinate during their shift.

MADC Definition of Compliance

Compliance with this recommendation will occur when UCPD considers requiring that patrol sergeants perform documented visits, preferably in the field, to each subordinate during their shift and/or considers alternative plans to ensure appropriate field supervision. Consideration should include a determination of the adequacy of supervisory training.

UCPD Proffer of Compliance

"Shift supervisors have been tasked with performing at least one visit to each branch campus in order to inspect the officer assigned at the branch campus and to ensure they are in compliance with policies, procedures, and practices of the department. Further they are to ensure they are providing the customer service expected of a departmental employee. In addition to visiting officers at the branch campuses, the shift supervisor will make a concerted effort to meet with each patrol officer assigned to the main Uptown Campus. They must also check on any off-duty details that officers may be working on campus. Again, the supervisor will ensure the officer is in compliance with policies, procedures, and practices of the department. The supervisor will also attempt to meet with officers while they are dealing with the public to ensure they are providing effective customer service. These officer visits are documented in a column on the shift line-up sheet entitled "Field Visit". The two branch campuses are also noted on the bottom of the line-up sheet.

Regarding the adequacy of supervisor training, each supervisor has attended, at a minimum, a forty-hour class of police supervision. This class was held at either OPOTA or at Butler Tech Law Enforcement Institute. Both classes have the same curriculum and are state approved classes. This class covers topics such as leadership, vicarious liability, and evaluation of subordinates, handling citizen complaints, discipline, and critical incident management."



Attachments

N/A

Data Reviewed

- 1. UCPD Patrol directive to supervisors
- 2. Blank 1st 2nd and 3rd shift line-ups
- 3. Completed Lineup sheets from March 5 thru 11, 2017
- 4. Supervisor course certifications
- 5. OPOTA First Line Supervisor course description

Current Assessment of Compliance



In Compliance

On February 16, 2017 the UCPD Patrol Commander sent a directive to all police supervisors requiring the shift supervisor to meet with each officer assigned on the shift, at least one time during the course of the shift, and must occur in the field including branch campuses. The supervisor is further directed to checkoff the task on the daily lineup sheet with an "x" in the "field visit" column. A review of 21 line up sheets (7 per shift) for the week of March 5 - 11, 2017 determined that the officers working received a daily in-field visit by their shift supervisors on average, 79% of the time. The data did not indicate that any one officer, sergeant, or shift was lacking in daily field visits and given the nature of the patrol sergeant's supervisory function the Monitor is comfortable concluding that UCPD sergeants are generally performing in-field supervision as required by ER 7.3.B. It is important to note however, that given the number of activities and tasks expected of patrol sergeants in performing their supervisory duties, the quality of field supervision cannot be measured by a lineup checkmark alone, but rather through viewing the many different connected processes.²

In 2015 the UCPD added the position of sergeant as a shift supervisor to oversee police officers in the field. There are currently 7 sergeants listed on the UCPD's personnel roster and since this is a relatively new function, in addition to the in-field visits, consideration of the adequacy of the supervisor training was included in this assessment.

As requested, the UCPD provided a course description of the OPOTA supervisory training which appears to cover the necessary topics for a first line supervisor, however only one of the seven attended the OPOTA training. The remaining six attended supervisory training at Butler Technical Law Enforcement Institute which is proffered to be similar to OPOTA and state approved. A

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¹ When an ER and the related UCPS Directive require a task to occur in every instance (e.g., ER 7.3.B requires an in-field visit each day for each officer on the shift), the standard for quantitative compliance is usually determined to be greater than 94 percent. However, in the case of supervisory oversight, which is the intention of ER 7.3.B, the supervisor's actions should also be considered from a qualitative perspective and not sole quantitative.

² The sergeant training requirements will be assessed within ER 6.6.B, development of an annual training plan. Furthermore, many qualitative aspects of patrol supervision will be covered within ER 5.12.A which requires the updating of all UCPD policies and procedures to consider the new sergeant positions, and as part of ER 7.3.A which requires the development of a list of critical duties and responsibilities of the new positions.



review of the training certificates found that most of the training courses were attended many years prior to the sergeant promotions; specifically, six of the sergeants attended training prior to 2008 and as far back as 2002, the remaining sergeant attended the course in 2014.

While the OPOTA and Butler Tech training courses are Ohio State approved and are appropriate as a prerequisite for the application for promotion to sergeant, due to the age of the attendance and the critical nature of this newly added field sergeant role, the training alone could not have covered the most recent UCPD and nationwide police supervisory issues. Neither of the courses would have been tailored to cover the specific job requirements and expectations of a UCPD field sergeant. The Monitor engaged in subsequent discussions with UCPD command staff who agreed that some type of UCPD specific orientation training should be provided to, and required of, sergeants upon promotion and on a regular ongoing basis. As a result, the UCPD has revised its Annual Training Plan to include such training.

Next Review

The Monitor intends to review compliance with ER 7.3.B on an ongoing basis, at minimum annually in O5 2018, and in O9 2019.



DATE: APRIL 10, 2017

REC. REF. NO.: 7.5.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD policies with respect to complaint receipt, investigation, and disposition are inadequate.

Exiger Recommendation ("ER")

UCPD should draft Complaint Initiation Policies and Procedures that (a) call out the different methods of initiating/receiving complaints (by mail, telephone, fax or email and via the UCPD website); (b) allow for the receipt of anonymous complaints; (c) provide for walk-in complaints at UCPD headquarters; (d) prohibits any attempt to dissuade an individual from filing a complaint; (e) requires appropriate notification from UC General Counsel anytime a lawsuit alleging police misconduct is filed; (f) requires notification to UCPD by any officer who is arrested or otherwise criminally charged or the subject of a lawsuit that alleges physical violence, threats of physical violence or domestic violence; (g) requires officers to report the misconduct of other officers including improper use or threatened use of force, false arrest, unlawful search or seizure, or perjury; and (h) allows for the processing of internally generated complaints.

MADC Definition of Compliance

Compliance with this recommendation will be achieved through an assessment of quality and timeliness of Complaint investigations concluded within the quarter. A timely investigation is one that, absent extenuating circumstances, is concluded within 90 days of the event, with the initial review occurring within 14 days from the date of the incident.

A quality investigation is one that is complete - identifies and explains the all supervisors with respect to post-incident response and conduct at the scene during the incident; includes a canvass of the scene to locate witnesses where appropriate; contains all appropriate interviews and evidence, or, if evidence is missing, an explanation of why the evidence is missing; addresses any inconsistent information; articulates the legal/policy basis for the officer's action; and, addresses any concerns raised regarding training, policy, or tactics.

Additionally, if during the course of any complaint investigation, the investigating officer has reason to believe that misconduct may have occurred other than that alleged by the complainant, the alleged victim of misconduct, the investigating officer must notify a supervisor, and an additional Complaint investigation of the additional misconduct issue shall be conducted.

UCPD Proffer of Compliance

N/A



Attachments

The data reviewed is available in the UCPD Document Repository DR #0004.

Data Reviewed

- 1. UCPD's Memorandum dated 2/15/17 Complaint Categorization
- 2. Complaint Investigations IA-17-01 through IA-17-13

Current Assessment of Compliance

DW Determination Withheld

While the 13 complaint investigations that occurred in Quarter 1 ("Q1") were reviewed, the Monitor is withholding its determination for this reporting period because the Methodologies to Aid in the Determination of Compliance ("MADC") for this ER had not yet been discussed or agreed upon, nor had the applicable policies been finalized and submitted for review. ¹ The Monitor will assess this ER to include the 13 complaint investigations and any others occurring during Q2 in the next reporting period. Notwithstanding its full assessment of this ER to be reported in Q2, a summary of the incidents is included below.

Summary of Complaints Incidents

Ten of the 13 complaints are categorized as "Citizen Complaints" (generated externally) and all ten were related to a complaint of service and/or discourtesy. The remaining 3 of the 13 were categorized as "Internal Agency" as they were generated internally and relate to policy violations.

Seven of the 13 investigations were completed/closed, the remaining six are open. Of the seven closed investigations, six were found to be sustained and one not sustained.

Next Review

The Monitor will review all complaint and related investigations that occur on an ongoing basis.

¹ The UCPD did not schedule ER 7.5.A for Quarter 1 as the applicable policies were not ready for submission.



DATE: JULY 2, 2017

REC. REF. NO.: 7.5.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD policies with respect to complaint receipt, investigation, and disposition are inadequate.

Exiger Recommendation ("ER")

UCPD should draft Complaint Initiation Policies and Procedures that (a) call out the different methods of initiating/receiving complaints (by mail, telephone, fax or email and via the UCPD website); (b) allow for the receipt of anonymous complaints; (c) provide for walk-in complaints at UCPD headquarters; (d) prohibits any attempt to dissuade an individual from filing a complaint; (e) requires appropriate notification from UC General Counsel anytime a lawsuit alleging police misconduct is filed; (f) requires notification to UCPD by any officer who is arrested or otherwise criminally charged or the subject of a lawsuit that alleges physical violence, threats of physical violence or domestic violence; (g) requires officers to report the misconduct of other officers including improper use or threatened use of force, false arrest, unlawful search or seizure, or perjury; and (h) allows for the processing of internally generated complaints.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1) UCPD implements Complaint Initiation Policies and Procedures;
- 2) the policies and procedures call out the different methods of initiating/receiving complaints (by mail, telephone, fax or email and via the UCPD website);
- 3) the policies and procedures allow for the receipt of anonymous complaints;
- 4) the policies and procedures provide for walk-in complaints at UCPD headquarters;
- 5) the policies and procedures prohibit any attempt to dissuade an individual from filing a complaint;
- 6) the policies and procedures require appropriate notification from UC General Counsel anytime a lawsuit alleging police misconduct is filed;
- 7) the policies and procedures require notification to UCPD by any officer who is arrested or otherwise criminally charged or the subject of a lawsuit that alleges physical violence, threats of physical violence or domestic violence; and,
- 8) the policies and procedures require officers to report the misconduct of other officers including improper use or threatened use of force, false arrest, unlawful search or seizure, or perjury;
- 9) These policies and procedures allows for the processing of internally generated complaints; and
- 10) These policies and procedures are being followed in practice.

UCPD Proffer of Compliance



"Investigations of complaints regarding biased policing are referenced in both the UCPD Biasfree Policing Policy and the more general Internal Investigations and Complaints Policy (both attached). Specifically, page 4 of the Bias-Free Policing Policy specifies the complaint process for allegations of profiling or improper biased treatment as well as the investigation and corrective measures for biased policing. The Internal Investigations and Complaints Policy incorporated the specific items addressed in Recommendation 7.5.A and can be found as follows:

- Different methods of initiating/receiving complaints: Subsection V. Receipt of Complaints, A, B, and C (pg 4)
- Allow for the receipt of anonymous complaints: Subsection V. Receipt of Complaints, A, B, and C (pg 4)
- Provide for walk-in complaints: Subsection V. Receipt of Complaints, A, B, and C (pg 4)
- Prohibit any attempt to dissuade an individual from filing a complaint: Subsection V. Receipt of Complaints, F(pg 5)
- Require appropriate notification from UC General Counsel anytime a lawsuit alleging police misconduct is filed; Subsection V. Receipt of Complaints, F (pg 6)
- Require notification to UCPD by any officer who is arrested or otherwise criminally charged or the subject of a lawsuit that alleges physical violence, threats of physical violence or domestic violence; Subsection V. Receipt of Complaints, J & K (pgs 5-6)
- Require officers to report the misconduct of other officers: Subsection V. Receipt of Complaints, I (pg 5)
- Allow for the processing of internally generated complaints; Subsection III. Definitions, B (pg 2); Subsection V. Receipt of Complaints, J & K (pgs 5-6)
- In order to demonstrate that the procedures in the Internal Investigations and Complaints Policy are being followed in practice, all citizen and internally generated complaints against UCPD personnel dating from January 1, 2017 have been submitted to the Monitor for compliance assessment.

The dissemination of the Bias Free Policing policy was assessed in Q1 under recommendation 1.5.A/2.2.A (DR 0005). The Internal Investigations and Complaints policy has been internally disseminated via Power DMS and that documentation is attached. In addition, supervisors have been specifically trained on this policy. The PowerPoint training is attached as is the supervisors training sign off sheets. Supervisors are currently in the process of training their officers. Those completed as of 4/24 are attached. The remaining training sign off sheets of officers will be submitted prior to the end of Q2."

Attachments

- 1. Internal Investigations and Complaints Policy
- 2. PowerDMS sign off list Internal Investigation and Complaints Policy



Current Assessment of Compliance

DW Determination Withheld

During Q1, the Monitor withheld its determination of compliance because although the UCPD provided the Monitor with all complaints as required, the Methodologies to Aid in the Determination of Compliance ("MADC") for this ER had not yet been discussed or agreed upon, nor had the applicable policies been finalized and submitted for review.

During Q2, the UCPD submitted the applicable policies; Internal Investigations and Complaints policy, Form 15A Complaint Form which also includes a document titled "Processing Procedures", and the Internal Investigations Log Sheet. The Monitor's review of these policies and documents identified several concerns that were communicated to UCPD and the Office of Safety and Reform. The Monitor's concerns were generally related to the absence of categorization of complaint types, the lack of specificity on how each of those types of complaints are processed; and terminology within the policy and documents that lacked definition. In addition, the workflow of a complaint from intake through the investigative process to adjudication was in separate documents which resulted in a lack of clarity in the workflow.

To their credit, in response to our discussions, the UCPD agreed to revise the policy to address the Monitor's concerns and opted to resubmit the policy, form and log once finalized. Because the policy and related documents are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor has withheld its determination of compliance.

Next Review

The Monitor will again assess compliance with this ER to include the quality of the complaints investigated to the standards as contained within the newly revised policies during Q3 for the period ending September 30, 3017.



DATE: JULY 2, 2017

REC. REF. NO.: 7.5.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD policies with respect to complaint receipt, investigation, and disposition are inadequate.

Exiger Recommendation ("ER")

UCPD should draft Complaint Investigation Policies and Procedures that (a) requires the categorization of complaints; (b) defines the workflow of the different categories of complaints from investigation to adjudication; (c) provides time frames for the investigative process; and (d) establishes complaint investigation protocols. The revised SOP should provide for confidentiality to the extent otherwise permissible where disclosure would compromise the investigation.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1) UCPD implements Complaint Initiation Policies and Procedures;
- 2) These policies and procedures require the categorization of complaints;
- 3) These policies and procedures define the workflow of the different categories of complaints from investigation to adjudication;
- 4) These policies and procedures provide time frames for the investigative process;
- 5) These policies and procedures establish complaint investigation protocols;
- 6) These policies and procedures provide for confidentiality to the extent otherwise permissible where disclosure would compromise the investigation; and
- 7) These policies are disseminated internally to include all appropriate UCPD personnel (investigators).
- 8) The policies are sufficiently explained to all relevant UCPD personnel (investigators) either as formalized training or an online learning tool (PowerDMS.)

UCPD Proffer of Compliance

"The newly created and implemented Internal Investigations and Complaints Policy (IIC Policy) describes the policies governing a complaint or allegation of misconduct against a UCPD officer. The system set forth in this policy is designed to be fair, objective and just for all parties involved. The IIC Policy specifically prohibits UCPD officers from dissuading anyone from making a complaint (page 5). The IIC Policy, attached to this memo, categorizes complaints (pages 2 to 3) and defines the workflow of complaints from the stages of investigation to adjudication (pages 7 to 13). Included in the IIC Policy are specific timeframes for the investigative process (page 7 to 8) along with complaint investigation protocols (pages 7 to 10). The IIC Policy specifically provides for confidentially to the extent otherwise permissible where disclosure would compromise the investigation (page 13).



To comply with the guidelines set forth in Recommendation 7.5.C, the newly implemented IIC policy sets forth the standard of proof for each type of case disposition, by describing the levels of evidence necessary to meet each category of disposition (page 9). Page 9 of the policy also defines the categories of potential disposition. The IIC Policy specifically prohibits automatic credibility preference being given to an officer's recitation of facts (page 7). The IIC Policy sets a specific timeframe in which adjudication should be completed (pages 7 to 8).

The IIC Policy has been disseminated internally to all UCPD personnel. The proof of dissemination was uploaded for compliance assessment under 7.5.A (DR 0007)."

Data Reviewed

- 1. Internal Investigations and Complaints Policy
- 2. Form 15 A Complaint Form
- 3. Copy of Internal Investigations Log Sheet

Current Assessment of Compliance

DW Determination Withheld

The Monitor's review of the UCPD's Internal Investigations and Complaints policy, Form 15A Complaint Form which also includes a document titled "Processing Procedures," and the Internal Investigations Log Sheet submitted, identified several concerns that were communicated to UCPD and the Office of Safety and Reform. The Monitor's concerns were generally related to the absence of categorization of complaint types, how each of those complaints are processed, and terminology that lacked definition. In addition, the workflow of a complaint from intake through the investigative process to adjudication was in separate documents which resulted in a lack of clarity in the workflow.

To their credit, in response to our discussions, the UCPD agreed to revise the policy to address the Monitor's concerns and opted to resubmit the policy, form and log once finalized. Because the policy and related documents are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor has withheld its determination of compliance.

Next Review

The Monitor will again assess compliance with this ER during Q3 for the period ending September 30, 3017.



DATE: JULY 2, 2017

REC. REF. NO.: 7.5.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD policies with respect to complaint receipt, investigation, and disposition are inadequate.

Exiger Recommendation ("ER")

UCPD should draft Complaint Adjudication Policies and Procedures that (a) set forth the standard of proof; (b) prohibits automatic credibility preference being given to an officer's recitation of facts; (c) defines the categories of potential disposition; (d) and, sets the timeframe in which adjudication should be completed.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1) UCPD implements Complaint Adjudication Policies and Procedures;
- 2) These policies and procedures set forth the standard of proof;
- 3) These policies and procedures prohibit automatic credibility preference being given to an officer's recitation of facts;
- 4) These policies and procedures define the categories of potential disposition;
- 5) These policies and procedures set the timeframe in which adjudication should be completed; and
- 6) These policies are disseminated internally to include all appropriate UCPD personnel (investigators & reviewers).
- 7) The policies are sufficiently explained to all relevant UCPD personnel (investigators and reviewers) either as formalized training or an online learning tool (PowerDMS.).

UCPD Proffer of Compliance

"The newly created and implemented Internal Investigations and Complaints Policy (IIC Policy) describes the policies governing a complaint or allegation of misconduct against a UCPD officer. The system set forth in this policy is designed to be fair, objective and just for all parties involved. The IIC Policy specifically prohibits UCPD officers from dissuading anyone from making a complaint (page 5). The IIC Policy, attached to this memo, categorizes complaints (pages 2 to 3) and defines the workflow of complaints from the stages of investigation to adjudication (pages 7 to 13). Included in the IIC Policy are specific timeframes for the investigative process (page 7 to 8) along with complaint investigation protocols (pages 7 to 10). The IIC Policy specifically provides for confidentially to the extent otherwise permissible where disclosure would compromise the investigation (page 13).



To comply with the guidelines set forth in Recommendation 7.5.C, the newly implemented IIC policy sets forth the standard of proof for each type of case disposition, by describing the levels of evidence necessary to meet each category of disposition (page 9). Page 9 of the policy also defines the categories of potential disposition. The IIC Policy specifically prohibits automatic credibility preference being given to an officer's recitation of facts (page 7). The IIC Policy sets a specific timeframe in which adjudication should be completed (pages 7 to 8).

The IIC Policy has been disseminated internally to all UCPD personnel. The proof of dissemination was uploaded for compliance assessment under 7.5.A (DR 0007)."

Data Reviewed

- 1. Internal Investigations and Complaints Policy
- 2. Form 15 A Complaint Form
- 3. Copy of Internal Investigations Log Sheet

Current Assessment of Compliance



Partial Compliance

While the Monitor's review of the UCPD's Internal Investigations and Complaints policy and documentation identified several concerns that were communicated to the UCPD and will be addressed in upcoming revisions, the UCPD's policy does, in fact, set the appropriate standard of proof; includes this statement regarding credibility "...shall investigate all complaints thoroughly and objectively and is prohibited from giving unsubstantiated credibility to the statements of any party;"; defines the disposition categories; and set timelines for completion of the investigation. While this version of the policy was disseminated, the revised policy will need to be redisseminated with updated procedures highlighted. Therefore, the Monitor found the UCPD achieved partial compliance.

Next Review

The Monitor will again assess compliance with this ER during Q3 for the period ending September 30, 3017.



DATE: JULY 8, 2017

REC. REF. NO.: 7.6.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not maintain a complaint log as is required in the Internal Affairs policy (SOP 52.1.100).

