



Commission on Accreditation for  
Law Enforcement Agencies, Inc.  
13575 Heathcote Boulevard  
Suite 320  
Gainesville, Virginia 20155

Phone: (703) 352-4225  
Fax: (703) 890-3126  
E-mail: [calea@calea.org](mailto:calea@calea.org)  
Website: [www.calea.org](http://www.calea.org)

November 2, 2017

Mr. Mark Denney  
Chief of Police  
Colerain Police Department  
4200 Springdale Road  
Cincinnati, OH 45251

Dear Chief Denney:

CALEA Accreditation represents a commitment to professional excellence. The work of your organization toward attaining this internationally recognized credential is indicative of sound leadership, as well as practitioner support of adherence to standards.

The report accompanying this transmittal is provided only to the chief executive officer and represents observations and findings from the most recent standards-based review of the organization. It is important to review this document in its entirety with specific attention to any matter indicating compliance concerns, required policy/practice adjustments, or outcomes not reflective of the intent of standards. The Commission will use this document as the primary resource in considering your organization for accreditation. To that end, you or a qualified representative(s) should be prepared to address information contained in this report and respond to inquiries by Commissioners

The Colerain Police Department is scheduled for a Review Committee Hearing at the next Commission Conference in Jacksonville, Florida on November 18, 2017. While the Commission does not require your attendance at this hearing, your participation helps ensure a comprehensive understanding of issues impacting your agency's candidacy. An Awards Banquet for successful organizations will occur in the evening following the Review Committee Hearing.

CALEA is *The Gold Standard for Public Safety Agencies* and we are honored to have your organization participate in this highly regarded process.

Sincerely,

W. Craig Hartley, Jr.  
Executive Director



**Colerain Township (OH) Police Department**  
**Assessment Report**



**2017**

**Colerain Township Police Department (OH)**  
**Assessment Report**  
**August 2017**

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### **A. Agency name, CEO and AM**

Colerain Township, Ohio Police Department  
4200 Springdale Road  
Cincinnati, OH 45251

Mark C. Denney, Chief of Police  
Lieutenant Michael Owens, Accreditation Manager

### **B. Dates of the On-Site Assessment**

August 6 – 9, 2017

### **C. Assessment Team**

1. Team Leader: Phillip L. Crowell, Jr.  
Chief of Police  
Auburn Police Department  
60 Court Street  
Auburn, ME 04210  
(207) 333-6650
2. Team Member: Phillip Dunn  
Captain  
Alcoa Police Department  
2020 North Right Road  
Alcoa, TN  
(865) 380-4950

### **D. CALEA Program Manager and Type of On-site**

Dan Shaw, Regional Program Manager

Fourth reaccreditation, Gold Standard, B size (60 personnel, 53 sworn, and 7 non-sworn), 5<sup>th</sup> edition Law Enforcement Advanced Accreditation Standards

PowerDMS

### **E. Community and Agency Profile**

#### **1. Community profile**

The township was first settled in the spring of 1790 by surveyor John Dunlap, who named the settlement after his birthplace of Coleraine, Ireland. The settlement, Fort Coleraine, commonly called Dunlap's Station, was located on the bend of the Great Miami River several miles below the bridge to Ross, Ohio.

Colerain Township is located north of Cincinnati and is conveniently located off two major interstates providing easy access to the residential and business communities.



Residents and businesses of Colerain Township receive the benefit of a full-service township providing a variety of services including Administration, Police, Fire & EMS, Planning & Zoning, Parks & Services, Public Works, and a Senior & Community Center.

Colerain Township is the state's largest township geographically and second largest by population. The township is the state's 14<sup>th</sup> largest community. The median home value in Colerain is \$117,000, with 76% of the residents owning their homes. The median household income is approximately \$56,000. The education level within the township is approximately 5% higher than the national average. The crime rates in the township are below the national average in every category.

## **2. Agency profile**

The Colerain Police Department, in its current form, was founded in 1986. In late 1985, the Colerain Township Board of Trustees voted to disband the agency due to financial troubles. The community vocally demanded the return of "their" police department and passed a property tax levy in 1986 to fund the Colerain Police Department.

