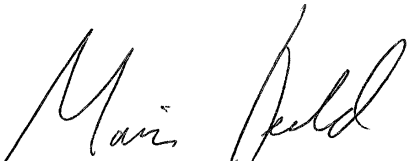# University of CINCINNATI

Department of Public Safety
Police Division
Policies and Procedures

Title: Tactical and Strategic Investigations

SOP Number: 12.1.100

Approval Signature: Chief Maris Herold

Reviewed/Revised by: N/A

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I. **Purpose:** To define the University of Cincinnati Police Division's (UCPD) process for conducting Tactical and Strategic Investigations to prevent harm, reduce crime, and eliminate threats to the University of Cincinnati community.

II. **Policy:** It is the policy of the University of Cincinnati Police Division (UCPD) to prevent crime, not simply react to it. UCPD crime prevention strategies are grounded in evidence-based crime science principles: crime is not random, crime is highly concentrated, and crime can be prevented by focusing on a small number of places and people.

The police cannot and should not solve crime alone. Involving community partners to strategically address recurring crime problems reduces over-reliance on the criminal justice system. Responses that extend beyond arrest, prosecution, and incarceration are often more effective and sustainable. Further, community involvement can promote greater equity and fairness toward people most adversely affected by crime.

Problem-oriented policing advocates problem-solving: a process that addresses highly specific crime problems and encourages community collaboration and interagency partnerships. Despite evidence confirming the effectiveness of a focused and collaborative approach, police agencies have struggled to operationalize problem-oriented policing. It has been argued that problem-solving efforts are often in conflict with departmental objectives, officer skill sets, and organizational structures. This policy provides specific directives to the UCPD in an effort to minimize operationalization, implementation and sustainability problems.

Tactical Investigations (TIs) and Strategic Investigations (SIs) advance existing police problem-solving models. These investigations reinforce the department's commitment to crime prevention, leverage police investigative capacities, and align the problem-solving process with the functions of existing UCPD bureaus, sections, and units. Implementation of TIs and SIs involve (1) continuous scanning to identify university community problems, (2) highly-structured and skilled investigations to understand identified problems and their underlying conditions and causes, (3) partnerships to select and implement evidence-based and tailor-made interventions, and (4) intervention evaluations and reporting of results in ways that benefit future problem-solving efforts, other police agencies, and the university community.

UCPD's use of TIs and SIs reinforces the mission and values of our department. A proactive and collaborative approach to crime reduction promotes policing that is bias-free, moral, constitutional, and respectful of individual rights and community interests.

Problems selected to be addressed through TIs and SIs, will be documented, investigated, and solved in accordance with Section V of this policy. Any questions or

concerns should be addressed to the immediate supervisor for clarification.

III. **Definitions:**

Affected Shift Officers – officers working shifts in which identified problems are concentrated.

CHEERS – an acronym representing criteria that draw attention to the six required elements of a problem: Community; Harm; Expectation; Events; Recurring; and Similarity. For a detailed explanation, utilize the following resource: http://www.popcenter.org/learning/60steps/.

Community Involvement Report – on or about June 1 and December 1 of each year, the Community Engagement Unit Commander will prepare a written report (Form 5), to be presented to the Director of Public Safety, Police Chief, and Command Staff at a bi-weekly Crime Reduction Meeting, that includes the following for the previous six-month period: (1) a summary of all problems reported to UCPD, including those reported by the community – see Section V.A.1, (2) a summary of input received from the community and community partnerships formed as a result of Tactical or Strategic Investigations, and (3) the status and/or outcomes of Tactical or Strategic Investigations.

Crime Analyst – a professional who utilizes quantitative and qualitative techniques to analyze data valuable to police agencies and their communities. He/she conducts analysis of crime and criminals, crime victims, disorder, quality of life issues, traffic issues, and internal police operations, with the goal of supporting criminal investigation and prosecution, patrol activities, crime prevention and reduction strategies, problem solving, and the evaluation of police efforts.