Exiger Recommendation ("ER")

Complaint information should be compiled into a simple database, which can be accessed by the ICS system, and should include fields for number for the year, listing in chronological order for the year, date complaint received, nature of the complaint, employee who is the subject of the complaint, the supervisor assigned to investigate the complaint, disposition, and date investigation completed.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1) UCPD creates a database for compiling complaint information;
- 2) UCPD implements policy and procedures for the use of that database;
- 3) The database can be accessed by the ICS System;
- 4) The database includes, at minimum, the following fields: (a) number for the year; (b) date complaint received; (c) nature of the complaint; (d) employee who is the subject of the complaint; (e) the supervisor assigned to investigate the complaint; (f) disposition; and (g) date investigation completed; and
- 5) The policies and procedures for compiling the information are being followed.

UCPD Proffer of Compliance

"In accordance with recommendation 7.9.A, the Internal Investigations and Complaints Policy (IIC Policy) encompasses procedures to handle all complaints for UCPD employee job performance or personal misconduct that violates laws or policies / procedures of the UCPD. It details how all disciplinary matters shall be handled by the UPCD. Upon an allegation of misconduct or upon receipt of a complaint, a supervisor will fill out the University of Cincinnati Police Division Complaint, Form-15 (attached). This process is mandated in the IIC Policy (see page 4). From this form, data are entered into the complaint log which includes the name of the employee, type of complaint, nature of the allegation, the name of the investigating supervisor, assigned and due dates, disposition, the date adjudicated, among other details.

In accordance with recommendation 7.6.A, the IIC Policy also mandates the creation, assignment and maintenance of a complaint log (database) for recording and monitoring investigations of



complaints (see page 3 of IIC Policy). A copy of this log is also attached. Currently, it is maintained by the Unit Operations Coordinator. In accordance with recommendation 7.6.A, the log contains the following fields: (a) year; (b) date complaint received; (c) nature of the complaint; (d) employee who is the subject of the complaint; (e) the supervisor assigned to investigate the complaint; (f) disposition; and (g) date investigation completed. The database is compatible with the ICS dashboard system. UCPD is working with ICS to get them direct access to this information, in order to populate a page on the ICS dashboard system. It is anticipated this will be completed within the next two weeks, so that a demonstration may occur when Exiger is on site for their Quarter 1 Report."

Data Reviewed

- 1. Internal Investigations and Complaints Policy
- 2. Form 15 A Complaint Form
- 3. Copy of Internal Investigations Log Sheet

Current Assessment of Compliance



Partial Compliance

While the Monitor's review of the UCPD's Internal Investigations and Complaints policy and documentation identified several concerns that were communicated to the UCPD and will be addressed in upcoming revisions, the UCPD is in fact capturing the data specified in this ER within an excel log sheet. The log sheet will soon be accessible to the ICS dashboard system as mentioned in the UCPD's proffer above, but had not yet accomplished that task as of the end of this reporting period. Given that the access to the information within the ICS dashboard is such an important, yet unfulfilled, element of this ER, the Monitor found the UCPD achieved partial compliance.

Next Review

The Monitor will again assess compliance with this ER during Q3 for the period ending September 30, 3017.



DATE: JULY 8, 2017

REC. REF. NO.: 7.9.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The UCPD disciplinary process is governed by the FOP contract and there appears to be no governing SOP.

Exiger Recommendation ("ER")

A separate SOP should be created detailing how disciplinary matters should be handled by UCPD. Such a procedure should include creating a form that summarizes details of an allegation of misconduct and creates a log listing the number of the issue starting at 001 of year and including the name of the employee, the dereliction charged, the name of the supervisor reporting and/or investigating the matter, and the date adjudicated.

MADC Definition of Compliance

Compliance with this recommendation will occur when:

- 1) UCPD implements a Standard Operating Procedure detailing how disciplinary matters should be handled by UCPD;
- 2) That Standard Operating Procedure requires completing a form that summarizes details of an allegation of misconduct and mandates entry into a log listing the number of the issue starting at 001 of the year; and,
- 3) Each log entry includes the name of the employee, the dereliction charged, the name of the supervisor reporting and/or investigating the matter, and the date adjudicated.

UCPD Proffer of Compliance

"In accordance with recommendation 7.9.A, the Internal Investigations and Complaints Policy (IIC Policy) encompasses procedures to handle all complaints for UCPD employee job performance or personal misconduct that violates laws or policies / procedures of the UCPD. It details how all disciplinary matters shall be handled by the UPCD. Upon an allegation of misconduct or upon receipt of a complaint, a supervisor will fill out the University of Cincinnati Police Division Complaint, Form-15 (attached). This process is mandated in the IIC Policy (see page 4). From this form, data are entered into the complaint log which includes the name of the employee, type of complaint, nature of the allegation, the name of the investigating supervisor, assigned and due dates, disposition, the date adjudicated, among other details.

In accordance with recommendation 7.6.A, the IIC Policy also mandates the creation, assignment and maintenance of a complaint log (database) for recording and monitoring investigations of complaints (see page 3 of IIC Policy). A copy of this log is also attached. Currently, it is maintained



by the Unit Operations Coordinator. In accordance with recommendation 7.6.A, the log contains the following fields: (a) year; (b) date complaint received; (c) nature of the complaint; (d) employee who is the subject of the complaint; (e) the supervisor assigned to investigate the complaint; (f) disposition; and (g) date investigation completed. The database is compatible with the ICS dashboard system. UCPD is working with ICS to get them direct access to this information, in order to populate a page on the ICS dashboard system. It is anticipated this will be completed within the next two weeks, so that a demonstration may occur when Exiger is on site for their Quarter 1 Report."

Data Reviewed

- 1. Internal Investigations and Complaints Policy
- 2. Form 15 A Complaint Form
- 3. Copy of Internal Investigations Log Sheet

Current Assessment of Compliance

DW Determination Withheld

The Monitor's review of the UCPD's Internal Investigations and Complaints policy, Form 15A Complaint Form which also includes a document titled "Processing Procedures", and the Internal Investigations Log Sheet submitted, identified several concerns that were communicated to UCPD and the Office of Safety and Reform. The Monitor's concerns were generally related to the absence of categorization of complaint types, how each of those complaints are processed, and terminology that lacked definition. In addition, the workflow of a complaint from intake through the investigative process to adjudication was in separate documents which resulted in a lack of clarity in the workflow. In addition, the workflow of a complaint, from intake through the investigative process to adjudication, was in separate documents which resulted in a lack of clarity in the workflow.

To their credit, in response to our discussions, the UCPD agreed to revise the policy to address the Monitor's concerns and opted to resubmit the policy, form and log once finalized. Because the policy and related documents are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor has withheld its determination of compliance.

Next Review

The Monitor will again assess compliance with this ER during Q3 for the period ending September 30, 3017.



DATE: MARCH 31, 2017

REC. REF. NO.: 7.11.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

There is no provision for an on-going outside independent assessor of the state of reforms of the UCPD.

Exiger Recommendation ("ER")

UCPD should consider entering into a voluntary independent monitorship which would provide regular status updates to the Board of Trustees and the public relative to the progression of reform within the Department.

MADC Definition of Compliance

N/A

UCPD Proffer of Compliance

N/A

Attachments

N/A

Data Reviewed

N/A

Current Assessment of Compliance



In Compliance

The University decided to adopt the recommendation calling for the voluntary acceptance of a Monitor. The University held an open competition after which Exiger was chosen to provide the Monitoring services under the leadership of the designated Monitor, Jeff Schlanger. The Monitor applauds the UCPD's decision to enter into a voluntary Monitorship as a method of tracking the collaborative implementation of all agreed upon reforms outlined in the recommendations of the Exiger Report.

Next Review

N/A

Appendix 8

Review of Community Engagement, Problem-Oriented Policing, and Crime Prevention



			202	17			20	18		2019				
REPORT CARD MATRIX		Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
	Section 8 - Review of Community Engagement, Problem	-Orie	nted	Polic	ing,	and	Crim	e Pre	event	ion				
8.1.A	Recognize the essential nature of the community affairs function within the UCPD and appropriate resources dedicated to it.													
8.1.B	The Community Affairs organization should be elevated to a more prominent position in the organization and should be staffed appropriately.	NFE	-	-	-	-	-	-	•			1	-	
8.1.C	Create a separate Community Affairs Office which reports directly to the Chief, thereby exercising greater authority across the organization.	NFE	-	1	- 1	-	-	-	-	1	1	1	-	
8.1.D	Rescind the existing SOPs and write new policies and procedures to reflect the new structure and mission of the unit.			0										
8.1.E	Consider whether the Victim Services Coordinator belongs in the Community Affairs Office or whether it might be more appropriately housed elsewhere within UCPD or the University.	NFE	-	•	-	-	-	•		-	- 1	-	-	
8.2.A	The Community Affairs Office should be managed by a supervisor with formal operational authority to manage all of the various components of the Community Affairs mission.	NFE		-	-	1		-		1	-	-	-	
8.2.B	The supervisor position could either be a civilian title, e.g., Director, or a uniformed title, e.g., Captain but should be of sufficient stature as to be able to coordinate resources across the organization, particularly those resources that are not specifically assigned to Community	NFE	-	-	-	-	-	-	-	-	-	- 1	-	
8.2.C	Staff the Community Affairs Office with a minimum of two officers whose sole responsibilities are community affairs duties.	NFE	-	-	-	-	-	-	-	1	-	-	-	
8.2.D	Consider assigning officers as community liaisons to designated community groups.	NFE	-	-	-	-	-	-	-	-	-	-	-	
8.2.E	Consider revising the provision of the Collective Bargaining Agreement that prescribes a four-year rotation period for CAO's.													



		2017				2018				2019				
	REPORT CARD MATRIX	Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
8.2.F	Design and implement a selection process for the Community Engagement Officers which evaluates candidates against the specific qualifications necessary for effective performance of the function, and includes the opportunity for community and student body input.													
8.4.A	Establish the supervisory position of Event Coordinator, with appropriate staff													
8.5.B	Consider adopting the CAPRA community policing problem solving model.	(NFE)	-	-	-	-	-	-	_	-	-	-	-	
8.5.D	If UCPD continues to patrol off campus, then problem-solving groups should also involve community residents and CPD.													
	Increase the number of CCTV cameras deployed in both the on and off campus	ı	I		T			I						
8.6.A	communities, and collaborate with the CPD to identify strategic locations to place the additional cameras.													
8.6.C	Consider implementing Operation Blue Light, a program that authorizes UCPD personnel to mark property with an invisible ink discernible only under a special blue light.													



REPORT CARD MATRIX			20	L7		20	18		2019			
		Q1: Jan- Mar	Q2: Apr- Jun	Jul-	Jan-			Oct-	Q9: Jan- Mar	Apr-	Q11: Jul- Sep	Q12: Oct- Dec
8.6.D	Consider implementing Operation ID, a nationwide program that aims to deter theft by permanently identifying valuable property with an indelible, inconspicuous, specially assigned number.											
	Consider implementing PC PhoneHome/Mac PhoneHome, a program that allows authorities to locate a lost or stolen computer by identifying its location when the machine is connected to the Internet.											
8.6.F	Consider employing Stop Theft Tags, which possess a unique ID number that is entered into the STOPTHEFT worldwide database, and allow lost or stolen property to be reunited with its owner.											
8.6.G	Look into Bicycle Registration, where a permanent decal is affixed to the bicycle, thus giving it a unique ID number that is registered with the UCPD.											



DATE: MARCH 29, 2017

REC. REF. NO.: 8.1.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's effort to develop and maintain a robust community affairs program is not centralized or coordinated.

Exiger Recommendation ("ER")

The Community Affairs organization, as currently described in the Organization Chart, should be elevated to a more prominent position in the organization and should be staffed appropriately. Consider whether the newly created position of Director of Community Police Relations may be the appropriate position for leadership of the organization.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the following elements are found:

- 1. The Community Affairs Organization has been elevated to a more prominent position on the Organization Chart;
- 2. The Community Affairs Organization is being staffed properly; and
- 3. UCPD provides documentation that it gave meaningful consideration to making the newly created position of Director of Community Police Relations the leader of the Community Affairs Organization;

UCPD Proffer of Compliance

"Recommendation 8.1.B, indicates the Division should elevate the Community Affairs Unit to a higher level in the organization. Jointly, Director S. Gregory Baker and Chief Anthony G. Carter have evaluated this recommendation and the decision has been made to place the Section within the Patrol Bureau, as identified in the attached organizational chart. The unit is now staffed with 2 officers and a supervisor. The Community Affairs Section Protocol, also attached, clarifies the staffing structure and duties of the unit. Currently, the CAS is staffed by Officer Douglas Barge and Officer James Vestring, and is supervised by Sergeant Brian McKeel."

Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER.

Data Reviewed

- 1. Community Affairs Section Policy (SOP 12.1.100)
- 2. Training and Professional Development Policy (SOP 6.1.100)
- 3. Community Engagement Officer Job Description
- 4. Community Engagement Supervisor Job Description



- 5. UC Department of Public Safety Organizational Chart
- 6. Problem Solving Course sign-in sheets
- 7. Supervisor Certificates

Current Assessment of Compliance



In Compliance

UCPD issued SOP Number 12.1.100, which is titled "Community Affairs Section," and provides that "it shall be the policy of the University of Cincinnati Police Division to actively engage with community organizations in a cooperative and proactive manner to create a safe and inclusive community." Regarding staffing, SOP 12.1.100 states that "at minimum, the Community Affairs Section will consist of a Police Lieutenant, Sergeant and two University Law Enforcement Officers." According to both the UC Department of Public Safety Organizational Chart, and UCPD's memorandum to the Monitor regarding recommendations 8.1.B and 8.1.C, the Community Affairs Section has been elevated to a position with a direct report to the Patrol Bureau Commander, who oversees the Field Operations Section. Subsequent discussions with UCPD clarified that the Community Affairs Section is temporarily being supervised by Sergeant Brian McKeel until the promotion process for the lieutenant can be completed, within approximately two months from the date of this memo.

UCPD's memorandum to the Monitor regarding recommendations 8.1.B and 8.1.C clearly outlines how UCPD considered placing the Director of Community Police Relations as the leader of the Community Affairs Section, and why it ultimately decided not to. Most critically, the memo states that doing this "would not be efficient or practical" because "the (Director of Community Police Relations) falls outside of the Department of Public Safety" and that "to give supervisory responsibility of a police function to an entity outside of the Police Division would create a logistical issue."

Next Review

No further review of this recommendation is required.



DATE: MARCH 29, 2017

REC. REF. NO.: 8.1.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's effort to develop and maintain a robust community affairs program is not centralized or coordinated.

Exiger Recommendation ("ER")

Consider whether UCPD should create a separate Community Affairs Office that has dual reporting to both the Director of Community Police Relations and the Chief, thereby providing for greater visibility and operating authority throughout the Department.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the following elements are found:

- 1. UCPD provides documentation that it gave meaningful consideration to making the newly created position of Director of Community Police Relations the leader of the Community Affairs Organization; and
- 2. The UCPD has appropriately and reasonably considered the creation of the Community Affairs Office and having it report directly to the Chief of Police;

UCPD Proffer of Compliance

"Recommendation 8.1.C, suggests the Community Affairs Unit report directly to the Police Chief. The recommendation has been reviewed and the UCPD has decided to go with an alternative reporting structure. The basis of this decision is that a position that reports directly to the Police Chief should be of a critical nature to the agency and require a high level of confidentiality to warrant such a relationship. While the Community Affairs Unit is a significant function of the agency, it does not possess the level of confidentiality required for a senior command level direct reporting status. However, considering the important role community engagement and partnerships play in policing, the Division agrees there is a need to codify this philosophy. Therefore, the Division elevated the CAU to the "Community Affairs Section (CAS)" and assigned a lieutenant, as identified in Recommendation 8.2.A, to manage the section (currently supervised by an Acting Commander). The Community Affairs Section has been placed under the authority of the Patrol Bureau Commander. A more thorough description of this unit and its reporting structure is available in the CAS Protocol.

Additionally, it is recommended the Director of Police Community Relations (D-PCR) and the Chief of Police have joint supervisory authority over the CAS (Recommendation 8.1.C). This recommendation has been evaluated by both the D-PCR and the Chief of Police, and both agree this is would not be efficient or practical. The D-PCR falls outside of the Department of Public Safety. To give supervisory responsibility of a police function to an entity outside of the Police



Division would create a logistical issue. Both, Mr. Baker and I agree it is in the best interest of the Police Division for the CAS and the Police Community Relations to have a strong working relationship. As such, the Police Division has committed to work with the Police Community Relations on an ongoing basis. This relationship requires the section commander work in concert with the D-PCR on a regular basis."

Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER.

Data Reviewed

- 1. UCPD's Memo Proffer of Compliance
- 2. UC Department of Public Safety Organizational Chart

Current Assessment of Compliance



In Compliance

UCPD's memorandum to the Monitor outlines how UCPD considered placing the Director of Community Police Relations as the leader of the Community Affairs Section, and why it ultimately decided not to. Most critically, the memo states that it "would not be efficient or practical" because "the (Director of Community Police Relations) falls outside of the Department of Public Safety" and that "to give supervisory responsibility of a police function to an entity outside of the Police Division would create a logistical issue."

The memo also outlines how UCPD considered having the Community Affairs Section report directly to the Police Chief, and why it ultimately decided that this would not be the best arrangement. Notably, the memo states that "a position that reports directly to the Police Chief should...require a high level of confidentiality to warrant such a relationship" and that "while the Community Affairs Unit is a significant function of the agency, it does not possess the level of confidentiality required for a senior command level direct reporting status."

Next Review

No further review of this recommendation is necessary.



DATE: MARCH 29, 2017

REC. REF. NO.: 8.1.E

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD's effort to develop and maintain a robust community affairs program is not centralized or coordinated.

Exiger Recommendation ("ER")

Consideration should be given to whether the Victim Services Coordinator belongs in the Community Affairs Office or whether it might be more appropriately housed elsewhere within UCPD or the University.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the UCPD reasonably and adequately considers whether the Victim Services Coordinator should be housed in the Community Affairs Office, within the UCPD, or elsewhere in the University.

UCPD Proffer of Compliance

"Recommendation 8.1.E, requests the Division consider the appropriate placement of the Victim's Services Coordinator (VSC). Upon consideration by Chief Carter, it is determined the VSC would be better suited to the Investigations Unit than the Community Affairs Section. The VSC works independently; however, the vast majority of the work produced by this position is, and has been, in conjunction with the Investigative Unit. This relationship has been beneficial and efficient for the Division and community we serve. As such, the VSC will be housed in the Investigations Unit, as demonstrated in the attached UCPD Organization Chart."

Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER.

Data Reviewed

- 1. UCPD's Memo Proffer of Compliance
- 2. UC Department of Public Safety Organizational Chart

Current Assessment of Compliance



In Compliance

UCPD's memorandum to the Monitor outlines how UCPD considered the appropriate placement of the Victim's Services Coordinator (VSC), and why it ultimately decided to house the position



in the Investigations Unit. Most critically, the memo states that the VSC is best suited to the Investigations Unit because "the vast majority of the work produced by this position is, and has been, in conjunction with the Investigative Unit" and that "this relationship has been beneficial and efficient for the Division and community."

Next Review



DATE: MARCH 29, 2017

REC. REF. NO.: 8.2.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Beyond the Director of Community Police Relations, daily supervision and leadership of the Community Affairs Program currently relies on the good faith efforts and initiative of the Community Engagement Officer and the Public Information Officer, both of whom lack the formal responsibility or authority to be able to implement ideas and programs effectively.

Exiger Recommendation ("ER")

The daily activities of the Community Affairs Office should be managed by a supervisor with formal operational authority to manage all of the various components of the Community Affairs mission.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the following elements are found:

- 1. The UCPD Community Affairs Office is managed by a supervisor with formal operational authority; and
- 2. The supervisor is trained and capable of managing all of the various components of the Community Affairs mission.

UCPD Proffer of Compliance

"8.2.A: Due to the overlapping nature of each of these recommendations, this memo addresses each of the aforementioned recommendations at once. Recommendation 8.2.B states the supervisor of the Community Affairs Section (CAS) should have the authority to access resources throughout the Division. Currently, the CAS is supervised by Sergeant Brian McKeel. The CAS Commander is empowered to directly coordinate police resources with the D-PCR, to the extent possible (see job description 8.2.C). Where the commander believes requested needs are outside of their purview, and consensus cannot be met, the request will be addressed through their chain of command. The CAS Commander will report to the Patrol Bureau Commander."

Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER.

Data Reviewed

- 1. Community Affairs Section Policy (SOP 12.1.100)
- 2. Training and Professional Development Policy (SOP 6.1.100)
- 3. Community Engagement Officer Job Description
- 4. Community Engagement Supervisor Job Description



- 5. UC Department of Public Safety Organizational Chart
- 6. Problem Solving Course sign-in sheets
- 7. Supervisor Certificates

Current Assessment of Compliance



In Compliance

According to both the UC Department of Public Safety Organizational Chart, and UCPD's memorandum to the Monitor regarding recommendations 8.2.B, 8.2.C, and 8.2.D the Community Affairs Section is currently being supervised by Sergeant Brian McKeel. Sgt. McKeel has received Certificates from the Police Training Institute in both Police Supervision I, and Police Supervision III. Based on the information contained in the Community Engagement Supervisor Job Description, Sgt. McKeel's essential function will be to "independently assist with resolution of departmental and community problems/needs to accomplish departmental mission & goals, act as team resource person to provide leadership and guidance to UCPD, and perform the core duties of (a) university law enforcement officer." Based on this, the Monitor finds that UCPD has complied with elements 1 and 2 in the MADC Definition of Compliance section.