From 1986 until 2014, the Hamilton County Sheriff's Office shared jurisdiction with the Colerain Police Department until the cancellation of the contractual agreement. The Colerain Police Department is now the sole/primary law enforcement agency in Colerain Township.

The Colerain Police Department has a strong patrol unit consisting of four squads, a K-9 Officer, school resource officers, school district investigator, special investigations, and criminal investigations and the agency participates in three federal taskforces (FBI, DEA, and U.S. Marshal). Fulltime traffic investigators are also available, as is the department's Special Investigative Unit (SIU) which handles drug complaints and any "special" investigation. A unique partnership with the Northgate Mall allows the agency to provide an officer to the mall 24 hours a day. This officer conducts patrols, tenant meetings, and other duties that enhance safety at the mall.

## **3. Demographics**

The agency is committed to ensuring the demographics of the population it serves are equally represented in the workforce. Both women and minorities are underrepresented as compared to the demographics of the available workforce in the Colerain Township area. The agency has a recruitment plan in place and progress has been made in the recruitment of African-Americans. The agency contributes this success to their recruitment plan and the scholarship program. The scholarship program reimburses new recruits up to \$7,000 in expenses while attending the academy. The female workforce has steadily declined over the last two assessments as the agency sworn staff has increased.

The demographic composition of the service area and agency is represented in the following table:



Demographics Report												
	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	45,821	78	25,702	78	49	92	5	9	47	98	4	8
African-American	9,801	17	5,514	17	4	8	0	0	0	0	0	0
Hispanic	1,268	2	722	2	0	0	0	0	0	0	0	0
Other	1,594	3	886	3	0	0	0	0	1	2	1	2
Total	58,484	100	32,824	100	53	100	5	9	48	100	5	10

#### 4. Future issues

As with many governmental entities today, the agency has an aging workforce and it is critical to select quality officers and identify future leaders within the organization. The agency will need to ensure succession planning is ongoing and training the new leaders is a priority.

Across the nation, communities are experiencing vacant and blighted properties; the agency has a need to address these "Broken Window" locations with township support. A great example is the community center. The building was an old bar that had many nuisance complaints and was blight in the neighborhood; with a small amount of funding and a lot of community support, the building has been turned into a great resource.

21<sup>st</sup> Century Policing is new and misunderstood by key leaders and citizens. The traditional law enforcement responses to calls for service in the community no longer exist. The depth and breadth of services being provided by the police department is staggering. The level of training needed to handle complex mental health issues, a growing population in poverty, effects of adverse childhood experiences (ACE's), and the drug addiction epidemic is challenging for every agency. Colerain Police Department is striving to meet these needs and expectations, however, the resources are limited and funds are diminishing.

#### 5. CEO biography

Chief Mark C. Denney began his career with the Colerain Police Department in 2004 after serving for twelve years as a patrol sergeant with another local police agency. He served the department as a patrol officer, sergeant, and lieutenant prior to his promotion to chief of police in 2014. Chief Denney is a certified Drug Recognition Expert (DRE) and is specialized in impaired driving enforcement as a patrol officer. Chief Denney became the agency's accreditation manager in 2009.

Chief Denney attained all of his educational degrees while working as a police officer in Colerain Township. He attained his Bachelor's Degree in Criminal Justice from



Mountain State University in 2008. He earned his Master's Degree in Strategic Organizational Leadership, also from Mountain State University, in 2010. Chief Denney is also a graduate of the Ohio Law Enforcement Foundations' Certified Law Enforcement Executive program and the 251<sup>st</sup> session of the FBI National Academy.

#### **F. Public Information Activities**

Public notice and input are cornerstones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on its law enforcement agency and to bring matters to the attention of the commission that otherwise may be overlooked.