Community Compliance Council (CCC) – The CCC provides direct input from the community and assists the UCPD in becoming a national model for best practices in urban-university policing. The CCC is comprised of a variety of members from the larger Cincinnati community in an effort to promote diversity of thought, ideas, and information exchange.

Crime Reduction Meeting – a UCPD biweekly meeting to review crime and disorder trends, Tactical and Strategic Investigations, and officer performance metrics.

Crime Problem Bulletin – an analytical product, produced by the Crime Analyst, that provides a summary of analysis and investigation outcomes, as well as directives for patrol and other UCPD units to address identified problems.

Form 5 – an interdepartmental memorandum to the Police Chief.

Implementation Action Plan – a summary of proposed interventions and reasons why interventions were selected (e.g., effective in another jurisdiction, aligned with situational crime prevention techniques), projected intervention costs, recommended partnerships, personnel accountable for implementation of specific interventions, and an implementation timeline.

Investigative Case Jacket – all notes, information, intelligence, and evidence associated with a specific investigation, stored electronically and organized in a single location on the P-drive.

Malign Displacement – a harmful form of crime displacement that occurs when an intervention leads offenders to commit more serious offenses or similar offenses that have more serious consequences.

Off-campus Locations – all geography surrounding UC properties where UCPD does not have primary policing jurisdiction.

Form 9 B: Officer Log Sheet – a form completed by patrol officers at the end of each shift that allows officers to document patrol activities and identify problems, including information concerning the problem type, location and involved parties, contributing factors, and resolutions implemented by the officer.

Plus One Protocol – a directive for patrol and security officers to engage in Tactical and Strategic Investigations. Officers will engage in at least one additional activity when addressing a call for service related to on-going Tactical or Strategic Investigations. This activity includes gathering additional information, intelligence, or evidence during the investigative process phase, or carrying out specific interventions as directed through Crime Problem Bulletins during the investigative intervention phase (e.g., high visibility walking/vehicle patrols, distribution of victim resources, Crime Prevention Through Environmental Design assessments). Officers will close related calls by reporting the original run disposition, as well as the specific Plus One activity via the radio to dispatch. Dispatchers will create a separate call card when officers report Plus One Protocol activity.

Plus One Protocol Disposition Analysis – a summary of call dispositions and field notes associated with Tactical and Strategic Investigation patrol activities.

Tactical and Strategic Investigations

Preliminary Investigation – an initial review, conducted by the Crime Analyst, to assess whether problems identified through routine analysis or reported by community members, external agencies, or UCPD officers meet the CHEERS criteria for police intervention.

Problem – a recurring set of related harmful events that members of the public expect the police to address. See the CHEERS definition in this section for further clarification.

Request for Investigation Form – an electronic form that allows police and the public to report problematic events or conditions directly to UCPD.

SI/TI Investigative Process Checklist – a worksheet that directs investigators to analyze problems using three investigative frameworks: crime pattern theory, routine activity theory, and situational crime prevention.

Situational Crime Prevention Framework – a tool that promotes the use of 25 techniques to reduce crime and associated harms by altering situational factors in places where crime regularly occurs: http://www.popcenter.org/25techniques/.

Standard Deviation – a statistic that measures the dispersion of data points relative to their average; it can be used to identify data shifts or trends that vary significantly from previous levels.

Strategic Investigation (SI) – a long-term, complex investigation of a police problem occurring over several months, seasons, or years requiring in-depth data analysis, partnerships, and external resources to develop tailored interventions to resolve the problem. Strategic Investigations are assigned to the Investigation Section.

Street Segment – a unit of analysis that includes the two block faces on both sides of the street between two intersections.

Tactical Investigation (TI) – a short-term investigation requiring analysis of a problem that has occurred over several days or weeks and can be resolved through short-term interventions. Tactical Investigations are assigned to the Operations Section.