Next Review



DATE: MARCH 29, 2017

REC. REF. NO.: 8.2.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Beyond the Director of Community Police Relations, daily supervision and leadership of the Community Affairs Program currently relies on the good faith efforts and initiative of the Community Engagement Officer and the Public Information Officer, both of whom lack the formal responsibility or authority to be able to implement ideas and programs effectively.

Exiger Recommendation ("ER")

The supervisor position could either be a civilian title or a uniformed title but should be of sufficient stature as to be able to coordinate resources across the organization, particularly those resources that are not specifically assigned to Community Affairs duties.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the following elements are found:

- 1. The UCPD Community Affairs Office is managed by a supervisor with formal operational authority; and
- 2. The supervisor is trained and capable of managing all of the various components of the Community Affairs mission.

UCPD Proffer of Compliance

"8.2.B: Due to the overlapping nature of each of these recommendations, this memo addresses each of the aforementioned recommendations at once. Recommendation 8.2.B states the supervisor of the Community Affairs Section (CAS) should have the authority to access resources throughout the Division. Currently, the CAS is supervised by Sergeant Brian McKeel. The CAS Commander is empowered to directly coordinate police resources with the D-PCR, to the extent possible (see job description 8.2.C). Where the commander believes requested needs are outside of their purview, and consensus cannot be met, the request will be addressed through their chain of command. The CAS Commander will report to the Patrol Bureau Commander."

Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER.

Data Reviewed

- 1. Community Affairs Section Policy (SOP 12.1.100)
- 2. Training and Professional Development Policy (SOP 6.1.100)
- 3. Community Engagement Officer Job Description
- 4. Community Engagement Supervisor Job Description



- 5. UC Department of Public Safety Organizational Chart
- 6. Problem Solving Course sign-in sheets
- 7. Supervisor Certificates

Current Assessment of Compliance



In Compliance

The documentation submitted clearly states that the Community Engagement supervisor's essential function is to "independently assist with resolution of departmental and community problems/needs to accomplish departmental mission & goals, act as team resource person to provide leadership and guidance to UCPD, and perform the core duties of (a) university law enforcement officer." According to both the UC Department of Public Safety Organizational Chart, and UCPD's memorandum to the Monitor, and subsequent discussion with Chief Carter; the Community Affairs Section is temporarily being supervised by Sergeant Brian McKeel until the promotion process for the lieutenant can be completed, within approximately two months from the date of this memo. As an added proffer to assure the CAS is being properly supervised, the UCPD submitted Sgt. McKeel's supervisory training documentation which the Monitor found to be adequate as an interim measure until the permanent lieutenant position can be filled.

Next Review



DATE: MARCH 29, 2017

REC. REF. NO.: 8.2.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Beyond the Director of Community Police Relations, daily supervision and leadership of the Community Affairs Program currently relies on the good faith efforts and initiative of the Community Engagement Officer and the Public Information Officer, both of whom lack the formal responsibility or authority to be able to implement ideas and programs effectively.

Exiger Recommendation ("ER")

The Community Affairs Office should be staffed by a minimum of two officers whose sole responsibilities are community affairs duties.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the UCPD staffs the Community Affairs Office with two or more officers whose responsibilities are exclusively focused on community affairs duties.

UCPD Proffer of Compliance

"Recommendation 8.2.C recommends two officers be assigned to CA. Currently, the CAS Commander is directly responsible for the supervision of two officers, as described earlier, assigned to the Community Engagement Unit and has oversight of the civilian supervisor of the NightRide and Campus Watch Programs (currently, Barbara Hayes). In the 3rd Quarter 2017, the Division anticipates vacancies on the rank of sergeant. It is proposed that one of these vacancies go to the CAU as a first line supervisor, allowing the section commander to focus greater attention on facilitating the relationship between the Division and the D-PCR. Job descriptions for all officers in this unit are attached."

Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER.

Data Reviewed

- 1. Community Affairs Section Policy (SOP 12.1.100)
- 2. Training and Professional Development Policy (SOP 6.1.100)
- 3. Community Engagement Officer Job Description
- 4. Community Engagement Supervisor Job Description
- 5. UC Department of Public Safety Organizational Chart
- 6. Problem Solving Course sign-in sheets
- 7. Supervisor Certificates



Current Assessment of Compliance



In Compliance

According to both the UC Department of Public Safety Organizational Chart, and UCPD's memorandum to the Monitor the Community Affairs Section is currently being supervised by Sergeant Brian McKeel whose essential function is to "independently assist with resolution of departmental and community problems/needs to accomplish departmental mission & goals, act as team resource person to provide leadership and guidance to UCPD, and perform the core duties of (a) university law enforcement officer." The Community Affairs Section is currently staffed by Officer Douglas Barge and Officer James Vestring. Based on the information contained in the Community Engagement Officer Job Description, these officer's responsibilities are exclusively focused on community affairs duties. UCPD's SOP 12.1.100 provides that one of the Sergeant's responsibilities is to "designate Community Affairs Officers to specific community groups, with the goal to have Officers increase familiarity and ultimately build relationships with these groups" and further lists specific community groups that officers will be assigned to and a series of activities that they will be expected to perform with those groups.

Next Review



DATE: MARCH 29, 2017

REC. REF. NO.: 8.2.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Beyond the Director of Community Police Relations, daily supervision and leadership of the Community Affairs Program currently relies on the good faith efforts and initiative of the Community Engagement Officer and the Public Information Officer, both of whom lack the formal responsibility or authority to be able to implement ideas and programs effectively.

Exiger Recommendation ("ER")

UCPD should assign CE officers as community liaisons to designated community groups, reporting in this function to the Community Affairs Office.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the UCPD assigns CE officers to designated community groups, as per UCPD protocol.

UCPD Proffer of Compliance

"Recommendation 8.2.D, states the Division should consider assigning the two CAU officers as community liaisons to designated community groups. This consideration has been evaluated and accepted. The unit has performed these duties for over a year. The members of CAU represent the Division at surrounding community residential and business association meetings. They work with the on-campus community for crime prevention and safety assessment, surveys, and presentations. They partner with local law enforcement agencies to address crime prevention and quality of life matters. Details about how these officers are assigned are included in the attached CAS Protocol."

Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER.

Data Reviewed

- 1. Community Affairs Section Policy (SOP 12.1.100)
- 2. Community Engagement Officer Job Description
- 3. Community Engagement Supervisor Job Description
- 4. UC Department of Public Safety Organizational Chart



Current Assessment of Compliance



In Compliance

According to both the UC Department of Public Safety Organizational Chart, and UCPD's memorandum the Community Affairs Section is currently being supervised by Sergeant Brian McKeel and further lists specific community groups that officers will be assigned to as well as a series of activities that they will be expected to perform with those groups.

Next Review



DATE: MARCH 29, 2017

REC. REF. NO.: 8.5.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Our review found little evidence that UCPD has adequately integrated a problem-oriented policing approach into their policing practices.

Exiger Recommendation ("ER")

All UCPD personnel should be trained in a community policing problem solving approach.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the following elements are found:

- 1. Greater than 94% of UCPD personnel are trained in community policing problem solving approach;
- 2. Community policing problem solving training is appropriate and in accordance with best practices.

UCPD Proffer of Compliance

"8.5.A: The University of Cincinnati Department of Police Division completed three distinct trainings in early January 2017 that was completed by >94% of police. The first training that was completed consisted of learning the Institute of Crime Science (ICS) Visual Analytics program. This program is often referred to as "Dashboard" and is used to analyze data collected from the city's CAD (Computer Aided Dispatch), the university's CAD and the university's reporting program. This "Dashboard" allows an officer to enter specific search criteria resulting in returns that allow for the analyzation of trends of crimes or particular areas, as well as crimes during specific times. Ultimately, this helps us to determine deployment strategies and to recognize any concerning trends that could require problem-solving skills and further analyzation. This program is currently available to all police officers to use at any time. Furthermore, supervisors also use this program in the same manner, but also have the ability to analyze officer's calls for service, their performance, and their contact with the public.

The second training is entitled Problem Solving Case Studies: Analysis and Results and was taught by Dr. Tamara Madensen. This portion of the problem-solving class focused upon analyzing case studies of problem solving and then exploring the results. Discussion within this section included looking at case studies from around the country, as well as Cincinnati. The combination of the ICS Dashboard training and this training provided a solid base for further development of problem-solving skills.

The third training that was utilized to gain compliance was a Problem-Solving course taught by Julie Wartell. This training involved using the U.S. Department of Justice Crime Analysis for



Problem Solvers guidebook as a foundation of learning different methodologies for problem-solving. This was a two-day course that involved learning the basic knowledge of problem-solving skills, theories of problem-solving and the evaluation of case studies. The final day culminated with each student group identifying a problem that is relevant to our community, to analyze the identified problem, and to create a presentation of the selected problem with possible solutions. This group work involved using the Dashboard system to determine any trends and locations that should be focused on. Overall, the two courses combined give the UCPD tools necessary to analyze data from our community as well as the ability to apply problem solving skills when necessary."

Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER

Data Reviewed

- 1. Community Affairs Section Policy (SOP 12.1.100)
- 2. Training and Professional Development Policy (SOP 6.1.100)
- 3. Community Engagement Officer Job Description
- 4. Community Engagement Supervisor Job Description
- 5. UC Department of Public Safety Organizational Chart
- 6. Community Policing Problem Solving Course sign-in sheets
- 7. Supervisor Certificates

Current Assessment of Compliance



In Compliance

In January of 2017, at least 66 of the 68 sworn officers on UCPD's current roster took the course on Community Policing Problem Solving (CPPS). As of the date of this memorandum, the CPPS course has been completed by 97.1% of UCPD officers within the past year. It should be noted, however, that the majority of UCPD's Security Officers, and Emergency Communication Dispatch Officers did not attend the CPPS training. While not critical for compliance purposes, the Monitor suggests that these officers also attend the CPPS training as persons in those positions also interact with the public/campus community, and can play important role in the CPPS processes.

The UCPD used outside vendors - Julie Wartell and Dr John Eck - for the CPPS training and submitted the associated curriculum and lesson plans. These are both experts who are qualified and recognized professionals in the area of Problem Oriented Policing. The Monitor reviewed the curriculum and agrees that use of this training is appropriate.

Next Review



DATE: MARCH 29, 2017

REC. REF. NO.: 8.5.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Our review found little evidence that UCPD has adequately integrated a problem-oriented policing approach into their policing practices.

Exiger Recommendation ("ER")

UCPD should consider enhancing the SARA model by adopting the CAPRA community policing problem-solving model being used by the LAPD and other police departments in the US and Canada.

MADC Definition of Compliance

Compliance with the above ER will be achieved when the UCPD considers adopting CAPRA community policing problem solving model, and provides documentation of this consideration.

UCPD Proffer of Compliance

"8.5.B: Assistant Chief Maris Herold extensively researched the CAPRA problem-solving model and considered its effectiveness for UCPD. It should be noted that UCPD Police Chief Anthony Carter and Assistant Chief Herold have firsthand knowledge of the CAPRA model after spending a significant amount of time at the Royal Canadian Mounted Police Academy observing CAPRA problem-solving scenarios. Assistant Chief Herold recognizes CAPRA is designed to enhance both community policing and problem-solving skills of police officers. Equally, the SARA problem-solving model emphasizes the same essential principles as CAPRA. Both CAPRA and SARA are internationally recognized problem-solving methodologies. However, SARA is utilized and known in the United States. In addition, the Center for Problem Oriented Policing, utilizes the SARA model in their instructional POP guides which are utilized by police agencies across the nation, including UCPD officers. Moreover, Dr. John Eck, the creator of the SARA model, is a Professor at UC's Criminal Justice Department. Since, numerous UCPD officers attend the University of Cincinnati's Criminal Justice Program, and have become indoctrinated with the SARA model; it would be the preferred model to utilize for UCPD problem-solving projects. In addition, UCPD officers recently received 16 hours of problem-solving training by internationally recognized experts who emphasized the SARA model in their lesson plans and instruction. This training reinforced Dr. Eck's SARA methodology. UCPD has researched, compared, and considered both models. Based on the above, UCPD believes the SARA methodology is the preferred."



Attachments

The data reviewed is available in the UCPD Document Repository connected with the related ER

Data Reviewed

- 1. Community Affairs Section Policy (SOP 12.1.100)
- 2. Training and Professional Development Policy (SOP 6.1.100)
- 3. Community Engagement Officer Job Description
- 4. Community Engagement Supervisor Job Description
- 5. UC Department of Public Safety Organizational Chart
- 6. Problem Solving Course sign-in sheets
- 7. Supervisor Certificates

Current Assessment of Compliance



In Compliance

UCPD's memorandum to the Monitor regarding recommendation 8.5.B outlines how UCPD has "researched, compared, and considered" both the CAPRA model and the SARA model, and why it ultimately decided to go with the SARA model. Most critically, the memorandum stresses that numerous UCPD officers have already become indoctrinated with the SARA model because (1) Dr. John Eck, the creator of the SARA model, is a professor at UC's Criminal Justice Department, and (2) the SARA model has been emphasized during UCPD officer training.

Next Review

Appendix 9

Review of Encounters with Individuals with Mental Health Concerns



REPORT CARD MATRIX		2017				2018				2019			
		Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec		Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec
Section 9 - Review of Encounters with Individuals with Menta								erns					
9.1.A	Establish clearly written policies and procedures based upon existing best practices used by campus police departments.				0								
9.1.B	Include in the new policy a list of generalized signs and symptoms of behavior that may suggest mental illness.		NFE		-	-		-	1	1	-	1	-
9.1.C	Include in the new policy should a list of indicators that will help an officer determine whether an apparently mentally ill person represents an immediate or potential danger.		NFE	1	-	-	-	-	-	-	•	•	-
9.1.D	The new policy should include guidelines for officers to follow when dealing with persons they suspect are mentally ill.		NFE	-	-	-	-	-	-	1	-	1	-
9.1.E	Review applicable reports from other jurisdictions, including the USC and LA Mental Health Advisory Board, and incorporate suggestions from those reports in policies, procedures and training.		NFE	1	-	•	-	-	-	1	1	1	-
9.2.A	Implement a Student Concerns Committee that consists of first responders and those potentially in a position to take notice of irrational student behavior.		NFE	1		1	•	1	•	1	•	1	-
9.2.B	The Student Concerns Committee should meet on a weekly basis to discuss issues that took place during the previous week and are potentially related to mental health, and collaboratively create a plan of action.		NFE	-	-	-	-	-	-	-	-	-	-
9.3.A	Ensure that additional officers trained in crisis intervention are deployed during potential peak periods of stress for students.												
9.4.A	Provide all sworn officers with CIT, and with documented refresher training on a bi-annual basis.												
9.4.B	Utilize UCMC experts to educate officers on issues specific to student populations, particularly those within the University community, including sensitivity training highlighting the position of students who are away from												



REPORT CARD MATRIX		2017				2018				2019			
		Q1: Jan- Mar	Q2: Apr- Jun	Jul-	Oct-		Apr-	Jul-		Jan-	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec
	Consider establishing proactive response teams pairing an on-call UCMC clinician with a law enforcement officer to provide emergency field response to situations involving mentally ill, violent or high risk individuals.		ZFE ZFE	-	•	-	-	-	-	-	-	-	-
9.5.A	After every encounter with an individual suffering from a mental illness, UCPD should mandate detailed reporting for inclusion in the ARMS system.						0						
9.5.B	In order to improve performance, annually audit the handling of mental health-related calls and incidents for that year.						0						



DATE: JUNE 24, 2017

REC. REF. NO.: 9.1.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While there are some existing practices, UCPD does not have adequate policy or procedures articulating how to deal with incidents involving individuals suffering from mental health issues.

Exiger Recommendation ("ER")

UCPD should establish clearly written policies and procedures based upon existing best practices used by other campus police departments.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1. The UCPD establishes clearly written policies and procedures on how to deal with incidents involving individuals suffering from mental health issues;
- 2. The UCPD policies and procedures are based upon best practices; and
- 3. The UCPD consults with other campus police departments with a proven track record in dealing with individuals suffering from mental health issues.
- 4. The policy is disseminated internally to include all appropriate UCPD personnel.
- 5. The topic was sufficiently explained to all relevant UCPD personnel. Sufficiency of explanation will depend upon the topic and can include, but is not limited to, formalized training, roll-call presentations, and online learning tools.
- 6. The policy is being followed in practice

UCPD Proffer of Compliance

"In accordance with recommendation 9.1.A, 9.1.B, 9.1.C, and 9.1.D, the Mental Health Response (MHR) Policy establishes clear procedures and guidelines for how UCPD officers should deal with incidents involving individuals suffering from mental health issues. A list of resources utilized in the development of this policy to ensure it is based on current best practices (9.1.A MADC) can be found in the memorandum of proffered compliance for 9.1.E, and include the following campus police departments: University of Southern California and the Ohio State University (9.1.A MADC).

The MHR Policy is currently under simultaneous review from UC's Office of General Counsel (OGC) and Exiger. Once it is approved by OGC, the policy will be disseminated through PowerDMS. Documentation of the policy's dissemination will follow later in Q2, likely in June 2017. Training on the components of the policy (again, once it is approved by OGC) will be incorporated into the Crisis Intervention Team Training that is scheduled to occur starting in June



and concluding in October 2017. Due to the schedule of the outside vendor conducting the training, this is the most expedited schedule available for this training.

The MHR policy includes a list of generalized signs and symptoms of behavior that may suggest mental illness (9.1.B MADC), as well as a list of indicators that a person with a mental illness represents that a person may represents (sic) a substantial risk of harm to himself/herself or others (9.1.C MADC). Both of these lists can be found on pages 3-4 of the MHR policy.

In accordance with 9.1.D, the MHR policy provides the following guidelines for officers to follow when dealing with persons they suspect are mentally ill:

Backup: Page 2 of MHR Policy requires: "At minimum, two officers will be dispatched and/or respond to all mental health response calls." AND "A supervisor will respond on all calls for service involving violent or potentially violent persons with mental health issues. Sufficient personnel will be summoned to the scene if it appears the person will be resistant to being taken into custody." Page 5 also specifies that "Two officers will transport persons in need of emergency mental health treatment if the person threatens or demonstrates violent behavior."

- De-escalation: Page 2 of the MHR emphasizes that de-escalation of a situation with a mentally ill person is the officer's primary objective.
- Procedures for taking a mentally individual into custody can be found on pages 4-5 (Section B) and Page 6, Section D(1)
- Procedures for transporting a mentally ill individual can be found on pages 4-6 of the MHR policy.

Data Reviewed

Mental Health Response Policy draft 4-20-17 for OGC

Current Assessment of Compliance



Partial Compliance

The Monitor has reviewed the UCPD's recently updated Mental Health Reponse Policy and found that it is clearly written and includes procedures on how to deal with incidents involving individuals suffering from mental health issues. As described in the UCPD's proffer of compliance (above in italics), the UCPD based its policy upon best practices, consulting with the University of Southern California and the Ohio State University.

The policy is being simultaneously reviewed by the Office of General Counsel and therefore has not yet been disseminated, trained upon, or implemented (implementation is scheduled to begin late summer or fall of 2017). As a result, the Monitor found the UCPD in partial compliance at this time. The UCPD has indicated that once approved, training is being scheduled from June through October with an outside vendor as the most expedited schedule available for this training.



Next Review
The Monitor will assess the UCPD's compliance with the dissemination, training and implementation in Q4 for the period ending December 2017.



DATE: JUNE 24, 2017

REC. REF. NO.: 9.1.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While there are some existing practices, UCPD does not have adequate policy or procedures articulating how to deal with incidents involving individuals suffering from mental health issues.

Exiger Recommendation ("ER")

The new policy should include a list of generalized signs and symptoms of behavior that may suggest mental illness.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) The UCPD creates a new policy on how to deal with incidents involving individuals suffering from mental health issues;
- 2) The UCPD policy includes a list of generalized signs and symptoms of behavior that may suggest mental illness; and
- 3) The UCPD officers are educated on the signs and symptoms of mental illness.

Note: dissemination and training components will be assessed under ER 9.1.A

UCPD Proffer of Compliance

"In accordance with recommendation 9.1.A, 9.1.B, 9.1.C, and 9.1.D, the Mental Health Response (MHR) Policy establishes clear procedures and guidelines for how UCPD officers should deal with incidents involving individuals suffering from mental health issues. A list of resources utilized in the development of this policy to ensure it is based on current best practices (9.1.A MADC) can be found in the memorandum of proffered compliance for 9.1.E, and include the following campus police departments: University of Southern California and the Ohio State University (9.1.A MADC).