##### **1. Public Information Session**

The public hearing was held on Monday, August 7, 2017 at 5:30 p.m. and was publicized well within the community. The hearing had nine speakers who all spoke highly of the agency and the amazing relationship the agency has with the community. One speaker was the Federal DEA resident agent in charge who spoke about the great working relationship his agency has with the Colerain Police Department and eight of the speakers were citizens who shared personal stories of how the members of the agency have helped them in numerous ways. A speaker shared about the day his daughter-in-law overdosed on heroin and how caring the officers were in ensuring he and his family were taken care of during such a loss. A pastor shared about the evening a fifteen year old girl came to her home with a friend to disclose she had been raped and how she didn't want to report the crime. The pastor called the chief directly and a female officer was at her home within ten minutes. The officer was amazing with the young girl which gave her the courage to say what had happened. Each speaker had a special story and it confirmed the agency is caring and is striving to serve its citizens with respect, integrity, and professionalism.

##### **2. Telephone Contact**

The public call in session was held on Tuesday, April 8, 2017 from 2:00 p.m. to 4:00 p.m. The agency received eight phone calls from citizens, business leaders, and other surrounding departments. Each caller gave praise to the agency and was very supportive of the agency receiving reaccreditation. Many spoke about the strong leadership being provided by Chief Denney and his team. The majority of the calls were to express how thankful they are of the agency doing something about the drug epidemic. The efforts of the agency are making a difference and are saving lives from an imminent drug death.

##### **3. Correspondence**

The assessment team received no correspondences during the on-site.

##### **4. Media Interest**

The assessment team had no contact with the media during the assessment.



5. Public Information Material

The agency's comprehensive public information activities ensured a broad distribution of the appropriate information announcing the on-site assessment and phone session. The public notice was posted throughout the community in prominent areas and was also provided to various media outlets and shared through social media outlets.

6. Community Outreach Contacts

The assessors met with many community partners who shared with us the commitment the agency has within the community.

Township Administrator and Director of Public Safety Daniel Meloy met with the team and spoke about how progressive the agency is and how well the new command team is serving their internal staff and the community. Administrator Meloy was the former chief of police for the agency and was the driving force in having the agency becoming accredited. His vision for the agency is still being executed and he is very supportive of Chief Denney and the agency.

Ms. Lora Dankin is a community member and a leader within the Revitalization Network in the Northbrook neighborhood. Ms. Dankin first connected with the agency when she belonged to a Neighborhood Watch Group. The group dissolved many years ago and Ms. Dankin was observing the changes in the Northbrook neighborhood and attended a board of trustee meeting. From that meeting, Chief Denney assisted in organizing the Northbrook Group. The group consists of eight leaders and has over four hundred members on its Facebook page. The group has three sub-groups: Zoning, Community Events, and Safety.

The recent shooting which gained national attention, known as the "Gender Reveal Party Shooting" occurred in the Northbrook neighborhood. Ms. Dankin and other residents are very concerned with how their neighborhood is getting worse with drug overdoses and neighborhood blight. They would like to see a community center which would include a safe place for the children to visit. Ms. Dankin praised the work being done by Chief Denney and confirmed the agency lives up to its motto, "In Step with the Community".

Jeff Stec is the executive director of Citizen's for Civic Renewal. Mr. Stec has contracted with the township to enhance race relations and community relations with the police department. Mr. Stec spoke very highly of Chief Denney and his team for wanting to have these race conversations in the community. Mr. Stec has held approximately five community conversation sessions. He has also assisted with the Northbrook group to formulate their mission and vision. He has worked on a timeline for achieving their goals and presenting them to the board of trustees.

Jennie Key is a resident of the Colerain Township who has served the local community as a reporter since 1979 while covering the police department since 1985. Ms. Key was a wealth of information from a historical standpoint; she spoke on how the police department was disbanded in 1986 due to corruption, lack of training, and unprofessional policing. After an overwhelming response from the



community to bring the police department back, the township board voted to reinstate the police force.

As a reporter and community member, she expressed her faith and trust in the current leadership of the department under Chief Mark Denney. She said she found Chief Denney to be a proactive leader who addressed community concerns directly. Ms. Key provided two examples to support her stance; the first being in response to the Northbrook community crime issues where Chief Denney held several meetings with community members to raise awareness and to find solutions to the problems. The second example used by Ms. Key was the release of a body cam video where a community member was accusing an officer of racial bias in dealing with her child. Chief Denney released the video to media outlets which showed the officer handled the juvenile issue appropriately while the mother was making outlandish claims that were false. In both of these cases, Ms. Key said Chief Denney was leading while finding solutions to community issues.