UC properties – University of Cincinnati owned properties, including West Campus, Medical, Clermont County Campus, Clermont East, Blue Ash Campus, Genome Research Center, and the Victory Parkway Campus.

Off-campus locations – all geographic locations where UCPD does not have primary

jurisdiction.

IV.   Information:

Numerous resources are available to assist with Tactical and Strategic Investigations.

The following websites are beneficial to understanding and responding to crime and disorder problems:

- Bureau of Justice Assistance
- Center for Problem-Oriented Policing
- Coalition for Evidence-Based Policy
- CrimeSolutions.gov
- George Mason University's Center for Evidence-Based Crime Policy
- Evidence-Based Policing Matrix
- International Association of Chiefs of Police
- LISC Community Safety
- National Criminal Justice Reference Service
- National Institute of Justice
- Office of Community Oriented Policing Services
- Police Executive Research Forum
- Police Foundation

The following guides provide additional guidance for conducting each stage of the investigative procedure:

Problem Identification (Scanning)

- Crime Analysis for Problem Solvers in 60 Small Steps
- Identifying and Defining Policing Problems

Investigative Process (Analysis)

- Researching a Problem
- Using Offender Interviews to Inform Police Problem Solving
- Analyzing Repeat Victimization
- Understanding Risky Facilities
- Enhancing the Problem-Solving Capacity of Crime Analysis Units
- Analyzing and Responding to Repeat Offending
- Understanding Theft of 'Hot Products'

Investigative Intervention (Response)

- Implementing Responses to Problems

- [Partnering with Businesses to Address Public Safety Problems](#)
- [Using Crime Prevention Through Environmental Design in Problem Solving](#)

Investigative Evaluation (Assessment)

- [Assessing Responses to Problems: Did It Work?](#)
- [Analyzing Crime Displacement and Diffusion](#)

Tactical and Strategic Investigations

The following spreadsheet outlines the critical steps associated with each phase of the Tactical and Strategic Investigations, as well as the parties involved in each step. The chart highlights (1) the role of the university community and (2) the responsibilities of all Division personnel throughout the entire investigative process.

Tactical and Strategic Investigations

Investigation Phase/Step	Community UC	Executive Team PSD	PC/APC	Analyst CA	Command Staff BC	CIC	OC	CEC	IC	Officers PO	SO	Dispatch CC
Problem Identification												
Report problems	•	•	•	•	•	•	•	•	•	•	•	
Review problems			•	•	•							
Assign problems			•									
Develop goals/measures					•							
Investigative Process												
Select investigative teams					•							
Lead investigative teams						•	•					
Report investigative process					•							
Review investigative process		•	•		•							
Gather Plus One data										•	•	•
Extend investigative phase					•							
Review policy/procedure									•			
Identify interventions	•			•	•	•	•					
Investigative Intervention												
Select interventions	•					•	•					
Develop action plan						•	•					
Approve action plan			•		•							
Produce Crime Bulletin				•								
Implement action plan						•	•					
Perform Plus One interventions										•	•	•
Document activities						•	•					
Conduct Plus One analysis				•								
Obtain community input	•							•				
Report/monitor impact	•			•	•							
Investigative Evaluation												
Initiate evaluation phase		•	•	•	•	•	•					
Produce evaluation reports	•			•								
Review evaluation findings	•	•	•	•	•	•	•	•	•	•	•	

Legend

APC: Assistant Police Chief	**CEC:** Community Engagement Commander	**OC:** Operations Commander	**PSD:** Public Safety Director
BC: Bureau Commander	**CIC:** Criminal Investigations Commander	**PC:** Police Chief	**SO:** Security Officer
CA: Crime Analyst	**IC:** Inspections Commander	**PO:** Police Officer	**UC:** University Community/Partners
CC: Communication Center			

V.   Procedure:

A. Problem Identification (Scanning)

1. Problems Identified by the University Community and Other Governmental Agencies
    a. UCPD strongly encourages university community members and outside agency personnel to assist in identifying recurring problems.
    b. Community members and agency personnel can call or email the police division to report a problem or complete a Request for Investigation Form found on the University of Cincinnati's Public Safety Website.
    c. Public safety personnel who receive calls, emails, or in-person reports will complete a Request for Investigation Form to document the problem.