The MHR Policy is currently under simultaneous review from UC's Office of General Counsel (OGC) and Exiger. Once it is approved by OGC, the policy will be disseminated through PowerDMS. Documentation of the policy's dissemination will follow later in Q2, likely in June 2017. Training on the components of the policy (again, once it is approved by OGC) will be incorporated into the Crisis Intervention Team Training that is scheduled to occur starting in June and concluding in October 2017. Due to the schedule of the outside vendor conducting the training, this is the most expedited schedule available for this training.



The MHR policy includes a list of generalized signs and symptoms of behavior that may suggest mental illness (9.1.B MADC), as well as a list of indicators that a person with a mental illness represents that a person may represents a substantial risk of harm to himself/herself or others (9.1.C MADC). Both of these lists can be found on pages 3-4 of the MHR policy.

In accordance with 9.1.D, the MHR policy provides the following guidelines for officers to follow when dealing with persons they suspect are mentally ill:

Backup: Page 2 of MHR Policy requires: "At minimum, two officers will be dispatched and/or respond to all mental health response calls." AND "A supervisor will respond on all calls for service involving violent or potentially violent persons with mental health issues. Sufficient personnel will be summoned to the scene if it appears the person will be resistant to being taken into custody." Page 5 also specifies that "Two officers will transport persons in need of emergency mental health treatment if the person threatens or demonstrates violent behavior."

- De-escalation: Page 2 of the MHR emphasizes that de-escalation of a situation with a mentally ill person is the officer's primary objective.
- Procedures for taking a mentally individual into custody can be found on pages 4-5 (Section B) and Page 6, Section D(1)
- Procedures for transporting a mentally ill individual can be found on pages 4-6 of the MHR policy.

Data Reviewed

Mental Health Response Policy draft 4-20-17 for OGC

Current Assessment of Compliance



In Compliance

The Monitor has reviewed the UCPD's recently updated Mental Health Response Policy and found that it is clearly written and contains appropriate guidelines on dealing with incidents involving individuals suffering from mental health issues including a list of generalized signs and symptoms of behavior that may suggest mental illness. Specifically, the policy states that a person may be suffering from mental illness if they exhibit the following symptoms:

- Appearance poor grooming; unwashed hair or clothing; looking tired, sad or upset; agitated expression or movements
- Behavior talking excessively or too loudly; difficult to understand; uncommunicative; overly emotional; social or family withdrawal
- Rapid Mood Changes argumentative, irritable, aggressive, violent, anxious
- Substance Abuse
- History of mental health issues
- Unusual Personal Lifestyle Changes eating and/or sleeping habits changed; rapid



weight change; excessively tired

 Academic Indicators – Deterioration in academic work; missed assignments or exams; repeated absence from class; continual seeking of special consideration; avoidance of communication with professors

While the policy has not yet been disseminated, trained upon as it is being simultaneously reviewed by the Office of General Counsel, as noted in the Methodologies to Aide in the Determination of Compliance (MADC), those components will be assessed within ER 9.1.A. As a result, the Monitor found the UCPD in compliance with ER 9.1.B.

Next Review

No further review is necessary.



DATE: **JUNE 24, 2017**

REC. REF. NO.: 9.1.C

ASSESSMENT OF COMPLIANCE **SUBJECT:**

Exiger Finding

While there are some existing practices, UCPD does not have adequate policy or procedures articulating how to deal with incidents involving individuals suffering from mental health issues.

Exiger Recommendation ("ER")

The new policy should include a list of indicators that will help an officer determine whether a person with a mental illness represents an immediate or potential danger to him/herself, the officers, or others.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) The UCPD policy on how to deal with incidents involving individuals suffering from mental health issues includes a list of indicators;
- 2) The list of indicators will help an officer determine whether a person with a mental illness represents an immediate or potential danger to him/herself, the officers, or others; and
- 3) The UCPD officers are educated on the indicators of mental illness and how to de-escalate potential danger

Note: dissemination and training components will be assessed under ER 9.1.A

<u>UCPD Proffer of Compliance</u>
"In accordance with recommendation 9.1.A, 9.1.B, 9.1.C, and 9.1.D, the Mental Health Response (MHR) Policy establishes clear procedures and guidelines for how UCPD officers should deal with incidents involving individuals suffering from mental health issues. A list of resources utilized in the development of this policy to ensure it is based on current best practices (9.1.A MADC) can be found in the memorandum of proffered compliance for 9.1.E, and include the following campus police departments: University of Southern California and the Ohio State University (9.1.A MADC).

The MHR Policy is currently under simultaneous review from UC's Office of General Counsel (OGC) and Exiger. Once it is approved by OGC, the policy will be disseminated through PowerDMS. Documentation of the policy's dissemination will follow later in Q2, likely in June 2017. Training on the components of the policy (again, once it is approved by OGC) will be incorporated into the Crisis Intervention Team Training that is scheduled to occur starting in June and concluding in October 2017. Due to the schedule of the outside vendor conducting the training, this is the most expedited schedule available for this training.



The MHR policy includes a list of generalized signs and symptoms of behavior that may suggest mental illness (9.1.B MADC), as well as a list of indicators that a person with a mental illness represents that a person may represents a substantial risk of harm to himself/herself or others (9.1.C MADC). Both of these lists can be found on pages 3-4 of the MHR policy.

In accordance with 9.1.D, the MHR policy provides the following guidelines for officers to follow when dealing with persons they suspect are mentally ill:

Backup: Page 2 of MHR Policy requires: "At minimum, two officers will be dispatched and/or respond to all mental health response calls." AND "A supervisor will respond on all calls for service involving violent or potentially violent persons with mental health issues. Sufficient personnel will be summoned to the scene if it appears the person will be resistant to being taken into custody." Page 5 also specifies that "Two officers will transport persons in need of emergency mental health treatment if the person threatens or demonstrates violent behavior."

- De-escalation: Page 2 of the MHR emphasizes that de-escalation of a situation with a mentally ill person is the officer's primary objective.
- Procedures for taking a mentally individual into custody can be found on pages 4-5 (Section B) and Page 6, Section D(1)
- Procedures for transporting a mentally ill individual can be found on pages 4-6 of the MHR policy.

Data Reviewed

Mental Health Response Policy draft 4-20-17 for OGC

Current Assessment of Compliance



In Compliance

The Monitor has reviewed the UCPD's recently updated Mental Health Response Policy and found that the policy specifically includes a list of indicators to help officers determine whether a person with a mental illness represents an immediate or potential danger to him/herself, the officers, or others. Specifically the policy states that:

- Multiple indicators of unattended mental illness
- Verbal threats or conversation about killing oneself
- Apparent belief that violence is an appropriate way to manage problems
- Conversation about methods of suicide or ways to procure a means of suicide (i.e. weapons, medicines, etc.)
- Writing about death, dying, or suicide beyond ordinary artistic expression
- Recent preparations for death, such as will creation, giving away one's possessions, etc.
- Recent unsuccessful suicide attempt(s)



While the policy has not yet been disseminated or trained upon as it is being simultaneously reviewed by the Office of General Counsel, as noted in the Methodologies to Aide in the Determination of Compliance (MADC), those components will be assessed within ER 9.1.A. As a result, the Monitor found the UCPD in compliance with ER 9.1.C.

Next Review

No further review is necessary.



DATE: JUNE 24, 2017

REC. REF. NO.: 9.1.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While there are some existing practices, UCPD does not have adequate policy or procedures articulating how to deal with incidents involving individuals suffering from mental health issues.

Exiger Recommendation ("ER")

The new policy should include guidelines for officers to follow when dealing with persons they suspect are mentally ill. These guidelines should, at a minimum, include:

- A requirement that officers request backup when responding to situations involving a mentally ill person, especially when there is the potential for an arrest;
- A section that makes clear that the officer's objective is to de-escalate, in effect to calm the situation, and provides techniques for doing so;
- Procedures for placing a mentally ill individual under arrest; and
- Procedures for transporting that individual.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) The UCPD policy includes guideline for officers to follow when dealing with persons they suspect are mentally ill;
- 2) These guidelines should, at a minimum, include;
 - A requirement that officers request backup when responding to situations involving a mentally ill person, especially when there is the potential for an arrest;
 - A section that makes clear that the officer's objective is to de-escalate, in effect to calm the situation, and provides techniques for doing so;
 - Procedures for placing a mentally ill individual under arrest;
 - Procedures for transporting that individual; and
- 3) The UCPD officers are educated and trained on following the guidelines.

Note: dissemination and training components will be assessed under ER 9.1.A

UCPD Proffer of Compliance

"In accordance with recommendation 9.1.A, 9.1.B, 9.1.C, and 9.1.D, the Mental Health Response (MHR) Policy establishes clear procedures and guidelines for how UCPD officers should deal with incidents involving individuals suffering from mental health issues. A list of resources utilized in the development of this policy to ensure it is based on current best practices (9.1.A MADC) can



be found in the memorandum of proffered compliance for 9.1.E, and include the following campus police departments: University of Southern California and the Ohio State University (9.1.A MADC).

The MHR Policy is currently under simultaneous review from UC's Office of General Counsel (OGC) and Exiger. Once it is approved by OGC, the policy will be disseminated through PowerDMS. Documentation of the policy's dissemination will follow later in Q2, likely in June 2017. Training on the components of the policy (again, once it is approved by OGC) will be incorporated into the Crisis Intervention Team Training that is scheduled to occur starting in June and concluding in October 2017. Due to the schedule of the outside vendor conducting the training, this is the most expedited schedule available for this training.

The MHR policy includes a list of generalized signs and symptoms of behavior that may suggest mental illness (9.1.B MADC), as well as a list of indicators that a person with a mental illness represents that a person may represents a substantial risk of harm to himself/herself or others (9.1.C MADC). Both of these lists can be found on pages 3-4 of the MHR policy.

In accordance with 9.1.D, the MHR policy provides the following guidelines for officers to follow when dealing with persons they suspect are mentally ill:

Backup: Page 2 of MHR Policy requires: "At minimum, two officers will be dispatched and/or respond to all mental health response calls." AND "A supervisor will respond on all calls for service involving violent or potentially violent persons with mental health issues. Sufficient personnel will be summoned to the scene if it appears the person will be resistant to being taken into custody." Page 5 also specifies that "Two officers will transport persons in need of emergency mental health treatment if the person threatens or demonstrates violent behavior."

- De-escalation: Page 2 of the MHR emphasizes that de-escalation of a situation with a mentally ill person is the officer's primary objective.
- Procedures for taking a mentally individual into custody can be found on pages 4-5 (Section B) and Page 6, Section D(1)
- Procedures for transporting a mentally ill individual can be found on pages 4-6 of the MHR policy.

Data Reviewed

Mental Health Response Policy draft 4-20-17 for OGC

Current Assessment of Compliance



In Compliance

The Monitor has reviewed the UCPD's recently updated Mental Health Response Policy and found that the policy includes a list of guidelines for officers to follow when dealing with a person with a mental illness. Specifically, the policy requires that at least two officers are dispatched and/or



respond to all mental health response calls and that a supervisor will respond on all calls involving violent or potentially violent persons with mental health issues. The Monitor noted that the policy does not include a requirement or instruction for officers to request back up or additional officers if they arrive at a scene in which the initial call was not for a mentally ill person (so not dispatched as such), but once on scene, it is apparent that a mentally ill person is present and the subject of the disturbance. The Monitor suggests that prior to dissemination and training, this verbiage is added to the policy to ensure that officers are aware that absent exigent circumstances, they should not deal with a mentally ill person without assistance.

The policy states that officer's primary objective is to de-escalate the situation so it is resolved without the need for force and that officers shall use de-escalation techniques and other alternatives consistent with UCPD training whenever possible and appropriate before resorting to force to resolve the situation. The policy also requires that sufficient personnel will be summoned to the scene if it appears the person will be resistant to being taken into custody, and how that arrest and transportation should occur including the location where the individual shall be taken for assessment.

While the policy has not yet been disseminated, trained upon as it is being simultaneously reviewed by the Office of General Counsel, as noted in the Methodologies to Aide in the Determination of Compliance (MADC), those components will be assessed within ER 9.1.A. As a result, the Monitor found the UCPD in compliance with ER 9.1.D.

Next Review

No further review is necessary.



DATE: JUNE 24, 2017

REC. REF. NO.: 9.1.E

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While there are some existing practices, UCPD does not have adequate policy or procedures articulating how to deal with incidents involving individuals suffering from mental health issues.

Exiger Recommendation ("ER")

Review applicable reports from other jurisdictions, including USC and LA Mental Health Advisory Board, and incorporate suggestions from those reports in policies, procedures, and training.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD reviews applicable reports including the University of Southern California General Order on Responding to Persons with Mental Illness, and the report from the County of Los Angeles Mental Health Advisory Board, from other jurisdictions and incorporates suggestions from those reports into its policies and procedures.

UCPD Proffer of Compliance

"UCPD utilized a number of sources of best-practice information in the creation of the revised Mental Health Response policy. The resources available in IACP-Net were scanned and reviewed, and portions of model policies from the Schaumburg (IL) Police Department, the Joplin (MO) Police Department, the Fayetteville (NC) Police Department, and the Chicago (IL) Police Department were used. Locally, the mental health response policy of the Cincinnati Police Department (CPD) was used, as well as relevant excerpts from the Ohio Revised Code. Additionally, the IACLEA standard for responding to mentally ill persons was reviewed and incorporated, as well as the Mental Health Advisory Board Report from the Los Angeles County District Attorney's Office entitled "A Blueprint for Change" (2015). Finally, in-person interviews were held with staff and leadership of UC's Counseling and Psychiatric Services unit (CAPS), and the revised policy was shared with them as well. The language and spirit of all these resources was considered and combined into UCPD's revised Mental Health Response Policy. "

Data Reviewed

UCPD's proffer of Compliance

Current Assessment of Compliance



In Compliance



The Monitor has reviewed the UCPD's proffer of compliance and has determined that UCPD clearly used multiple appropriate resources and model policies when developing their Mental Health Response Policy and did in fact, incorporate guidance from those reports into its policies and procedures.

Next Review

No further review is necessary.



DATE: JUNE 2, 2017

REC. REF. NO.: 9.2.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

There is no holistic or synergistic approach being used among all affected University entities that may be called upon to deal with individuals suffering from mental health issues.

Exiger Recommendation ("ER")

The University should implement a Student Concerns Committee similar to those in place at other universities. This committee should consist of first responders and those potentially in a position to take early notice of irrational student behavior, including: a UCPD representative, preferably at the command level, and representatives from other university offices, such as student affairs, student health and disability service providers, residential life, student counseling, student judicial affairs, and veteran resources.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) The University implements a policy creating a Student Concerns Committee;
- 2) The Student Concerns Committee meets best practices and is consistent with those in place at other Universities;
- 3) The Student Concerns Committee consists of first responders, a command level UCPD representative, and representative from other university offices, such as student affairs, student health and disability service providers, residential life, student counseling, student judicial affairs, and veteran resources, focused on dealing with individuals suffering from mental health issues.

UCPD Proffer of Compliance

"Due to the significant overlap between recommendations 9.2.A and 9.2.B, this memo is offered in a proffer of compliance for both. The University of Cincinnati CARE Team (Crisis Assessment Referral and Evaluation) is housed under the Division of Student Affairs and is chaired by the Assistant Dean of Students Daniel Cummins. It has been in existence for approximately 5 years and meets on a weekly basis. According to the UC CARE Team website:

The purpose of the committee is to respond to reports about students whose behavior is raising concerns within the University community. Its responsibilities include gathering and sharing information, discerning whether there are multiple concerns about a student within a setting or across multiple settings, or when the situation encompasses a variety of issues. The committee is charged to devise a



coordinated plan for assessment, intervention and management of the concerns for the student's well being and that of the University community. Students who are deemed a threat to UC will be referred for further review by the Threat Assessment Group.

Additional information, including CARE Team protocol and Flow Chart, is available at the CARE Team website:

http://www.uc.edu/sa/deanofstudents/crisis--assessment--referral--evaluation-team--care-team-.html

Currently, Lt. David Brinker (Criminal Investigations) is the UCPD representative on the CARE Team. Prior to that, CPT Rodney Chatman served in that role. The UCPD representation on the CARE Team is now formalized in the new Mental Health Response policy (see page 7 of MHR policy). As the UCPD representative, Lt. Brinker attends the weekly CARE Team meeting and also communicates daily with Assistant Dean Cummins regarding received reports involving students that may include potential CARE cases. Lt. Brinker can be available for an on-site or telephone interview with the monitor if further information is needed.

Prior to the weekly CARE Team meeting, Assistant Dean Cummins sends a message to CARE Team members through maxient, a student database that holds all UC student records, requesting their review of particular reports/files to prepare for discussion of the incidents at the weekly meeting. The only notes taken by Assistant Dean Cummins are the action steps for the student; once this information is transferred into the student's file, hand written notes are then discarded.

Current CARE Team members include:

- Daniel S. Cummins, Assistant Dean of Students Chair, 513-556-6835, daniel.cummins@uc.edu
- Lillian Santa-Maria University Ombuds
- Trent Pinto Resident Education and Development
- David Brinker Public Safety
- *Michael Southern Disability Services*
- Felicia Wallace Academic Support Services
- Karen Mendenhall Counseling and Psychological Services
- Aniesha Mitchell Student Conduct and Community Standards

Representatives from the branch campuses are asked to join the CARE Team meeting when discussing branch campus students. The CARE Team also seeks legal advice from the Office of General Counsel as needed.

Data Reviewed

Mental Health Response Policy draft 4-20-17 for OGC

Current Assessment of Compliance



In Compliance



In discussions with the UCPD, the Monitor was made aware that a University of Cincinnati ("UC") Crisis Assessment Referral and Evaluation ("CARE") addresses the intent of this ER and has been in place for several years prior to the initial Exiger review.

The Monitor reviewed the UCPD's policy, the proffer submitted and also viewed the information available on the UC's website (link above). The CARE team mission and membership are appropriate, comprehensive and indeed represent a holistic approach to assist and manage persons from the university community who may be dealing with mental health issues and are similar to those used among leading Universities. The UCPD's active involvement on the UC's CARE Team clearly addresses the intention of the ER. The Monitor commends the UCPD for formalizing the UCPD's role on the CARE Team by updating its Mental Health Response policy to ratify its representation on the CARE Team committee.

Next Review

No further review is needed.



DATE: JUNE 2, 2017

REC. REF. NO.: 9.2.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

There is no holistic or synergistic approach being used among all affected University entities that may be called upon to deal with individuals suffering from mental health issues.

Exiger Recommendation ("ER")

The Student Concerns Committee should meet on a weekly basis to discuss issues that took place during the previous week and are potentially related to mental health, and collaboratively create a plan of action. Such action may include contacting a counselor to meet with the student, delaying the student's academic demands (to assist with issues such as anxiety), or simple monitoring.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

1) The University implements a policy creating a Student Concerns Committee; and

2) The Student Concerns Committee policy requires that the Student Concerns Committee meet on a weekly basis to discuss issues that took place during the previous week and are potentially related to mental health, and collaboratively create a plan of action.

UCPD Proffer of Compliance

"Due to the significant overlap between recommendations 9.2.A and 9.2.B, this memo is offered in a proffer of compliance for both. The University of Cincinnati CARE Team (Crisis Assessment Referral and Evaluation) is housed under the Division of Student Affairs and is chaired by the Assistant Dean of Students Daniel Cummins. It has been in existence for approximately 5 years and meets on a weekly basis. According to the UC CARE Team website:

The purpose of the committee is to respond to reports about students whose behavior is raising concerns within the University community. Its responsibilities include gathering and sharing information, discerning whether there are multiple concerns about a student within a setting or across multiple settings, or when the situation encompasses a variety of issues. The committee is charged to devise a coordinated plan for assessment, intervention and management of the concerns for the student's well being and that of the University community. Students who are deemed a threat to UC will be referred for further review by the Threat Assessment Group.

Additional information, including CARE Team protocol and Flow Chart, is available at the CARE Team website:

http://www.uc.edu/sa/deanofstudents/crisis--assessment--referral--evaluation-team--care-team-.html



Currently, Lt. David Brinker (Criminal Investigations) is the UCPD representative on the CARE Team. Prior to that, CPT Rodney Chatman served in that role. The UCPD representation on the CARE Team is now formalized in the new Mental Health Response policy (see page 7 of MHR policy). As the UCPD representative, Lt. Brinker attends the weekly CARE Team meeting and also communicates daily with Assistant Dean Cummins regarding received reports involving students that may include potential CARE cases. Lt. Brinker can be available for an on-site or telephone interview with the monitor if further information is needed.