### **G. Essential Services**

Agency personnel are sworn to enforce the law and uphold both the federal and state constitutions and ordinances of Colerain Township. During the previous on-site, Colerain Township Police Department had recently terminated an agreement with the Hamilton Sheriff's Office which provided for partial patrol services, all investigation services, and all property and evidence management. The agency now has three complete years of being responsible for all law enforcement responsibilities within the township and all procedures and collection of data has been implemented.

The agency strives to be "In Step with the Community" by enhancing the quality of life for the citizens and implementing strong community policing values in the delivery of services.

### **Use of Force**

The agency recognizes and respects the value and special integrity of each human life. A careful balance is required to protect the welfare of the public and enforce the laws vested in the agency. They do this through their core values of treating citizens with dignity, respect, fairness, and compassion. It is the policy of the agency to only use force when necessary to protect life and affect lawful objectives.

All sworn members are trained in use of force procedures and policies prior to the issuance of any deadly or non-deadly weapon. Proficiency is demonstrated before acting in any on-duty capacity. Firearm training is conducted annually. Less lethal training weapons are instructed annually by a certified instructor.

#### **Use of Force**

	2014	2015	2016
Firearm	1	0	0
ECW	2	0	0
Baton	0	0	0



OC	7	8	8
Weaponless	0	0	3
<b>Total Uses of Force</b>	10	8	11
<b>Total Use of Force Arrests</b>	10	8	11
Complaints	0	0	0
<b>Total Agency Custodial Arrests</b>	2,584	2,314	2,749

During the last assessment period, the agency chose to discontinue the use of the Taser. In 2014, the agency implemented the use of the Aegis MK-63 handheld multi-stimulus device. The device was used twice to affect an arrest. The agency experienced difficulties with parts and repairs so the device was removed from use and taken out of the policy. The agency has no electronic control weapon and currently has no plans to implement one.

As indicated in the table, the number of reported use of force incidents is very low in comparison to the total custodial arrests. The policy of the agency is to not complete a response to aggressive behavior report when restraining force is used which includes restraining force that has resulted in an injury. The agency has chosen to use an injury to a prisoner report for these incidents. These reports were reviewed and an additional weaponless force resulting in injuries included the following: 2014 – 5, 2015 – 15, and 2016 – 11. By adding these incidents, the agency has a 107% increase in the total use of force incidents. It was recommended the agency consider including the injury to prisoner incidents as a result of affecting an arrest within the response to aggressive behavior report. Although the agency had this information readily available and it is being tracked, it does lack in full transparency to the community when publishing use of force incidents. The agency does include the injury to prisoner incidents by officer within the early warning system.

### **Bias-Based Policing**

The agency strictly prohibits any and all forms of biased policing by its personnel. This prohibition of bias policing practices applies to all encounters between police officers and citizens including arrests, traffic contacts, suspicious vehicle stops, field contacts, investigative detentions, consensual inquiries, and forfeiture efforts. The agency has implemented a number of safeguards in order to prevent and/or detect any possible signs of biased policing.

The agency has had one complaint of biased policing during this assessment period. A citizen received a parking ticket for parking in a fire lane. She filed a complaint that she felt targeted because she is African-American. She had seen two other motorists parked in violation whom had not received a citation. The agency investigated the complaint and discovered the officer was called to a priority complaint and left the scene prior to issuing the other citations. The agency also looked into the history of the citations written by the officer and did not see any disparity in the citations issued. The complainant was informed of the finding and the complaint was unfounded. The agency receives annual training on the harms of bias based policing and discrimination.