2. Problems Identified by Police and Security Officers
    a. When responding to calls-for-service, directed patrols, or during routine patrols, officers will actively seek to identify specific conditions or situations that contribute to campus community problems.
    b. When identified, the officer will document the problem and suspected causes of the problem, as well as the action(s) taken to address the issues and prevent future harms on the Form 9 B: UCPD Daily Log Sheet.
    c. If the problem cannot be solved by the responding officer and further intervention is needed to prevent recurrence, the officer will provide detailed documentation of identified problem, responses taken to address the problem, and suggestions for future interventions that could reduce the likelihood of repeat incidents using the Request for Investigation Form found on the University of Cincinnati's Public Safety Website.

3. Problems Identified by Crime Analysts
    a. The UCPD Crime Analyst(s) will identify problems through timely and regular analyses of incidents reported on UC Properties and Off-campus Locations.
    b. The Crime Analyst(s) will generate analytical products for departmental review that include, but are not limited to:
        1) Crime incidents and requests for police service for multiple time windows (e.g., 30-day and 90-day periods), to include comparisons to previous time periods (e.g., prior year or 3-year average statistics for identical time windows), with analysis to flag significant changes in incident trends (e.g., +2 Standard Deviation increase from previous averages);

2) Crime concentration analyses to identify temporal and spatial patterns of criminal and community safety/quality of life activity, using various levels of analysis (e.g., address, Street Segment, campus building) and multiple time windows; and

3) Repeat incident type/person/place/modus operandi analyses, using a 1-year minimum time window, to identify vulnerable places or populations.

c. The above analyses will be conducted using a variety of applicable data sources, including, but not limited to, crime incident, calls-for-service, arrest, contact card, and traffic incident data.

d. The Crime Analyst(s) will continuously review newly developed crime identification and analysis techniques to improve problem identification methods and reports.

4. Problem Review
   a. Problems identified by the community, external agencies, UCPD officers, and through crime analysis will be subject to a Preliminary Investigation, conducted by the Crime Analyst(s).
   b. The Preliminary Investigation will be concluded within 14 days of initial problem identification to determine whether the problem meets the CHEERS criteria for police intervention.
   c. Preliminary investigative results will be documented on a Form 5 and presented by the crime analyst(s) to UCPD Command Staff at the next scheduled bi-weekly Crime Reduction Meeting.

5. Case Designation and Assignment
   a. The Police Chief or designee, in consultation with Command Staff and the Crime Analyst(s), will determine whether the identified problem should be assigned to a Tactical Investigation or Strategic Investigation team.
   b. The Police Chief or designee will assign cases selected for further investigation to a specific Bureau Commander.
   c. The assigned Bureau Commander will define the specific problem to be addressed and the general goal(s) to be accomplished through the Tactical or Strategic Investigation and how success will be measured. Investigative goals will be relayed to the Director of Public Safety and Police Chief at the subsequent bi-weekly Crime Reduction Meeting.

B. Investigative Process (Analysis)

1. Investigative Teams

a. The assigned Bureau Commander will select investigative team members from any UCPD bureau, section, or unit for investigative response (with permission from the selected personnel's Bureau Commander).
b. Strategic Investigation teams will include, at minimum, the Investigative Commander, two Investigators, a Community Engagement Unit member, and a Crime Analyst.
c. Tactical Investigation teams will include, at minimum, an Operations Lieutenant, a Sergeant, a Crime Analyst, a Community Engagement Unit member, and two Affected Shift Officers.
d. The list of team members will be documented in the Investigative Case Jacket.