Prior to the weekly CARE Team meeting, Assistant Dean Cummins sends a message to CARE Team members through maxient, a student database that holds all UC student records, requesting their review of particular reports/files to prepare for discussion of the incidents at the weekly meeting. The only notes taken by Assistant Dean Cummins are the action steps for the student; once this information is transferred into the student's file, hand written notes are then discarded.

Current CARE Team members include:

- Daniel S. Cummins, Assistant Dean of Students Chair, 513-556-6835, daniel.cummins@uc.edu
- Lillian Santa-Maria University Ombuds
- Trent Pinto Resident Education and Development
- David Brinker Public Safety
- *Michael Southern Disability Services*
- Felicia Wallace Academic Support Services
- Karen Mendenhall Counseling and Psychological Services
- Aniesha Mitchell Student Conduct and Community Standards

Representatives from the branch campuses are asked to join the CARE Team meeting when discussing branch campus students. The CARE Team also seeks legal advice from the Office of General Counsel as needed.

Attachments

Mental Health Response Policy draft 4-20-17 for OGC

Current Assessment of Compliance



In Compliance

The Monitor interviewed the current UCPD representative on the University of Cincinnati ("UC") Crisis Assessment Referral and Evaluation ("CARE") Team, Lt. Dave Brinker, who stated that he attends the meetings when they occur, which are technically scheduled on a weekly basis but are sometimes cancelled by the CARE Committee chair if there are no issues to discuss or address and during times such as summer when there are not many students on campus. Lt Brinker explained that the meetings are typically brain-storming sessions to discuss various campus community concerns and how best to help the particular student succeed. If the UCPD as first responders,



necessitates any police action such as a temporary hold, he will brief the CARE team members during the next weekly meeting.

Lt Brinker reiterated the UCPD's response to our document request, that the UCPD does not document anything related to the CARE meetings attended. While the Monitor understands and appreciates the need to comply with the Health Information Privacy Act (HIPA) laws in documenting health related matters specific to individuals, going forward, it may be beneficial both as a matter of record/liability, as well as functionally in acting as a communication conduit between the CARE team and the UCPD, to document minimal information such as dates of attendance and general topics of discussions, along with any specific information with individual names redacted that was passed on to patrol officers and supervisors.

Next Review

No further review is needed unless a specific issue arises that indicates an additional review is warranted.



DATE: JUNE 19, 2017

REC. REF. NO.: 9.4.C.

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While UCPD's current mental health training practices exceed those of most other Campus Law Enforcement Agencies, there are additional measures that represent best practices in this area.

Exiger Recommendation ("ER")

Consider establishing proactive response teams pairing an on-call UCMC clinician with a law enforcement officer to provide emergency field response to situations involving mentally ill, violent, or high risk individuals.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD gives meaningful consideration to establishing a proactive response team which pairs an on-call UCMC clinician with a law enforcement officer to provide emergency field response to situations involving mentally ill, violent, or high risk individuals.

UCPD Proffer of Compliance

"The Office of Counseling and Psychological Services (CAPS) is the primary provider of mental health assistance to UC students. UCPD has a close working relationship with CAPS. CAPS is located adjacent to the Clifton campus and officers regularly transport students to and from their office. CAPS does not have the staffing capacity to allow a clinician to respond into the field. A review of dispatch records for 2015 and 2016 reveals that UCPD responds to persons in need of mental health assistance in the field an average of 35 times per year. This volume of need, coupled with the close proximity of CAPS' facility to the majority of the student body, makes the creation of an additional clinician position unnecessary. UCPD can access the services of a mental health clinician from the CPD if a significant need arises.

In addition to CAPS, University Hospital's Psychiatric Emergency (PES) Services Unit is located adjacent to UC's medical campus. PES is the primary location for all police agencies in Hamilton County to transport citizens in need of emergency mental health treatment. Since CAP's service is primarily limited to serving students, the close proximity of PES to campus is an asset to the UCPD in provision of service to persons in need, especially non-students.

In addition to CAPS and PES, UC Public Safety has worked with the UC Human Resources Employee Assistance Program (EAP) Impact Solutions, which provides, among other services, emergency mental health counseling for employees of the University. EAP provides direct counseling services, as well as assistance with administrators tasked with handling employees that are apparently in need. Finally, UC Public Safety has worked with the UC College of Social Work,



and Veterans Administration Hospital Personnel for the delivery of mental health/stress coping mechanisms and awareness training, education, and information for our employees."

Data Reviewed

UCPD Proffer of Compliance memo dated 4/17/17

Current Assessment of Compliance



In Compliance

The UCPD's proffer (above in italics) describes both the UCPD's meaningful consideration of the ER as well as the specific procedures, facilities and services currently in place which offset the need to adopt/implement the recommended additional response of an on-call clinician.

Next Review

No further review is necessary.



DATE: JUNE 19, 2017

REC. REF. NO.: 9.5.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not currently keep a record of all encounters with individuals suffering from mental illness.

Exiger Recommendation ("ER")

After every encounter with an individual suffering from a mental illness, UCPD should mandate detailed reporting for inclusion in the ARMS system

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD implements a policy mandating detailed reporting in the ARMS system of every encounter with an individual suffering from an apparent or perceived mental health crisis;
- 2) Every encounter with an individual with an apparent or perceived mental health crisis is reported in ARMS

UCPD Proffer of Compliance

"In accordance with Recommendation 9.5.A, the Mental Health Response Policy mandates that every call for service with a suspected mentally ill individual will be documented. The reporting requirements are specified on page 6 of the policy.

The records for mental health related calls can be pulled for review during Exiger's on-site visit in May if needed.

Data Reviewed

Mental Health Response Policy draft 4-20-17 for OGC

Current Assessment of Compliance



In Compliance

The Monitor reviewed the UCPD's updated Mental Health Response Policy and found that it requires that all calls for service with a suspected mentally ill individual be documented but does not specifically require they be documented in ARMs. Rather the manner of reporting is predicated upon the type of action involved arrest, non-criminal on an incident report, etc. The UCPD has



confirmed that all of these reports will be entered into ARMs. Therefore the Monitor found the UCPD in compliance at this time.

Next Review
The Monitor will assess the UCPD's compliance with this ER on an annual basis, again in Q6 2018.



DATE: JUNE 19, 2017

REC. REF. NO.: 9.5.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not currently keep a record of all encounters with individuals suffering from mental illness.

Exiger Recommendation ("ER")

In order to improve performance, UCPD should annually audit its handling of mental health-related calls and incidents for that year.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD implements a policy requiring annual audits of its handling of mental health-related call and incidents; and,
- 2) UCPD conducts annual audits of its handling of mental health-related call and incidents.

UCPD Proffer of Compliance

"In accordance with Recommendation 9.5.B, page 8 of the Mental Health Response Policy (attached) requires an annual review of calls for service for mental health response. It will be conducted by the Commander of the Standards & Strategic Development Section and will commence in January of each year for calls occurring in the previous year. The contents of the annual audit and how the summary results will be utilized and distributed can be found in the MHR policy (page 8).

UCPD anticipates providing documentation of the first annual audit during one of the reporting periods in Year 2 of the monitorship."

Data Reviewed

UCPD Proffer of Compliance memo dated 4/17/17

Current Assessment of Compliance



Partial Compliance

The Monitor reviewed the UCPD's updated Mental Health Response Policy and found that it requires that an annual audit of its handling of mental health-related call and incidents be conducted. As described in UCPD's proffer (above in italics) that audit will occur and submitted for assessment in 2018. Therefore the Monitor found the UCPD in partial compliance at this time.



<u>Next Review</u>
The Monitor will assess the UCPD's compliance with this ER on an annual basis, again in Q6 2018, or upon receipt of said audit report.

Appendix 10 Review of Equipment



			201	17			20	18		2019				
	REPORT CARD MATRIX	Q1: Jan-	Q2: Apr-	Q3: Jul-	Q4: Oct-	Q5: Jan-	Q6: Apr-	Q7: Jul-	Q8: Oct-	Q9: Jan-	Q10: Apr-	Q11: Jul-	Q12: Oct-	
		Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec	
	Section 10 - Review of	Equi	pme	nt	ı		ī	ī						
10.1.A	Re-deploy CEDs.													
10.1.B	Review policies and procedures related to the use of CEDs to include when the use of the devices is authorized and the allowable number of discharges of the device.		⊚	0										
10.1.C	Develop intensive training on the use of CEDs and the relevant policies, including scenarios in which the utilization of CEDs is appropriate and those instances where it is not.													
10.1.D	Designate a CED training officer, who should receive training as a trainer and whose responsibilities should include remaining current on all relevant literature and data on the use of CEDs.						0							
10.2.A	Work with CPD and appropriate neighborhood organizations to provide significantly greater deployment of video surveillance in the off-campus patrol areas.	NFE	-	-	-	-	-	-	-	•	-	-	-	
10.3.A	Conduct a review of all existing video surveillance equipment in conjunction with the exploration of an off-campus video system.													
10.4.A	Develop or adopt appropriate training for the use of the batons, and ensure that every member of UCPD receive such training.		⊗	0										
10.5.A	Evaluate and choose an automated commercial off-the-shelf product for tracking of all equipment.			0										
10.6.A	Evaluate the need and potential utilization of the bomb robot.	(FF)	-	-	-	-	-	-	-	-	-	-	-	
10.6.B	If there is justification to retain the robot, appropriate initial and refresher training and qualification of a select group of sworn officers on the utilization of the robot and related skill sets including bomb disposal should be	NFE	-	-	-	-	-	-	-	-	-	-	-	



REPORT CARD MATRIX			20:	17			20	18		2019				
		Q1: Jan- Mar	Q2: Apr- Jun	Jul-	Oct-	Q5: Jan- Mar	Apr-		Oct-	Q9: Jan- Mar		Q11: Jul- Sep	Q12: Oct- Dec	
10.7.A	Evaluate the need and potential utilization of the sniper rifle.	NFE	-	-	-	-	-	-		-	-	-	-	
10.7.B	If there is justification to retain the rifle, appropriate initial and refresher training and qualification of a select group of sworn officers on the utilization of the rifle should be developed and deployed.	NFE	-	-	-	-	-	-	1	1		•	-	
10.8.A	Consider installing in-car video as an adjunct to the current deployment of body cams, providing for potential additional views of and redundancy in any critical incident.													
10.9.A	Work with the Director of Emergency Management to build out a dedicated Emergency Operations Center, designed to facilitate planning and response to both planned and unplanned campus events in coordination			0										



DATE: JUNE 30, 2017

REC. REF. NO.: 10.1.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While UCPD is very well-equipped to handle situations in which deadly force is required, a significant gap in the less-lethal force continuum exists. UCPD does not currently utilize CEDs, removing an option that would allow officers the ability in appropriate circumstances to disable an individual from a safe distance and avoid potential resort to deadly physical force.

Exiger Recommendation ("ER")

UCPD should review all policies and procedures related to the use of CEDs to include, but not be limited to, when the use of the devices is authorized and the allowable number of discharges of the device.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD implements a policy to re-deploys CEDs to its officers;
- 2) The policy gives clear guidance on when the use of a CED is authorized;
- 3) The policy gives clear guidance on the allowable number of discharges of a CED; and
- 4) The CED policies and procedures meet best practices in the industry.

UCPD Proffer of Compliance

There is now one Use of Force policy which includes all less-lethal weapons, such as ECDs (SOP 7.1.100). Note that there is still a separate policy which governs the use of firearm force. This policy will be widely distributed to UCPD officers in Quarter 3 (after approval from UC's Office of General Counsel). It is based on best practices in the industry, as identified by the following:

- United States Supreme Court
- US Court for the Southern and Northern Districts of Ohio
- US 6th/7th/9th Circuit Courts of Appeals
- Ohio Supreme Court
- OPOTA
- Cincinnati Police Department (many key definitions are from here as they have already been vetted for appropriateness by both Fed Court and DOJ)
- CPD Collaborative Agreement and MOU

¹ Please note that although the Exiger Report and recommendations refer to CEDs, the UCPD Use of Force policy refers to this equipment as an Electronic Control Device (ECD).



- IACP
- PERF
- IACLEA
- Taser Instructor's Manuals
- Force Science Institute
- Caliber Press
- A cross section of variously sized and located PDs across the US to gauge best practices

This Use of Force policy defines Activation, Air Cartridge, Confetti Tags, Cycle, Display, Drive Stun, Duration, CED, Laser Painting, Probes, Resistance, Active Resistance, Passive Resistance, Serious Bodily Injury, and Spark Test (pages 8 through 11 of Use of Force Policy). All definitions are based on best practices in the industry. Probe mode is not defined in this policy as it does not apply to the ECD model the UCPD purchased. Arcing is also not defined in the policy because of the design of the single cartridge ECD model the UCPD purchased. In order to arc this device, the cartridge must be removed, or a live cartridge can be discharged, when arcing, unless in direct contact with an individual's skin or clothing, whereas the duel cartridge Taser X2 has a switch that will allow the user to arc the device with a cartridge in the discharge port. This will allow for a drive-stun after one cartridge has been deployed and a second cartridge still in the discharge port, without deploying the second cartridge. The UCPD does not intend to allow arcing as a UOF compliance tactic because of the potential for accidental discharges and therefore it is not included in the policy.

In accordance with Recommendation 3.3.C, the Use of Force Policy contains the specific governance for all ECDs. A ECD is listed as a type of less-lethal force, page 5 of policy. Page 16 states ECDs should only be used against subjects who are actively physically resisting, exhibiting active physical aggression, or to prevent individuals from physically injuring themselves or other person(s) actually present. Page 11 indicates "The ECD/TASER should only be used in situations that allow for the use of physical force may be used." The policy requires officers to issue an appropriate warning, consistent with personal safety, to the intended subject and other officers present prior to discharging the ECD (page 16). Page 17 requires that when a ECD is used against a subject it shall be for one standard discharge cycle, after which the officer should reassess the situation. It also states that only the minimum number of cycles necessary should be used. Page 11 of the Use of Force policy described the target area for ECD deployment, stating the back is the preferred target. Page 16 also states ECDs should not be used on children, individuals over the age of 70, pregnant females, or those who are operating a vehicle or other moving device.

Finally, in accordance with Recommendation 10.1.B, all officers will soon be trained on the Use of Force Policy and ECDs, which is a necessary precursor to the re-deployment of ECDs to officers. The policy provides clear guidance on the use of ECDs, on pages 15 to 18. It is estimated this policy will be disseminated and trained on in Quarter 3, after it is approved by OGC. It should be ready for assessment by Exiger in Q4."

Data Reviewed



Current Assessment of Compliance

DW - Determination Withheld

The Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated to the Office of Safety and Reform (OSR) and UCPD and which will be addressed in upcoming revisions. Specifically, the policy as it relates to less-lethal weapons also needs revising.

Commendably, in response to our discussion with the UCPD and OSR, an ad hoc team was created including UCPD command staff, the Organizational Development Coordinator (ODC) and a member of the Monitoring Team to address the Monitor's concerns and finalize the policies. Because the policies are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor has withheld its determination of compliance.

Next Review

The Monitor will again assess compliance with this ER during Q3 for the period ending September 30, 3017.



DATE: JUNE 26, 2017

REC. REF. NO.: 10.1.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

While UCPD is very well-equipped to handle situations in which deadly force is required, a significant gap in the less-lethal force continuum exists. UCPD does not currently utilize CEDs, removing an option that would allow officers the ability in appropriate circumstances to disable an individual from a safe distance and avoid potential resort to deadly physical force.

Exiger Recommendation ("ER")

UCPD should designate an officer as a CED training officer; that officer should receive training as a trainer and whose responsibilities should include remaining current on all relevant literature and data on the use of CEDs.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1. UCPD creates a policy for the designation and required training of the CED training officer;
- 2. The CED training officer receives specialized training and certification on teaching other officers on the proper use of CEDs; and,
- 3. The CED training officer is tasked with remaining current on all literature and data on the use of CEDs.

UCPD Proffer of Compliance

"The UCPD policy regarding ECDs (electronic control device)¹ is incorporated into the revised Use of Force Policy (attached). On the last page of the policy, the required designation, certification, and tasks of the ECD training officer is described. On September 29th 2016, Lieutenant Barge and Sergeant Zacharias attended Taser's three-day course for certified instructor on the use of Tasers. The certificates are attached. Lieutenant Barge has been designated as the Division's primary ECD instructor and will act in that capacity until further notice. Additionally, the Division is in the process of interviewing for two additional ECD instructors and expects to have those position filled by Q5."

Data Reviewed

Use of Force Policy, SOP No. 7.1.100 LT Barge, Taser training academy certification SGT Zacharias, Taser training academy certification

¹ Please note that although the Exiger Report and recommendations refer to CEDs, the UCPD Use of Force policy refers to this equipment as an Electronic Control Device (ECD).



Current Assessment of Compliance



In Compliance

The Monitor reviewed the UCPD's Use of Force Policy, SOP No. 7.1.100 and confirmed that it contains a requirement for a designated certified ECD/Taser instructor whose responsibilities include remaining current on all relevant literature and data on the use of ECD/TASERs. The Monitor reviewed certificates and confirmed that two officers were certified as ECD/TASER trainers in September 2016. Because of some issues with the way in which the new policy was drafted, UCPD has decided to re-write the policy. While we are finding compliance for the ER, we do believe that for the sake of clarity when the policy is revised it should state that the certified trainers are the only trainers who are permitted to instruct officers on the proper use of ECD/TASERs.

Next Review

The Monitor will assess compliance with this ER on an annual basis, again scheduled for assessment in Q6 for the period ending June 30, 2018. The next assessment will include, but is not limited to, a review of the ECD/TASER training to be held in the coming months.



DATE: MARCH 20, 2017

REC. REF. NO.: 10.2.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

There is currently limited utilization of video surveillance in the off-campus designated patrol areas.

Exiger Recommendation ("ER")

UCPD, working with CPD and appropriate neighborhood organizations, should consider providing significantly greater deployment of video surveillance in the off-campus patrol areas. Video surveillance can potentially be monitored for crimes in progress, holding promise for both apprehension and deterrence, as well as being reviewed as an evidentiary tool in the case of a past crime.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD gives meaningful consideration to significantly increasing the deployment of video surveillance in the off-campus patrol areas to monitor crimes in progress, assist in apprehension and deterrence, and gather evidence in past crimes. If UCPD chooses to increase the use of video surveillance, it does so in conjunction with both CPD and neighborhood organizations.

UCPD Proffer of Compliance

"UCPD has decided not to install off campus cameras at this time due to the complexity and cost to network them back to campus. In discussions between the UC Network Operations Center and Diane Brueggemann in August 2016, the options to network off campus included private fiber, VPN, and firewall open ports. Due to the costs and/or security vulnerabilities these options presented and the readily available option to view CPD cameras, no further action was taken to investigate the installation of cameras off campus.

As of October 11, 2016, UCPD has access to view city cameras via an app installed on iPads which can be connected to large monitors. CPD recently added several new cameras in preparation for the Tensing trial in fall 2016. Fifteen of the city cameras have views in the area surrounding UC. In conversations with city camera representatives, it was noted that these cameras are wireless and can be moved to other areas if needed"

Attachments

N/A



Data Reviewed

UCPD Proffer of Compliance memo dated February 14, 2017

Current Assessment of Compliance



In Compliance

As described in the UCPD's proffer of compliance, the UCPD has given reasonable consideration of the ER and while not adopted, the UCPD has taken other remedial steps in an effort to comply with the spirit of the ER – to use off-campus video surveillance as a means to better their service to the University of Cincinnati campus community.

We urge UCPD to continue its dialogue with the City to move toward even greater coverage of the relevant off-campus areas, including the sharing of costs for such coverage.

Next Review

No further review of this recommendation is required at this time.



DATE: JUNE 26, 2017

REC. REF. NO.: 10.4.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD has 16 side handle PR-24 Batons for use in crowd control. By policy, these batons can only be used by trained and qualified officers, and yet the requisite training has not been provided.

Exiger Recommendation ("ER")

UCPD should develop or adopt appropriate training for the use of the batons, and ensure that every sworn member of UCPD receive such training in order to be properly qualified for use of the baton in crowd control.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD implements a policy regarding the use and training on the use of batons;
- 2) The proposed policy meets best practices; and,
- 3) UCPD requires that every sworn member of UCPD receives such training in order to be properly qualified for use of the baton.

UCPD Proffer of Compliance

"The revised Use of Force policy includes guidance regarding the use and training on the use of PR24 batons on pages 11, 13, and 22. Attached is the class roster for the PR24 certification training conducted in August and September 2016 by Deputy Lee Edwards with the Hamilton County Sheriff's Office at their facility. This training will reoccur annually."