2. Gathering Information, Intelligence, and Evidence to Develop Intervention Points
    a. The investigative team will complete the SI/TI Investigative Process Checklist to systematically analyze the problem and develop investigative leads.
    b. Information will be gathered from various databases and can include, but are not limited to:
        1) Police databases (e.g., CFS, ARMS reports/narratives, LEADS, RCIC, NCIC, contact cards, arrests)
        2) Open source databases (e.g., county auditor, BMV, social media sites, court records, internet mapping sites)
        3) Close source databases (e.g., tenant lists, city/county agency department records)
    c. Information will be gathered through interviews and surveys conducted with relevant parties, including but not limited to:
        1) Campus community partners (e.g., students/faculty/staff, businesses, residents)
        2) Witnesses, victims, and offenders
        3) Police personnel
        4) Property managers and owners
        5) Formal/informal community leaders
        6) Government personnel
    d. Information will be gathered using observation methods, including but not limited to:
        1) Site visits
        2) Camera surveillance
        3) Directed patrols
        4) CPTED and other environmental surveys
    e. Information will be gathered through cultivation of sources of information (e.g., resident assistants, postal workers, facilities workers).
    f. Information will be collected from relevant county, state, and federal agencies (e.g., SPCA, Liquor Control Commission, Job & Family Services, FBI/ATF/DEA).

    g. All collected information, intelligence, and evidence will be documented in the Investigative Case Jacket for investigative team and Bureau Commander review.

3. Length of Investigations
   a. A Tactical Investigation will be completed within 90 days. The tactical investigative phase may be extended beyond 90 days with approval by the assigned Bureau Commander.
   b. A Strategic Investigation will be completed within 180 days. The strategic investigative phase may be extended beyond 180 days with approval by the assigned Bureau Commander.

4. Investigative Case Review
   a. The Inspections Commander will review all open Tactical and Strategic Investigations to ensure adherence to UCPD policies and procedures. The Inspections Commander will document the findings through a Form 5 submitted on a quarterly basis.
   b. The current status of all on-going investigations will be presented by the assigned Bureau Commander to the Director of Public Safety and Police Chief or designee at each bi-weekly Crime Reduction Meeting.

5. Developing Potential Interventions
   a. Once the Bureau Commander determines that no further investigation is required to initiate a response, potential interventions will be proposed and considered by police personnel and community partners.
   b. The assigned Crime Analyst will present a summary of possible interventions identified through sources that include, but are not limited to academic literature (e.g., academic journals) and practitioner-focused publications and websites (e.g., problem-solving guides, evidence-based policing websites).
   c. External police agencies and other organizations involved in addressing problems will be contacted to describe and summarize the outcomes of responses used previously to address similar problems in outside jurisdictions.
      1) The assigned Bureau Commander will collect this information for Strategic Investigations.
      2) The assigned Operations Lieutenant will collect this information for Tactical Investigations.
   d. The investigative team will meet to review identified interventions and use the Situational Crime Prevention Framework to consider additional responses based on details uncovered through the investigative analysis.
   e. The investigative team will present the investigation results and potential solutions to affected community stakeholders and members of the Community Compliance Council (CCC) for review. Community

stakeholders will be encouraged to assist with the development, selection, and implementation of problem interventions.

C. Investigative Intervention (Response)

1. Selecting Interventions
   a. The assigned Lieutenant, in consultation with the investigative team members, will select interventions for implementation. The Lieutenant will submit an <u>Implementation Action Plan</u> to the assigned Bureau Commander.
   b. The assigned Bureau Commander will review the action plan to ensure that selected interventions: (1) align with investigative findings, (2) address at least three of the five mechanisms of situational crime prevention [offender effort, risks, rewards, provocations, and excuses], and (3) involve appropriate department personnel and community partners.
   c. Only the Police Chief or designee can approve proposed strategy modifications following the Bureau Commander's approval of the Implementation Action Plan.
   d. The assigned Crime Analyst will produce a <u>Crime Problem Bulletin</u> to summarize investigative findings and selected interventions for distribution to public safety personnel and community partners.