Data Reviewed

Use of Force Policy, SOP No. 7.1.100

Current Assessment of Compliance

DW - Determination Withheld

The Monitor's review of the UCPD's Use of Force (UOF) policies identified several significant concerns that were communicated to the UCPD and the Office of Safety and Reform (OSR) and which will be addressed in upcoming revisions. Specifically, the policy as it relates to PR-24 was ambiguous in on section calling the device out one of the less-lethal methods of self-defense and in another indicating it can only be used for crowd control. An ad hoc team was created to include UCPD command staff, the Organizational Development Coordinator (ODC) and a member of the Monitoring Team to address the Monitor's concerns and finalize the policies. Because the policies



are not yet finalized and require substantive revisions, the UCPD has not yet achieved compliance, and the Monitor will withhold its determination of compliance.

In addition to the ambiguity created by the policy, the Monitor notes that UCPD did, in fact, submit a course attendance roster listing those UCPD sworn members who attended the P-24 training. That being said, no course curriculum was provided, though it was requested by the Monitor. The lack of documentation regarding the course made it impossible to determine if the training received was consistent with the UCPD's policy. This issue must be rectified prior to the next assessment.

Next Review

The Monitor will again assess compliance with this ER during Q3 for the period ending September 30, 3017.



DATE: MARCH 29, 2017

REC. REF. NO.: 10.6.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD maintains a remote controlled bomb robot within its inventory. It is unclear if any member of the department is appropriately trained on its use, nor are there policies in place for its deployment and utilization.

Exiger Recommendation ("ER")

Ensure that UCPD conducts a cost benefit analysis of the need for the use of the bomb robot in light of the existing mutual aid agreements with and response times of bomb squads in neighboring jurisdictions and the cost of maintaining adequate training for its utilization.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD evaluates the need and potential utilization of the bomb robot against the total cost of maintaining adequate training for its utilization, considering existing mutual aid agreements with and response times of bomb squads in neighboring jurisdictions.

UCPD Proffer of Compliance

The UCPD command staff and Emergency Management Director Ed Dadosky jointly agreed to suspend the department's Hazardous Device Unit on September 1st 2016. It was determined to no longer be a departmental need as the local fire department and local Hazmat Teams offer those services if the need for them arose. In addition, the department now has bomb canine units that conduct most of the department's security and bomb sweeps.

All equipment in the unit, including the Bomb Robot, is being liquidated and was sent to the University of Cincinnati's Assets and Utilization Department for public sale. I have included the inventory of the items that were transferred to UC Assets and Utilization with receipt from Teig Farrell, Director of Assets & Utilization. I have also included a photo of the room on campus in which we stored our equipment for the unit displaying an empty room.

Because the department has liquidated this equipment, initial and refresher training related to it, as recommended in 10.6.B, is not necessary.

Attachments

The UCPD Memorandum and listed attachments are available in the UCPD Documentation Repository in DR0045.



Data Reviewed

- 1. UCPD Memorandum outlining its proffer of compliance (in italics above)
- 2. UC Assets Receipt
- 3. CBRNE Truck delivery verification
- 4. HDU Room delivery verification (3)
- 5. HDU Room photo

Current Assessment of Compliance



In Compliance

During the initial review of the UCPD, the UCPD indicated that it had within its arsenal a remote controlled bomb robot. Based on our findings and recommendations, the UCPD examined the bomb robot issue and determined the equipment and the unit it was assigned to was no longer a department need as the local fire department and local Hazmat Teams offer services that made the robot and HDU team non-essential. As such all associated equipment was liquidated and proof of liquidation was provided.

Next Review

No further review of this recommendation is required.



DATE: MARCH 29, 2017

REC. REF. NO.: 10.6.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD maintains a remote controlled bomb robot within its inventory. It is unclear if any member if the department is appropriately trained on its use, nor are there policies in place for its deployment and utilization.

Exiger Recommendation ("ER")

Ensure that should UCPD determine a potential need for the utilization of the bomb robot, UCPD must develop an appropriate training that includes exercises with agencies who provide mutual aid in relevant situations and qualifies a select group of sworn officers on the proper utilization of the bomb robot and bomb disposal.

MADC Definition of Compliance

Not applicable due to decision to liquidate the Bomb Robot.

UCPD Proffer of Compliance

The UCPD command staff and Emergency Management Director Ed Dadosky jointly agreed to suspend the department's Hazardous Device Unit on September 1st 2016. It was determined to no longer be a departmental need as the local fire department and local Hazmat Teams offer those services if the need for them arose. In addition, the department now has bomb canine units that conduct most of the department's security and bomb sweeps.

All equipment in the unit, including the Bomb Robot, is being liquidated and was sent to the University of Cincinnati's Assets and Utilization Department for public sale. I have included the inventory of the items that were transferred to UC Assets and Utilization with receipt from Teig Farrell, Director of Assets & Utilization. I have also included a photo of the room on campus in which we stored our equipment for the unit displaying an empty room.

Because the department has liquidated this equipment, initial and refresher training related to it, as recommended in 10.6.B, is not necessary.

Attachments

The UCPD Memorandum and listed attachments are available in the UCPD Documentation Repository in DR0045.

Data Reviewed

- 1. UCPD Memorandum outlining its proffer of compliance (in italics above)
- 2. UC Assets Receipt



- CBRNE Truck delivery verification 3.
- HDU Room delivery verification (3) 4.
- HDU Room photo 5.

Current Assessment of Compliance

N/A

This ER is not applicable given the decision of UCPD to eliminate the bomb robot from its arsenal.

Next Review
No further review of this recommendation is required.



DATE: MARCH 8, 2017

REC. REF. NO.: 10.7.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD maintains a Remington bolt action sniper rifle within its equipment inventory designated as a SWAT weapon. It appears that no member of the department is trained on its use, nor are there policies in place for its deployment and utilization.

Exiger Recommendation ("ER")

UCPD should evaluate the need and potential utilization of the sniper rifle taking into consideration mutual aid agreements with and response times of SWAT teams in neighboring jurisdictions against the total cost of maintaining adequate training for its utilization.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD evaluates the need and potential utilization of the sniper rifle against the total cost of maintaining adequate training for its utilization, considering existing mutual aid agreements with and response times of SWAT teams in neighboring jurisdictions.

UCPD Proffer of Compliance

"The rifle that was identified in the inventory was a Remington Bolt-Action rifle. This particular rifle is not maintained as a SWAT sniper rifle; it is utilized only for training drills by the UCPD officers that are members of the Hamilton County Police Association Honor Guard. The weapon currently has a blocked barrel and does not possess a firing pin (see attachments).

Because the rifle is an honor guard firearm only, and is non-functioning, initial and refresher training related to it, as recommended in 10.7.B, is not necessary."

Attachments

10.7.A & B Monitor to File Memorandum.doc

Data Reviewed

- 1. UCPD Memorandum outlining its proffer of compliance (in italics above)
- 2. Remington Bolt Action photos



Current Assessment of Compliance



In Compliance

During the initial review of the UCPD, the UCPD indicated that it had in its arsenal, a sniper rifle. Upon further review and evaluation the UCPD determined, and the Monitoring team verified, that said rifle was in fact a non-functioning rifle used by the Hamilton County Police Association Honor Guard. While onsite during the first quarter, the Monitoring team viewed photographs which clearly illustrated the non-functioning parts of the rifle. The UCPD does not intend to have functioning weapons of this nature now or going forward.

Next Review

No further review of this recommendation is required.



DATE: MARCH 8, 2017

REC. REF. NO.: 10.7.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD maintains a Remington bolt action sniper rifle within its equipment inventory designated as a SWAT weapon. It appears that no member of the department is trained on its use, nor are there policies in place for its deployment and utilization.

Exiger Recommendation ("ER")

Should the above-recommended evaluation conclude that there is justification to retain the rifle, appropriate initial and refresher training and qualification of a select group of sworn officers on the utilization of the rifle should be developed and deployed. Training should include exercises with those agencies who would provide mutual aid in SWAT situations.

MADC Definition of Compliance

Not applicable due to non-rifle status.

UCPD Proffer of Compliance

"The rifle that was identified in the inventory was a Remington Bolt-Action rifle. This particular rifle is not maintained as a SWAT sniper rifle; it is utilized only for training drills by the UCPD officers that are members of the Hamilton County Police Association Honor Guard. The weapon currently has a blocked barrel and does not possess a firing pin (see attachments).

Because the rifle is an honor guard firearm only, and is non-functioning, initial and refresher training related to it, as recommended in 10.7.B, is not necessary."

Attachments

10.7.A & B Monitor to File Memorandum.doc

Data Reviewed

- 1. UCPD Memorandum outlining its proffer of compliance (in italics above)
- 2. Remington Bolt Action photos

Current Assessment of Compliance



In Compliance

During the initial review of the UCPD, the UCPD indicated that it had in its arsenal, a sniper rifle. Upon further review and evaluation the UCPD determined, and the Monitoring team verified, that said rifle was in fact a non-functioning rifle used by the Hamilton County Police Association



Honor Guard. While onsite during the first quarter, the Monitoring team viewed photographs which clearly illustrated the non-functioning parts of the rifle. The UCPD does not intend to have functioning weapons of this nature now or going forward.

<u>Next Review</u>
No further review of this recommendation is required.

Appendix 11 Review of Technology



		2017				20	18						
	REPORT CARD MATRIX	Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec
	Section 11 - Review of Te	echno	ology										
11.1.A	Require that each officer create a test recording before they deploy to the field each day to ensure the body camera is functional.			0									
11.1.B	Re-write Body cam policy to address how to specifically handle video in use of force (i.e., who takes custody of the camera, who reviews the video, when should an officer review video, etc.).			0									
11.1.C	Those developing the body camera policy should continue to refine and improve the policy as lessons are learned, and collaborate with other agencies that have deployed cameras to learn from those experiences.												
11.1.D	Consider including the body camera policy as a topic of discussion in community forums, student body meetings, etc.	NFE	-	•	-	-	-	-	•	•	-	1	-
11.2.A	Consult a subject matter expert to assist in negotiating an agreement for cameras and storage so that it includes discounted pricing; a "termination for convenience" clause; the appropriate level of on-site training and		NFE	1	-	1	•	-	•	1	1	1	-
11.2.B	UCPD should identify any video in storage that must be retained into the future, and work with Taser to migrate that video to Evidence.com for long-term storage.		NFE	-	-	1	-	-	-	-	-	-	-
11.2.C	Consider engaging a provider for additional system training, to ensure the Department is making full use of its video management system	NFE	-	-	-	-	-	-	-	1	-	-	-
11.3.A	Modify the practice of tagging video with only a suspect's name. Instead, it should consider utilizing additional identifiers, such as the CAD incident number and/or an RMS record number.												
11.3.B	Consider contracting with a vendor that allows for CA integration with its video management system.	NFE	-	-	-	-	-	-	-	-	-	-	-
11.4.A	Ensure that all business/functional requirements for ARMS are clearly documented and that testing of the upgraded ARMS is conducted against those requirements before the system is accepted.												



	REPORT CARD MATRIX		202	17			20	18		2019				
			Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Jan-	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec		Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec	
11.5.A	Consider implementing an ARMS Mobile Product on MDCs and/or tablets to enable officers to complete reports from the field.													
11.6.A	Add a radio console to the third position so it can be in a position to handle multiple calls/traffic at one time.	N SF	•		1	1	1	1		1	1	•	-	
11.7.A	Implement a 9-1-1 system that provides the actual geo location of the call, as is standard in dispatch centers across the country.													
11.8.A	Explore ways to expand adoption of Live Safe on campus and potentially off-campus as well.	•						0						
11.9.A	Identify funding for a replacement card access system.			0										
11.9.B	PSTS should document the requirements for a replacement system, which should include a plan for how to integrate the card access system with an existing key management system that was developed in-house.													
11.10.A	Consider adding one IT Project Manager to PSTS staff to ensure large IT projects are implemented according to IT management best practices.	(F)	-	-	-	-	•	•	•	•	1	•	-	
11.10.B	PSTS should engage in a study to determine the appropriate IT staffing levels. It appears that additional Technicians are likely required to support the IT needs of the Department.													



DATE: MAY 30, 2017

REC. REF. NO.: 11.1.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD has implemented body cameras which already places it ahead of most University police departments. The body camera policy, however, does not address a number of issues, including how video is handled subsequent to an incident involving a shooting or serious use of force.

Exiger Recommendation ("ER")

UCPD should implement a requirement that each officer create a test recording before they deploy to the field each day to ensure the camera is functional. If a camera is not functioning properly, the officer should be required to check out a new, functioning camera before he/she deploys to the field.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD implements a policy requiring officers to create a test recording each day before being deployed and if a camera is not functioning appropriately, an officer will check out a new functioning camera; and
- 2) The policy is disseminated internally to include all appropriate UCPD personnel.
- 3) The topic was sufficiently explained to all relevant UCPD personnel. Sufficiency of explanation will depend upon the topic and can include, but is not limited to, formalized training, roll-call presentations, and online learning tools.
- 4) The policy is being followed in practice

Proffer of Compliance from UCPD

"The newly implemented Body Worn Camera Digital Recording System Policy sets forth the policies and procedures UCPD officers must follow when deploying their Body Worn Cameras (BWC) while on duty. In accordance with Recommendation 11.1.A, the policy requires officers to create a test recording each day before being deployed and if a camera does not function appropriately, an officer will be issued a spare BWC and document the issuance in the equipment log (page 3 of the BWC Policy).

In terms of 11.1.B, the procedure for body worn camera video upload following a use of force case does not differ from the procedure for uploading body worn camera video from any other incident. The officer has no ability to manipulate body camera video in the field. As described in the policy



on page 5, "Officers will upload all recordings captured during their shift(s) by placing the BWC in the squad room docking station before securing for the day."

The supervisory access and review procedures for all BWC video is provided on page 6-7. Procedures for storage and erasing video are provided on page 8, with some of the predetermined CAD-generated titles being automatically tagged for perpetual life in the storage system.

Finally, on page 7, the policy specifically states that officer review of the footage of a use of force incident is only permitted with explicit authorization by the UCPD Police Chief. It also requires review of all video of uses of force by Members of the Standards and Strategic Development Section.

The BWC Policy is currently under review from UC's Office of General Counsel (OGC). Once approved, the policy will be disseminated through PowerDMS."

Data Reviewed

Body Worn Camera Digital Recording System Policy, SOP 9.1.700

Current Assessment of Compliance



Partial Compliance

The Monitor's review of the UCPD's updated Body Worn Camera ("BWC") Digital Recording System policy found that it does require officers to create a test recording each day before being deployed (Section III. A. 6) and if a BWC is not functioning appropriately the officer must report it to a supervisor who is required to issues a spare BWC (Section III. A. 7. a & b).

As described in the UCPD's proffer of compliance (above in italics) the policy is being simultaneously reviewed by the Office of General Counsel and the Monitor, and therefore has not yet been disseminated or implemented to include the training for officers. Therefore the Monitor found the UCPD in partial compliance.

Next Review

Given that dissemination and implementation/training through PowerDMS will occur once approved, the Monitor will again assess the UCPD's compliance in Q3 for the period ending September 30, 2017.



DATE: JUNE 28, 2017

REC. REF. NO.: 11.1.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD has implemented body cameras which already places it ahead of most University police departments. The body camera policy, however, does not address a number of issues, including how video is handled subsequent to an incident involving a shooting or serious use of force.

Exiger Recommendation ("ER")

The policy should address how to specifically handle video in use of force cases (i.e., who takes custody of the camera, who uploads and reviews the video, when should an officer review video, etc.)

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD implements a policy which addresses how to handle video following a use of force case:
- 2) the policy specifically identifies who takes custody of the camera, uploads the video, and is permitted to review the footage;
- 3) The policy meets best practices standards; and
- 4) The policy is being followed in practice.

Note: dissemination and training components will be assessed under ER 11.1.A

Proffer of Compliance from UCPD

"After consulting with their subject matter expert (Lt. Tim Barge) the UCPD recently purchased and increased its storage capability from Taser's body worn cameras on Evidence.com; it will be part of UCPD's new upgraded system. The attached Taser contract displays the purchase of this upgraded system. The Body Worn Camera policy attached references the storage of videos on page 5. All videos stored locally prior to our Evidence.com based cloud storage, have been transferred/uploaded to Evidence.com (see storage upload confirmation). The new AXON 2 cameras have extended battery life (10-12 hours) and have been issued to all the officers. All video storage now is automatically uploaded to Evidence.com/Cloud Storage.

The Body Worn Cameras Policy is currently under simultaneous review from UC's Office of General Counsel (OGC) and Exiger. Once it is approved by OGC, the policy will be



disseminated through PowerDMS. Documentation of the policy's dissemination will follow, likely in June 2017."

Data Reviewed

Body Worn Camera Digital Recording System Policy, SOP 9.1.700, revised version dated July 26, 2017

Current Assessment of Compliance



Partial Compliance

The Monitor's review of the initial Body Worn Camera ("BWC") Digital Recording System policy submitted by UCPD found that it was well-written but had several areas that needed to be addressed based on best practice models for university policing. As a result of several discussions and collaboration, the UCPD submitted a revised version on July 26, 2017 which addressed all of the Monitor's concerns and covers all of the present-day issues surrounding activation of the BWC.

The finalized version of the UCPD's BWC policy states that while it is not meant to describe every possible situation, the BWC is meant to "record activities where law enforcement action is about to occur, occurring, or has occurred, or where other circumstances could result in an officer/citizen contact." Further, the policy states that officers should activate the BWC when the officer believes it would be appropriate or valuable to document an incident and specifically requires activation under the following circumstances:

- When dispatched to or self-initiate a call for service; or
- Detention or arrest of an individual(s), or likely to; or
- Interacting with a detained or arrested person; or
- Confronting disorderly or hostile subjects; or
- Searching for or collecting evidence; or
- Traffic stops, from the initiation to the completion of the enforcement action; or
- OVI investigations, including field sobriety tests; or
- Warrant service; or
- Investigatory or reasonable suspicion detentions; or
- Any contact that becomes adversarial in an incident that would not otherwise require recording. In those situations, it may be impractical or unreasonable for officers to activate their BWC system before taking police action. In that case, officers will activate their BWC as soon as possible to record the remainder of the incident; or
- When approached by any person wishing to complain about services provided by or employees of the Department of Public Safety; or
- As directed by a supervisor

The policy also describes when BWC activation is <u>not required</u> - specifically during "routine patrol" and when officers are engaged in non-enforcement such as meal breaks and routine



conversations with the general public. The policy also addresses potential privacy issues allowing for some officer discretion to briefly cover the lens using audio-only to capture the event.

The BWC policy appropriately includes procedures for officers to follow on a daily basis when uploading videos from the camera at the end of their shift and includes direction for supervisors to take custody and safeguard the camera/video following a serious use of force incident. Additionally, the policy requires that supervisors review all video for compliance with UCPD policy, and specifically requires that uses of force will be reviewed by a member of the Standards and Strategic Development Section.

As described in the UCPD's proffer of compliance (above in italics) the policy is being simultaneously reviewed by the Office of General Counsel and the Monitor, and therefore has not yet been disseminated or implemented to include the training for officers. Therefore the Monitor found the UCPD in partial compliance.

Next Review

Given that dissemination and implementation/training through PowerDMS will occur once approved, the Monitor will again assess the UCPD's compliance in Q3 for the period ending September 30, 2017. The next scheduled assessment may also include a review of a sampling of tape recorded events, supervisory reviews, and other related procedures.



DATE: MARCH 27, 2017

REC. REF. NO.: 11.1.D

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD has implemented body cameras which already places it ahead of most University police departments. The body camera policy, however, does not address a number of issues, including how video is handled subsequent to an incident involving a shooting or serious use of force.

Exiger Recommendation ("ER")

The UCPD should consider including the body camera policy as a topic of discussion in community forums, student body meetings, etc.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD gives meaningful consideration to using its body camera policy as a topic of discussion in community forums and student body meetings.

UCPD Proffer of Compliance

"The UCPD first equipped officers with body cameras in 2014, and created policies regarding their use and video storage. The UCPD's body camera policy has been discussed during numerous public forums at the University of Cincinnati during the months after the officer-involved shooting. At that time, the greatest public concern was that officers were allowed to view the video footage prior to providing official statements after an officer-involved shooting. Use of force and body camera experts have since testified during the trial of Raymond Tensing, and these issues are now no longer raised at our public forums.

The body worn camera policy of the UCPD is publicly available on the Office of Safety and Reform's website. Additionally, there has been extensive media coverage on UCPD's body camera policy. Public sentiment has been generally favorable regarding the issuing of body cameras and our corresponding policies. Rather than being concerned about UCPD, community members have raised concerns with the Cincinnati Police Department for their lack of body cameras (implementation has now begun for CPD, based in part on this community pressure).

In the months after the trial, the UCPD has not received any negative feedback regarding the inadequacy of the body camera policy; rather, the use of cameras and associated policies have been praised. Therefore, we believe it would be more productive for UCPD to introduce topics of greater importance to the community during our public forums; we will, of course, answer any specific questions posed regarding our body camera policies and procedures. And we will continue to post the body camera policy and notify the public of any changes to this policy."



Attachments

N/A

Data Reviewed

None other than UCPD proffer (in italics above)

Current Assessment of Compliance



In Compliance

Based on the UCPD's proffer of compliance it is clear that meaningful consideration has been given and adequate steps based on the information provided.

Next Review

No further review is required.



DATE: JUNE 28, 2017

REC. REF. NO.: 11.2.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The battery life of the body cameras is only 7-8 hours. Some of the cameras deployed go into "offline mode," which means the camera must be "reassigned" to the officer in Evidence.com by the system administrator. UCPD purchased very limited storage space (400 GB of storage for the entire camera deployment), which will fill up quickly, requiring video to possibly be deleted earlier than retention requires.

Exiger Recommendation ("ER")

UCPD should consult a subject matter expert to assist in negotiating an agreement for cameras and storage so that it includes a number of critical terms (e.g., discounted pricing; a "termination for convenience" clause; the appropriate level of on-site training and support from the manufacturer; etc.). At a minimum, the contract should include increased cloud storage and the ability to swap out cameras as technology advances.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD has consulted with a subject matter expert who will assist in negotiating an agreement for cameras and storage;
- 2) UCPD's new agreement for cameras and storage includes increased cloud storage and the ability to swap out cameras as technology advances; and
- 3) UCPD's new agreement includes critical terms like discounted pricing, a "termination of convenience" clause, on-site training and support.

Proffer of Compliance from UCPD

"After consulting with their subject matter expert (Lt. Tim Barge) the UCPD recently purchased and increased its storage capability from Taser's body worn cameras on Evidence.com; it will be part of UCPD's new upgraded system. The attached Taser contract displays the purchase of this upgraded system. The Body Worn Camera policy attached references the storage of videos on page 5. All videos stored locally prior to our Evidence.com based cloud storage, have been transferred/uploaded to Evidence.com (see storage upload confirmation). The new AXON 2 cameras have extended battery life $(10-12\ hours)$ and have been issued to all the officers. All video storage now is automatically uploaded to Evidence.com/Cloud Storage.



The Body Worn Cameras Policy is currently under simultaneous review from UC's Office of General Counsel (OGC) and Exiger. Once it is approved by OGC, the policy will be disseminated through PowerDMS. Documentation of the policy's dissemination will follow, likely in June 2017.

Data Reviewed

- 1. Body Worn Camera Digital Recording System Policy, SOP 9.1.700
- 2. 4263 Quote Dec 9 2016 Taser
- 3. Taser Signed Contract
- 4. Video Storage Upload confirmation email

Current Assessment of Compliance



In Compliance

The Monitor reviewed the UCPD's updated Body Worn Camera ("BWC") Digital Recording System policy and the contractual documentation provided. The UCPD has successfully negotiated for new camera and more video storage. Moreover, the improvements to the BWC system allow for activation scenarios that might not have been possible with shorter battery life.

While the policy is being simultaneously reviewed by the Office of General Counsel and the Monitor, and therefore has not yet been disseminated, trained on, or implemented; the UCPD has already met the requirements of this ER and as such, the Monitor found the UCPD in compliance.

Next Review

No further review is necessary.



DATE: JUNE 28, 2017

REC. REF. NO.: 11.2.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The battery life of the body cameras is only 7-8 hours. Some of the cameras deployed go into "offline mode," which means the camera must be "reassigned" to the officer in Evidence.com by the system administrator. UCPD purchased very limited storage space (400 GB of storage for the entire camera deployment), which will fill up quickly, requiring video to possibly be deleted earlier than retention requires.

Exiger Recommendation ("ER")

UCPD should identify any video in the UCPD on premise storage that must be retained into the future, and work with the storage provider to migrate that video to the cloud for long-term storage.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD promulgates the appropriate policy, and migrates any identified video from its on premise storage to cloud for long-term storage.

Proffer of Compliance from UCPD

"After consulting with their subject matter expert (Lt. Tim Barge) the UCPD recently purchased and increased its storage capability from Taser's body worn cameras on Evidence.com; it will be part of UCPD's new upgraded system. The attached Taser contract displays the purchase of this upgraded system. The Body Worn Camera policy attached references the storage of videos on page 5. All videos stored locally prior to our Evidence.com based cloud storage, have been transferred/uploaded to Evidence.com (see storage upload confirmation). The new AXON 2 cameras have extended battery life $(10-12\ hours)$ and have been issued to all the officers. All video storage now is automatically uploaded to Evidence.com/Cloud Storage.

The Body Worn Cameras Policy is currently under simultaneous review from UC's Office of General Counsel (OGC) and Exiger. Once it is approved by OGC, the policy will be disseminated through PowerDMS. Documentation of the policy's dissemination will follow, likely in June 2017.

Data Reviewed

- 1. Body Worn Camera Digital Recording System Policy, SOP 9.1.700
- 2. 4263 Quote Dec 9 2016 Taser
- 3. Taser Signed Contract
- 4. Video Storage Upload confirmation email





In Compliance

The Monitor reviewed the UCPD's updated Body Worn Camera ("BWC") Digital Recording System policy and the contractual documentation provided. The UCPD has successfully transferred/uploaded all video storage which is now is automatically uploaded to Evidence.com/Cloud Storage.

While the policy is being simultaneously reviewed by the Office of General Counsel and the Monitor, and therefore has not yet been disseminated, trained on, or implemented; the UCPD has already met the requirements of this ER and as such, the Monitor found the UCPD in compliance.

Next Review

No further review is necessary.



DATE: MARCH 27, 2017

REC. REF. NO.: 11.2.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The battery life of the body cameras is only 7-8 hours. Some of the cameras deployed go into "offline mode," which means the camera must be "reassigned" to the officer in Evidence.com by the system administrator. UCPD purchased very limited storage space (400 GB of storage for the entire camera deployment), which will fill up quickly, requiring video to possibly be deleted earlier than retention requires.

Exiger Recommendation ("ER")

UCPD should consider engaging a provider for additional system training, to ensure the Department is making full use of the features and functionality of its video management system.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD gives meaningful consideration to engaging a provider for additional system training in order to ensure that the Department is making full use of the features and functionality of its video management system.

UCPD Proffer of Compliance

"The UCPD sent Lt. Tim Barge to a four day instructor class to become a certified AXON Instructor for all the AXON equipment including Dash cameras, body cameras, and Evidence.com (Cloud Base storage)."

Attachments

The data reviewed are available for review within the UCPD Document Repository under DR 0051.

Data Reviewed

- 1. UCPD proffer (in italics above)
- 2. AXON training certificate, Lt. Tim Barge





In Compliance

Based on the UCPD's proffer of compliance and accompanying certificate of training, the UCPD considered, accepted and has taken steps to fully implement the features and functionality of its video management system.

Next Review

No further review is required.



DATE: MARCH 27, 2017

REC. REF. NO.: 11.3.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Officers are not consistently categorizing the video as they capture it, leaving a considerable number of uncategorized videos. This could have a significant impact on video retention, and UCPDs ability to produce video as required by law. The current practice is to label or "tag" each video with a suspect's name.

Exiger Recommendation ("ER")

To aid in the effort of properly tagging video, UCPD should consider contracting with a vendor that allows for CAD integration with its video management system. By interfacing with CAD, the video management system would be able to utilize various attributes (e.g., date, time, geo-location, officer involved, etc.) to automatically associate video with the related incident in CAD.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1. UCPD gives meaningful consideration to contracting with a vendor that allows for CAD integration with its video management system
- 2. If integration does occur, the video management system is able to utilize various attributes (e.g., date, time, geo-location, officer involved, etc.) to automatically associate video with the related incident in CAD.

UCPD Proffer of Compliance

"UCPD has contracted with Taser International for video management. Per Lt. Barge, CPD has Taser video management as well and is already integrating with CPD CAD. Lt. Barge is in contact with the city and is setting up a meeting in early March to learn how to fully implement this integration. Attached is the signed Taser contract and purchase order as evidence of consideration and follow through on procuring the video system."

Attachments

N/A

Data Reviewed

- 1. UCPD proffer (in italics above)
- 2. 11.3.B Signed Taser Contract
- 3. 11.3.B PO # 4500095979





In Compliance

Based on the review of the UCPD's proffer of compliance and the TASER contract provided, the UCPD has considered and adopted the ER, and is taking steps to fully implement the CAD integration.

Next Review

No further review is required.



DATE: MARCH 21, 2017

REC. REF. NO.: 11.6.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The dispatch center includes three CAD positions for dispatching, but only two of those positions are equipped with a radio console.

Exiger Recommendation ("ER")

The UCPD should add a radio console to the third position so the Department can better handle multiple calls at the same time.

MADC Definition of Compliance

Compliance with this provision will be achieved when the UCPD adds a third radio console at the dispatch center.

UCPD Proffer of Compliance

The contract for the 3rd radio console was initiated on 8/11/16. The Purchase order was issued on 9/23/2016. The console was installed in October 2016 with acceptance testing on October 25, 2016.

Attachments

N/A

Data Reviewed

- 1. Memo 11.6.A Contract for 3rd Radio Console
- 2. Purchase Order for 3rd Radio Console
- 3. Radio Console Testing Document
- 4. Photograph of 3rd Radio Console Photo

Current Assessment of Compliance



In Compliance

As recommended during the Exiger Review, the UCPD purchased and had installed a third radio console in order to better handle multiple radio calls for service. This action demonstrates the UCPD's willingness to ensure a timely response to emergency requests from the UC campus community.

Next Review

No further review of this Exiger Recommendation is necessary.



DATE: MARCH 27, 2017

REC. REF. NO.: 11.8.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The UCPD has implemented "Live Safe," a mobile application that allows students to text tips to UCPD Dispatch and attach photos, call the campus police, or dial 9-1-1. Dispatchers monitor the system for tips, and to ensure that if a true emergency is submitted as a tip, officers can respond accordingly. The Live Safe app also provides "follow me" functionality so a student can have a friend watch his/her location as they walk across campus.

Exiger Recommendation ("ER")

LiveSafe or similar program provides a great safety feature that should be implemented at colleges across the country. The UCPD should explore ways to expand adoption both on campus and potentially off-campus as well.

MADC Definition of Compliance

Compliance with this provision will be achieved when the UCPD explores ways to enhance and expand the use of "LiveSafe" or similar program both on and off campus.

UCPD Proffer of Compliance

"UCPD is switching its Emergency Notification System from NIXLE to RAVE which is a more comprehensive and integrated solution. In turn, UCPD is also switching from LiveSafe to RAVE Guardian which is a component of the RAVE Notification System. Please see the attached which details the plan to switch to RAVE Guardian and enhance and expand the use of this type of application both on and off campus. The plan is a draft as some items may need to be modified depending upon budget and resources."

Attachments

Data reviewed is available in the Document Repository under DR0054.

Data Reviewed

- 1. UCPD Memo Proffer of Compliance
- 2. Guardian App Mrkt-Promo Plan

Current Assessment of Compliance



In Compliance

The UCPD's decision for changing from LiveSafe to the RAVE Guardian notification system is commended as Rave Guardian is an application widely used by both large and small universities



across the Nation, and is considered one of the best programs for enhancing safety of the campus community. The UCPD's associated plan addresses both on and off campus for implementation (the first stages of implementation will begin in the summer 2017 and final should be completed in spring of 2018), is well thought out, and considerate of the potential communication complications that can arise when switching from one form of electronic system to another.

Next Review

The Monitor intends to review compliance with ER 11.8.A in Q7 2018 in order report on the status of implementation of the RAVE Guardian application.



DATE: MARCH 20, 2017

REC. REF. NO.: 11.10.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Public Safety Technical Services lacks project management resources to manage system implementations. IT projects may be at risk not because of technical issues, but due to lack of proper project management.

Exiger Recommendation ("ER")

The University should consider adding one IT Project Manager to its Public Safety Technical Services staff to ensure large IT projects are implemented according to IT project management best practices.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD gives meaningful consideration to adding one IT Project Manager to its Public Safety Technical Services staff.

UCPD Proffer of Compliance

"Consideration was already given in early 2016 to add an IT Project Manager. Budget request was submitted 3/10/2016 asking for additional funds to convert an open Electronic Security Technician Position to the IT Project Manager Position. This was approved and Steve Siereveld, an experienced Project Manager, was hired and started working on 11/28/2016."

Attachments

N/A

Data Reviewed

UCPD Proffer of Compliance memo dated February 14, 2017

Current Assessment of Compliance



In Compliance

The UCPD's proffer demonstrates both the UCPD's consideration and adoption of the ER.

Next Review

No further review of this recommendation is required.

Appendix 12

Review of Data
Collection Systems,
Data Usage, Automation
and Records
Management



		2017				2018				2019			
		Q1:	Q2:	Q3:	Q4:	Q5:	Q6:		Q8:	Q9:	Q10:	Q11:	Q12:
		Jan-	Apr-		Oct-		Apr-	Jul-	Oct-		Apr-	Jul-	Oct-
		Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec
	Section 12 - Review of Data Collection Systems, Data Usa	ige, A	utom	atior	n, an	d Re	cords	s Mar	nagei	ment			
12.1.A	Integrate all data collection systems into one large database that tracks all of UCPD's information.												
12.2.A	Ensure that access to stored CAD data is easily obtainable and meets UCPD's mandated reporting functions to the state and federal governments												
12.2.B	Research whether the new CAD system from TriTech can be integrated into ARMS, and integrate if possible.	NE NE	-	1	1	1	1	1	1	1	1	1	-
12.2.C	If integration is not possible, continue to use the CPD CAD.	NFE	-	1	1	1	1	1	1	1	1	1	-
12.3.A	Evaluate the ARMS module for Field Contacts, and ensure that all required data fields can be reported through the module.	NE NE	-	-	1	1	1	1	1	1	1	1	-
	If the data fields can not be included or the ARMS' module for Field Contacts utilization is otherwise undesirable, maintain the MAD and ensure that all data is transferred into the ICS Dashboard.	•				0							
12.4.A	Work with ICS and UCPD IT experts to identify standardized reporting from ARMS data in a variety of formats, such as bar graphs, pie charts and line graphs, that will assist UCPD in analyzing crime, operational, staffing and												
12.5.A	Integrate the DPLF and PPF MADs into the ARMS system. If integration is not possible, continue to collect this data and ensure that the data can be exported into the ICS Dashboard.		NFE	1	1	1	1	1	1	1			-
12.6.A	Work with ICS to further develop the functionality of the Dashboard.												
12.6.B	Capture data relative to race, gender, age and ethnicity, so as to better foster transparency and legitimacy.						0						
12.7.A	Add the following fields to its MAD: whether the stop was a traffic or pedestrian stop, whether there was a frisk or search of the person or property, and whether force was used during the stop.		•				0						



REPORT CARD MATRIX		2017				2018				2019			
		Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec
12.7.B	Monitor stop data regularly as part of an early warning system, surfacing potentially at-risk behavior of policy violation or biased policing.						0						
12.8.A	Continue to utilize the Guardian Tracking electronic database for documenting and tracking positive and negative aspects of employee performance.					0				0			
12.8.B	Conduct a thorough review of the capabilities of the Guardian Tracking system and its potential interface with the ICS Dashboard, so as to allow for inclusion of Guardian Tracking data in ICS dashboards and more fulsome												
12.9.A	Establish an electronic database to track and maintain data related to internal affairs complaints, and can readily communicate with other UCPD databases (ARMS).												
12.10.A	Establish an electronic database to track and maintain data related to uses of force, and investigations thereof, and can readily communicate with other UCPD databases (ARMS).												
12.11.A	Integrate the data and analysis available from the ICS tool into bi-weekly meetings and consider adding additional UCPD command staff to the meeting.					0				0			
12.11.B	Institute a regular Compstat-like process which goes beyond just examination of crime data, analyzing other relevant information including Uses of Force, Complaints, and other performance-related issues												
12.12.A	UCPD should leverage the technology available in the ICS Dashboard to build a proactive risk management database, which will track and analyze risk related information, and data related to a series of performance												
12.12.B	Analysis should include the crime and performance data currently available in the Dashboard in order to obtain a more holistic picture of an officer's performance.												
12.12.C	Work with ICS to establish appropriate performance thresholds triggers, including Department-Level Thresholds (e.g., 3 internal affairs complaints in 12 months); Peer Officer Averages (compares performance with similarly												
12.12.D	Establish a protocol for the resolution of EWS notifications of potentially at risk officers.												



REPORT CARD WATRIX		2017					20	18		2019			
		Q1:	Q2:	Q3:	Q4:	Q5:	Q6:	Q7:	Q8:	Q9:	Q10:	Q11:	Q12:
		Jan-	Apr-	Jul-	Oct-	Jan-	Apr-	Jul-	Oct-	Jan-	Apr-	Jul-	Oct-
		Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec
	Consider including the following data on its website: (1) yearly totals for Part												
12.13. <i>A</i>	1 and significant Part 2 crimes; (2) an incident map; (3) the Daily Crime Log;												
	(4) pedestrian and traffic stop totals broken down by demographic data; (5)												



DATE: MARCH 30, 2017

REC. REF. NO.: 12.2.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The UCPD CAD system does not allow for easy access to stored data, and is not integrated with the UCPD's ARMS system.

Exiger Recommendation ("ER")

UCPD should research whether the new CAD system from TriTech can be integrated into ARMS. Many electronic records management systems, including ARMS, allow for an integrated CAD that imports related CAD data into the electronic records management system's incident report, thus eliminating the need for manual entry of CAD-related data to an incident report and the risk of data entry errors.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD gives meaningful consideration to fully integrating the CAD system data into ARMS and, if integration occurs, the new integrated system effectively combines the data included on both systems.

UCPD Proffer of Compliance

"ARMS and CPD CAD are on separate secured networks which cannot be bridged. [12.2.C] UCPD has decided that the benefits of being on the CPD CAD system outweigh the benefits of a separate CAD system integrated with ARMS so UCPD will continue to use CPD CAD. The benefits of using the CPD CAD include the ability for UCPD to see what is happening in the areas surrounding the campus and improved communication between CPD and UCPD facilitating an improved joint working relationship. Please see attached purchase order and invoice as confirmation of continued use of CPD CAD."

Attachments

The data reviewed are available for review within the UCPD Document Repository under DR 0058.

Data Reviewed

UCPD proffer (in italics above)





In Compliance

Based on its proffer above, UCPD has clearly researched the possibility of integrating the CAD system data into the ARMS and rightfully concluded that it was not feasible due to system security reasons.

Next Review

No further review of ER 12.2.B is necessary.

Connected and/or Related Issues

ER12.2.C



DATE: MARCH 30, 2017

REC. REF. NO.: 12.2.C

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

The UCPD CAD system does not allow for easy access to stored data, and is not integrated with the UCPD's ARMS system.

Exiger Recommendation ("ER")

If integration is not possible, UCPD should continue to use the CPD CAD because the benefits of being connected with the CPD outweigh the benefits of UCPD having its own CAD that would be integrated into ARMS.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD continues its use of the CPD CAD if integrating CAD data into ARMS is not feasible.

UCPD Proffer of Compliance

"[12.2.B] ARMS and CPD CAD are on separate secured networks which cannot be bridged. [12.2.C] UCPD has decided that the benefits of being on the CPD CAD system outweigh the benefits of a separate CAD system integrated with ARMS so UCPD will continue to use CPD CAD. The benefits of using the CPD CAD include the ability for UCPD to see what is happening in the areas surrounding the campus and improved communication between CPD and UCPD facilitating an improved joint working relationship. Please see attached purchase order and invoice as confirmation of continued use of CPD CAD."

Attachments

The data reviewed are available for review within the UCPD Document Repository under DR 0058.

Data Reviewed

UCPD proffer (in italics above)





In Compliance

Based on its proffer above and attachments provided, the UCPD has demonstrated its intention to continue using the CPD CAD because the benefits outweigh any potential benefit of having a separate system.

Next Review

No further review of ER 12.2.C is necessary.

Connected and/or Related Issues

ER12.2.B



DATE: MARCH 30, 2017

REC. REF. NO.: 12.3.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD has not obtained access to ARMS' module for Field Contacts, and instead uses a Microsoft Access database to track demographic data associated with pedestrian and traffic stops. This database, however, does not feed into ARMS.

Exiger Recommendation ("ER")

UCPD should evaluate the ARMS module for Field Contacts, and ensure that all required data fields can be reported through the module.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD gives meaningful consideration to using the ARMS module for Field Contacts to track demographic data associated with pedestrian and traffic stops. If UCPD decides to use the ARMS module for Field Contacts, all required data fields are being reported through the module.

UCPD Proffer of Compliance

"Director James Whalen and Chief Anthony Carter considered and ultimately made the decision not to use the ARMS Field Contact Module due to the "Racial Profiling" title of the module page. The UCPD leadership contacted the creator of ARMS during Fall 2016 to see if they would change the language on this tab; the company stated that they could not customize the title of this tab, and would be unable to change the language. Due to the negative association of titling a police data source as "racial profiling", the UCPD has considered and subsequently rejected using the ARMS to track field contacts. Instead, the UCPD will continue to utilize the Microsoft Access Database to maintain all Contact Cards filled out by UCPD officers."