2. Implementing Interventions
   a. The assigned Lieutenant will be responsible for implementing the approved action plan.
   b. Uniform personnel responding to areas or call types associated with Tactical or Strategic Investigations during the investigative process and intervention period will follow the <u>Plus One Protocol</u>.
   c. Additional Plus One Protocol directives can be provided through updated Crime Problem Bulletins based on emerging crime patterns and intelligence needs identified during the intervention period.

3. Documenting Interventions
   a. The assigned Lieutenant will thoroughly document the implementation of each intervention in the investigative case jacket. This documentation will include, but is not limited to detailed descriptions of the intervention (what happened and how); intervention dates/times (when); personnel, partners, and people involved (who); and places affected (where).
   b. The assigned Crime Analyst will present a <u>Plus One Protocol Disposition Analysis</u> at the bi-weekly Crime Reduction meetings and include documentation in the investigative case jacket.
   c. The Community Engagement Commander will meet with involved community partners to document community input and participation throughout the intervention period. This information will be presented at

the bi-weekly Crime Reduction Meetings and included in the investigative case jacket.

4. Monitoring Interventions
    a. The assigned Bureau Commander will provide an implementation status update at each bi-weekly Crime Reduction Meeting during the intervention period.
    b. The assigned Crime Analyst will review crime/call data and seek input from affected parties throughout the strategy's implementation to ensure that the interventions are achieving intended effects and to protect the community against unforeseen harms (e.g., <u>Malign Displacement</u>, strained police-community relations, implementation failures). This information will be presented at the bi-weekly Crime Reduction Meetings and submitted for inclusion in the investigative case jacket.

D. Investigative Evaluation (Assessment)

1. Length of Evaluation Phase
    a. The Investigative Evaluation phase will begin after Command Staff at the bi-weekly Crime Reduction Meeting determine that: (1) objectives outlined in the Implementation Action Plan have been achieved, and (2) the interventions, if properly implemented, should now demonstrate positive progress toward achieving the general investigative goal(s) (see section V.A.5.c).
    b. The Investigative Evaluation phase will last 365-days for both Tactical and Strategic Investigations to assess intervention impact, detect unforeseen outcomes (e.g., tactical or spatial displacement), and monitor the sustainability of intervention effects.

2. Evaluation Reports
    a. The assigned Crime Analyst will produce a 90-day and 180-day impact evaluation report for Command Staff review during the Investigative Evaluation phase. The impact evaluation reports will contain analyses that assess progress toward achieving the general investigative goal(s) (e.g., a pre-post crime analysis), and when appropriate, include control/treatment group analyses and displacement and/or diffusion of benefits analyses.
    b. Whenever possible, UCPD will seek assistance from academic partners (e.g., University of Cincinnati Criminal Justice faculty or students) to help design and conduct Strategic Investigation and complex Tactical Investigation evaluations.
    c. The assigned Crime Analyst will produce a final evaluation report within 30 days of the end of the Investigative Evaluation phase. This report will follow the format and requirements of submissions for the Herman

Goldstein Award for Excellence in Problem-Solving
(http://www.popcenter.org/goldstein).

3. Dissemination
    a. The Public Safety Public Information Officer (PIO) will be responsible for promoting the outcomes of UCPD's community collaborations and investigative efforts to solve problems impacting the University community. The PIO will report outcomes to community stakeholders, such as UC's Student Government, UC's Student Safety Board, and the Community Compliance Council. The PIO will also report outcomes through UC's Public Safety website, social media accounts, and traditional media outlets to inform the larger community and address community perceptions and misperceptions of crime.
    b. Investigative evaluation outcomes will be communicated to police personnel at weekly staff meetings, roll-calls, supervisory meetings, and executive team meetings.

E. Training
    1. UCPD will provide initial problem solving training to new officers and refresher training every two years thereafter. In addition, problem solving principles will be regularly interwoven in to other UCPD training programs.