Attachments

The data reviewed are available for review within the UCPD Document Repository under DR 0059.

Data Reviewed

- 1. UCPD proffer (in italics above)
- 2. Screenshots of the ARMS Field Contact Module (illustrating the terminology "Racial Profiling" within ARMS system.)





In Compliance

Based on its proffer above, UCPD researched and contemplated the acquisition of the ARMS Field Contact module and concluded that the use of the terminology "Racial Profiling" was not acceptable. They attempted to resolve it with the ARMS Company but were unable to make any custom changes. Therefore the UCPD has opted to continue to track its field contacts within the current Microsoft Access Database.

Next Review

No further review of ER 12.3.A is necessary.

Connected and/or Related Issues

ER12.3.B



DATE: MARCH 30, 2017

REC. REF. NO.: 12.3.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD has not obtained access to ARMS' module for Field Contacts, and instead uses a Microsoft Access database to track demographic data associated with pedestrian and traffic stops. This database, however, does not feed into ARMS.

Exiger Recommendation ("ER")

If the data fields are not and cannot be included, or the ARMS' module for Field Contacts utilization is otherwise undesirable, UCPD should maintain the Microsoft Access database and ensure that all data is transferred into the ICS Dashboard.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD transfers data maintained in the Microsoft Access database into the ICS Dashboard, if the ARMS' module for Field Contacts is unattainable or undesirable.

UCPD Proffer of Compliance

"The Contact Cards data fields will not be included in the ARMS' module for Field Contacts (see documents related to Recommendation 12.3.A). Upon completion of a contact card, UCPD officers turn those cards into their supervisors, who then review and approve the cards. Once cards are approved, they are subsequently placed into a designated location where the Clery Coordinator or Records Manager retrieves the cards each morning. The Microsoft Access database continues to be utilized by the Department of Public Safety to store contact card data, where it is jointly maintained by the Clery Coordinator and Records Manager.

All contact card data is transferred into the ICS Dashboard, and is displayed on the tab titled "UCPD Contact Cards". The data is updated on a daily basis, using an automatic process set up by the Institute of Crime Science. A screenshot of the website page is provided below, as evidence of the transfer of data and the ability for an eligible user to examine contact card patterns. Any data shown on the page is available for download into an Excel file, using the "Download Data" button found at the top of the screen. This allows the user to examine data at a more in depth level, beyond the specific tables provided on the ICS dashboard."

Attachments

The data reviewed are available for review within the UCPD Document Repository under DR 0060.



Data Reviewed

- 1. UCPD proffer (in italics above)
- 2. Screenshot of the UCPD Contact Cards page on the ICS Dashboard illustrating use of ICS Dashboard)

Current Assessment of Compliance



In Compliance

Based on its proffer above, the UCPD maintains the Microsoft Access database and transfer data into the ICS Dashboard.

Next Review

The Monitor is scheduled to again assess compliance with ER 12.3.B in Q5 (Q1 2018).

Connected and/or Related Issues

ER12.3.A



DATE: JUNE 26, 2017

REC. REF. NO.: 12.5.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD utilizes two hard copy forms to track off campus properties associated with UC students—the Dispatched Party Location Form (DPLF) and the Party Problems Form (PPF). The data contained in these form are stored in a Microsoft Access database.

Exiger Recommendation ("ER")

UCPD should determine the feasibility of integrating the DPLF and PPF databases into the ARMS system. If integration is not possible, then UCPD should continue to collect this data and ensure that the data can be imported into the ICS Dashboard.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD gives meaningful consideration to integrating the DPLF and PPF databases into the ARMS system;
- 2) If UCPD decides to integrate, the ARMS system is effectively capturing all of the data that was formerly being captured by the DPLF and PPD databases; and
- 3) If UCPD does not integrate, UCPD is continuing to collect data and importing the data into the ICS Dashboard.

UCPD Proffer of Compliance

"The Dispatched Party Location Form (DPLF) and Problem Property Form (PPFs) are forms used by UCPD officers for student addresses identified for student-related disorder (when calls about a party require attention by CPD or UCPD). However, the DPLF form is no longer used by the UCPD, as it was found to be unnecessary since this information can be pulled from ARMS. The PPF forms are manually entered into a Microsoft Access database by the Clery Coordinator. This database cannot be added into the ARMS system, as the software company cannot create this customized module for us.

Since it cannot be added into ARMS, UCPD continues to collect this PPF data and continues to import the data into the ICS dashboard, as demonstrated in the screenshot below. When the Exiger team is on site, the UCPD can show a demonstration of the ICS dashboard."

Data Reviewed

ICS Dashboard Problem Properties Screenshot





In Compliance

The Monitor has reviewed the UCPD's proffer and a screenshot of the ICS dashboard provided and found that the UCPD has reasonably considered the possibility of integrating the DPLF and PPFs into ARMs. As described above in UCPD's proffer (in italics above), the UCPD determined it was not feasible to do so and will therefore continue to collect in the MAD and import the data into ICS as recommended.

Next Review

No further review is necessary.



DATE: JUNE 26, 2017

REC. REF. NO.: 12.6.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD works with ICS on crime analysis. ICS has developed a visual, analytic tool that pulls crime data from both the CAD and ARMS systems, and analyzes crime, individual officer activity, staffing levels, and overtime expenditures. The tool can pull data from several different types of database applications, including Microsoft Access, and display the data in a variety of different ways on a dashboard customized to exhibit relevant information at different levels of responsibility with UCPD and its supervisors.

Exiger Recommendation ("ER")

UCPD should whenever possible capture data relative to race, gender, age and ethnicity, so as to better foster transparency and legitimacy.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD develops a plan to capture data relative to race, gender, age, and ethnicity, so as to better foster transparency and legitimacy;
- 2) UCPD implements policies and procedures related to this;
- 3) UCPD is, in practice, capturing data relative to race, gender, age, and ethnicity;
- 4) This data is being distributed to the Cincinnati community in a transparent manner.

UCPD Proffer of Compliance

"The UCPD Bias Free Policing Policy requires officers to complete a Contact Card, Form-10, when an officer initiates a traffic or pedestrian stop, suspicious persons contact, field interview or arrest. This form contains many fields to capture data relative to persons the UCPD comes into contact with including, but not limited to, race/ethnicity, gender, and age (as specified in recommendation 12.6.B). The race/ethnicity categories have been expanded from: Asian, Black/African American, Hispanic, Native American, Other, and White to Asian or Pacific Islander, Black/African American, Hispanic, Middle Eastern, Native American, Other, and White (changes in italics).

These data are manually entered into the Contact Card database by the Clery Coordinator (see references for Recommendations 12.3.A, 12.3.B as reported in Quarter 1 and Recommendation 12.7.A for Quarter 2). Data from this database is accessed by the ICS Dashboard, and displays on a page for users to examine trends related to contacts (see attached screenshot). Note that the ICS dashboard page shown will soon be updated to reflect the new Contact Cards, after they have been implemented in the field. An updated screenshot of the ICS Dashboard can be provided at



that time, but the attached screenshot provides the monitor an example of the Dashboard display available from this database. Contact card information can be requested by the public, and will be distributed to the public as requested. In addition, the results of the administrative review required by the Bias-Free Policing Policy will be made available to the public. The UCPD is also exploring options for publicly posting contact card aggregate data.

Officers were previously trained on the completion of contact cards in conjunction with the Fair and Impartial Policing and Bias-Free Policing Policy training (submitted in Quarter 1 for 1.5.A, 1.5.B, 2.2.A, 2.2.B, 6.7.G). The contact card revisions were disseminated to officers in the form of the updated Bias Free Policing Policy in Power DMS. Screenshots of this as well as the Power DMS signature list are attached."

Data Reviewed

- 1. UCPD Bias Free Policing Policy
- 2. Contact Card, Form 10
- 3. Contact Card ICS Dashboard Page Screenshot (below)
- 4. Power DMS Screenshots of Old and Revised Policy Comparison
- 5. Bias-Free Policing Policy Signatures
- 6. Bias-Free Policing Policy Signatures Needed

Current Assessment of Compliance



In Compliance

The Monitor has reviewed the UCPD's Bias Free Policing Policy, which requires officers to complete contact cards for all nonconsensual stops, and its updated contact card. The Monitor determined that the updated contact card contains all of the recommended fields for capturing important data related to race, gender, and ethnicity which will better help in analyzing trends. The UCPD also submitted sufficient documentation to demonstrate dissemination and training of the newly devised contact cards in connection with the training of the Bias Free Policing policy. While the data has not yet been publicly distributed to the Cincinnati community; according to the UCPD's proffer (above in italics), it is their intention to do so once it is determined how best to accomplish that goal. The Monitor will review that latter step during its next scheduled review.

Next Review

The Monitor will assess compliance with this ER on an annual basis, again scheduled for assessment in Q6 for the period ending June 30, 2018. The next assessment will include, but is not limited to, a review of a sampling of contact cards as well as the distribution method to the public.



DATE: JUNE 26, 2017

REC. REF. NO.: 12.7.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Following the shooting of Samuel DuBose, UCPD revised its field contact form (now Contact Card) to collect data related to traffic and pedestrian stops. The data collected from Contact Cards is stored in a Microsoft Access database, which is missing a number of relevant data fields.

Exiger Recommendation ("ER")

UCPD should add the following fields to its database: whether the stop was a traffic or pedestrian stop, whether there was a frisk or search of the person or property, and whether force was used during the stop. The addition of these fields will assist UCPD in identifying potential problematic behavior, patterns, or trends.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD adds the following fields to its Microsoft Access Database: (1) whether the stop was a traffic or pedestrian stop, (2) whether there was a frisk or search of the person or property, and (3) whether force was used during the stop.
- 2) UCPD officers are filling out these fields correctly when conducting traffic stops.

UCPD Proffer of Compliance

"The UCPD Bias Free Policing Policy requires officers to complete a Contact Card, Form-10, when an officer initiates a traffic or pedestrian stop, suspicious persons contact, field interview or arrest. This form contains many fields to capture data relative to persons the UCPD comes into contact with including, but not limited to, race/ethnicity, gender, and age (as specified in recommendation 12.6.B). The race/ethnicity categories have been expanded from: Asian, Black/African American, Hispanic, Native American, Other, and White to Asian or Pacific Islander, Black/African American, Hispanic, Middle Eastern, Native American, Other, and White (changes in italics).

These data are manually entered into the Contact Card database by the Clery Coordinator (see references for Recommendations 12.3.A, 12.3.B as reported in Quarter 1 and Recommendation 12.7.A for Quarter 2). Data from this database is accessed by the ICS Dashboard, and displays on a page for users to examine trends related to contacts (see attached screenshot). Note that the ICS dashboard page shown will soon be updated to reflect the new Contact Cards, after they have been implemented in the field. An updated screenshot of the ICS Dashboard can be provided at that time, but the attached screenshot provides the monitor an example of the Dashboard display available from this database. Contact card information can be requested by the public, and will



be distributed to the public as requested. In addition, the results of the administrative review required by the Bias-Free Policing Policy will be made available to the public. The UCPD is also exploring options for publicly posting contact card aggregate data.

Officers were previously trained on the completion of contact cards in conjunction with the Fair and Impartial Policing and Bias-Free Policing Policy training (submitted in Quarter 1 for 1.5.A, 1.5.B, 2.2.A, 2.2.B, 6.7.G). The contact card revisions were disseminated to officers in the form of the updated Bias Free Policing Policy in Power DMS. Screenshots of this as well as the Power DMS signature list are attached."

Data Reviewed

- 1. UCPD Bias Free Policing Policy
- 2. Contact Card, Form 10
- 3. Contact Card ICS Dashboard Page Screenshot (below)
- 4. Power DMS Screenshots of Old and Revised Policy Comparison
- 5. Bias-Free Policing Policy Signatures
- 6. Bias-Free Policing Policy Signatures Needed

Current Assessment of Compliance



In Compliance

The Monitor has reviewed the UCPD's updated contact card and determined it has added all of the recommended fields for capturing important data related to race, gender, and ethnicity. Specifically, whether the stop was a traffic or pedestrian stop; whether there was a frisk or search of the person or property; and, whether force was used during the stop. The Monitor also spoke with the UCPD staff onsite who demonstrated the process of the completion of contact cards.

The UCPD also submitted sufficient documentation to demonstrate dissemination and training of the newly devised contact cards in relation to the Bias Free Policing policy. While the data has not yet been publicly distributed to the Cincinnati community as a matter of transparency; according to the UCPD's proffer (above in italics), it is their intention to do so once it is determined how best to accomplish that goal.

Next Review

The Monitor will assess compliance with this ER on an annual basis, again scheduled for assessment in Q6 for the period ending June 30, 2018. The next assessment will include, but is not limited to, a review of contact cards compared to other documents such as arrest reports and/or citations, and a review of the distribution method to the public if applicable.



DATE: JUNE 26, 2017

REC. REF. NO.: 12.7.B

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

Following the shooting of Samuel DuBose, UCPD revised its field contact form (now Contact Card) to collect data related to traffic and pedestrian stops. The data collected from Contact Cards is stored in a Microsoft Access database, which is missing a number of relevant data fields.

Exiger Recommendation ("ER")

Stop data should be monitored regularly as part of an early warning system, surfacing potentially at-risk behavior of policy violation or biased policing.

MADC Definition of Compliance

Compliance with this provision will be achieved when:

- 1) UCPD implements a policy requiring that it monitor stop data regularly as part of an early warning system;
- 2) The policy is properly designed to uncover potentially at-risk behavior of policy violation or biased policing; and,
- 3) UCPD is, in fact, monitoring stop data.

UCPD Proffer of Compliance

"The updated Bias Free Policing Policy provides a more detailed description of the supervisory and Chief-level monitoring required of stop data and other forms of data. This process is described on page 5 of the attached policy. The review of data required by the policy is intended to identify patterns of conduct or misconduct, on a systematic basis. The updated Bias Free Policing Policy was disseminated in Power DMS and the signature list is attached.

Provided below is a screenshot example of the dashboard "year to date overview" of contact cards as it would appear to the Chief. From this screen, I can analyze a variety of data fields and take a deep dive into a specific officer or group of officers. Supervisors have the ability and duty to view the same activity and intervene as needed. Both supervisors and the Chief can see an officer's or a group's (shift, unit/etc) contact activity and the deep dive allows them to see any pattern of activity which might identify outliers and initiate an appropriate intervention plan. As of the year to date, no supervisors have had cause to forward a Form 5 of abnormalities in officers' performance or conduct to the Chief."

Below is a list of some of the reviewable data fields:

• Contact officer



- Contacts by year
- Contacts by day of week
- Contact location
- Race of contact
- Gender of contact
- Reason for contact
- Contact date
- Contact time
- Contact disposition

This process is a pre-cursor to a more fully functional early warning system for officers, which will be implemented at a later date by the UCPD.

Data Reviewed

- 1. UCPD Bias Free Policing Policy
- 2. Contact Card, Form 10
- 3. Contact Card ICS Dashboard Page Screenshot (below)
- 4. Bias-Free Policing Policy Signatures
- 5. Bias-Free Policing Policy Signatures Needed

Current Assessment of Compliance



Partial Compliance

The Monitor has reviewed the UCPD's Bias Free Policing Policy, which includes appropriate policy statements related to bias policing, and the process (as described above in the UCPD's proffer of compliance in italics), further detailing the roles and responsibilities of supervisors, the Commander of Professional Standards Bureau, and the Chief of Police with regard to the ongoing analysis of Contact Card data.

The UCPD also submitted sufficient documentation to demonstrate dissemination and training of the newly devised contact cards and the Bias Free Policing policy through PowerDMS. While the UCPD policy states that the below listed administrative reviews/analysis of contact card data occur and are made available to the public, no reviews were submitted for assessment.

- Supervisors conduct a comprehensive review by the 5th of each month, and the Chief's review of same (if any)
- Bi-annually review by the Standards and Strategic Development Bureau Commander
- Administrative Review of data made available to the public

The Monitor will evaluate these reviews during its next scheduled review.

Next Review



The Monitor will assess compliance with this ER on an annual basis, again scheduled for assessment in Q6 for the period ending June 30, 2018. The next assessment will include, but is not limited to, an assessment of the above listed reviews required to occur per UCPD's policy.



DATE: MARCH 31, 2017

REC. REF. NO.: 12.8.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD is currently using the Guardian Tracking software to document employee performance and to flag potential patterns in employee performance for early intervention. The interface of Guardian Tracking is simple and user-friendly, but UCPD is not currently using the categories and sub-categories correctly.

Exiger Recommendation ("ER")

UCPD should continue to utilize the Guardian Tracking electronic database for documenting and tracking positive and negative aspects of employee performance.

MADC Definition of Compliance

Compliance with this provision will be achieved when UCPD continues to utilize the Guardian Tracking electronic database for documenting and tracking positive and negative aspects of employee performance.

UCPD Proffer of Compliance

"This recommendation has been assigned to Chief Anthony Carter and Technical Services Manager Diane Brueggemann for disposition. The University of Cincinnati Police Division (UCPD) accepts this recommendation.

UCPD has decided to continue use of Guardian Tracking and has increased the user licenses to include all incoming personnel and all student workers as indicated in the attached paid invoice. UCPD will provide view-only rights to the identified Exiger team member(s) allowing them access to Guardian Tracking for complaint and commendation data."

Attachments

N/A

Data Reviewed

- 1. UCPD's Proffer of Compliance Memo (in italics above)
- 2. 12.8.A INV 2017-0071 PD Guardian
- 3. Overview/Access to Guardian system





In Compliance

The Monitor applauds the UCPD's decision to continue, and increase, its use of Guardian Tracking as its tool for documenting employee performance and identifying potential patterns for early intervention. The Monitor also appreciates the system access provided which will allow for a continuous review and a thorough assessment of implementation going forward. An example of a future assessments of implementation would likely include a random sampling to ensure the correct usage of data fields is being addressed as described in the Exiger finding.

<u>Next Review</u>
The Monitor will assess the UCPD's compliance with this recommendation on an ongoing, annual basis which will be scheduled in Q5 2018 and Q9 2019.



DATE: MARCH 30, 2017

REC. REF. NO.: 12.11.A

SUBJECT: ASSESSMENT OF COMPLIANCE

Exiger Finding

UCPD does not utilize a regular CompStat management accountability process with UCPD personnel. UCPD Command Staff does, however, participate in bi-weekly crime reduction meetings with CPD Command Staff and UC Administrators to discuss crime trends and enforcement strategies for the UC campus and the immediate area surrounding the campus.

Exiger Recommendation ("ER")

UCPD should better integrate the data and analysis available from the Institute of Crime Science (ICS) tool into the bi-weekly UCPD/CPD meetings and should consider adding additional UCPD command staff to the meeting.

MADC Definition of Compliance

Compliance with this provision will be achieved when the UCPD integrates the data and analysis available from the ICS tool into the bi-weekly UCPD/CPD meetings; and gives meaningful consideration to adding additional UCPD command staff to the bi-weekly UCPD/CPD meetings.

UCPD Proffer of Compliance

"The UC Crime Reduction Committee began in 2013, as a way for the UCPD to collaborate to reduce crime in the areas near the UC Uptown Campus with the Cincinnati Police Department. This committee meets on a bi-weekly basis to examine crime trends, deployment strategies, and discuss any crime and/or disorder problems which need to be addressed by the University. Beginning in late 2016, the ICS Visual Analytics Dashboard ("ICS tool") was used regularly during the meeting, to examine crime trends beyond what is available on a paper document. Meeting notes from three UC Crime Reduction meetings are attached to this memo, as evidence of the use of the UCPD Visual Analytics Dashboard during the meeting.

Second, the UCPD has increased the number of UCPD command staff which attend these biweekly meetings. In addition to regular attendance by the UCPD Chief and Assistant Chief, both Captains attend the meeting. The presence of additional lieutenants and sergeants may be requested by command staff to clarify or detail a matter of discussion. The UC Crime Reduction Committee will continue to meet on a bi-weekly basis in the future."

Attachments

The data reviewed are available for review within the UCPD Document Repository under DR 0056.



Data Reviewed

- 1. UCPD proffer (in italics above)
- 2. UC Crime Reduction Committee meeting notes from 9/1/16, 10/13/16 and 12/8/16.

Current Assessment of Compliance



In Compliance

UCPD works with the ICS on crime analysis and uses a Dashboard created by ICS to provide data analytics and visualization, as well as crime analysis and mapping for the UC campus and the immediate area surrounding the campus. The review of meeting notes from three different Crime Reduction Committee meetings, which includes the names of those in attendance, supports the UCPD's proffer that the ICS data has been integrated into the bi-weekly meetings and that additional UCPD Command staff members are regularly attending the meetings.

Next Review

The Monitor will review ER 12.11.A on an annual basis, in Q5 (Q1 2018) and Q9 (Q1 2019).

Connected and/or Related Issues

None at this time.

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