<b>2014 Traffic Warnings and Citations</b>			
Race/Sex	Warnings	Citations	Total
Caucasian/Male	128	898	1026
Caucasian/Female	74	584	658
African-American/Male	84	773	857
African-American/Female	61	453	514
Hispanic/Male	4	19	23
Hispanic/Female	3	4	7
Asian/Male	1	8	9
Asian/Female	1	1	2
OTHER	4	68	72
TOTAL	360	2808	3168
<b>2015 Traffic Warnings and Citations</b>			
Race/Sex	Warnings	Citations	Total
Caucasian/Male	71	874	945
Caucasian/Female	43	586	629
African-American/Male	46	566	612
African-American/Female	41	450	491
Hispanic/Male	4	10	14
Hispanic/Female	2	8	10
Asian/Male	1	9	10
Asian/Female	0	3	3
OTHER	2	40	42
TOTAL	210	2546	2756
<b>2016 Traffic Warnings and Citations</b>			
Race/Sex	Warnings	Citations	Total
Caucasian/Male	74	913	987
Caucasian/Female	60	680	740
African-American/Male	48	634	682
African-American/Female	52	410	462
Hispanic/Male	9	30	39
Hispanic/Female	4	9	13
Asian/Male	4	15	19
Asian/Female	2	7	9
OTHER	3	94	97
TOTAL	256	2792	3048



It is important to note that over the three year assessment period the agency issued warnings to 9% of the vehicles stopped and issued citations to 91% of the motorists. This breakdown is exactly consistent with the Caucasian motorists and the African-American motorists. The traffic stops over the last four years have decreased, which is contributed to the elimination of the patrol service contract with the county. The officers' deployment to calls for service is of higher demand which was demonstrated in the agency's workforce analysis.

The demographics for stops, warnings, and citations by race are not comparable with the demographics within the community: Caucasian stops account for 48%, African-American stops account for 35%, and the other races stops account for 17%. It was recommended the agency investigate this further by reviewing the data to determine how many of the motorists stopped are residents within the township. The township has many major corridors with a high volume of traffic traveling into and out of Cincinnati. It may also be beneficial to compare the traffic data with the demographic compilation of the adjacent towns and cities.

### **Strategic Planning**

The agency utilizes the strategic planning process as a management activity to set priorities, focus energy and resources, strengthen operations, ensure employees and other stakeholders are working toward common goals, establish agreements around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. In 2015, the public safety director convened a planning session to discuss and evaluate the existing goals and they created new objectives and action items to advance those original goals. Over seventy individuals participated in the planning session which included staff, stakeholders, and business leaders. Accountability for each of the action steps was also determined. The current strategic plan is focused on 2015 – 2020 and will be reviewed and updated on a semi-annual basis.

### **Performance Management**

The agency conducts annual performance evaluations on all personnel. The purpose is to establish and maintain a performance review and development system that contributes to the organization achieving its mission and core values and goals, increases accountability, and focuses on continuous development and recognition of the performance of all employees.

Communication is one of the objectives of a performance review in order to create an atmosphere for open and direct two-way communication between supervisors and employees concerning job performance and expectations to ensure that performance is discussed on a regular and on-going basis so that there are no surprises in the annual performance review. It is also used to build a partnership based on mutual respect and trust in the relationship between employees and supervisors. The evaluation format is designed for supervisors to request and receive feedback from employees.



#### Personnel Actions

Type of Action Taken	2014	2015	2016
Suspension	2	0	1
Demotion	0	0	1
Resign In Lieu of Termination	0	1	2
Termination	1	1	0
Other	9	4	3
<b>Total</b>	<b>12</b>	<b>6</b>	<b>7</b>
Commendations	6	10	5

The agency makes it a goal to recognize personnel who are doing exceptional work and annually distribute awards for outstanding performance.

#### Grievances

The agency complies with policy pertaining to grievance procedures for all employees. The procedures are designed to allow and encourage the resolution of all employees' grievances at the lowest level in the organizational structure in an expedient manner. The chief coordinates all grievances to ensure each is handled fairly. It is a priority to have each grievance handled at the lowest level of the chain of command. If a solution cannot be reached, a meeting with the public safety director is scheduled to attempt to bring about a resolution. The director has final say in all matters of the grievance.

#### Formal Grievance

2014	2015	2016
1	0	0

Grievances are records determined to be sensitive in nature and require proper handling and control of all materials. Therefore, all materials filed are maintained by the chief of police. The one grievance filed during the assessment period related to the termination of an employee. The grievance was handled according to policy and was ultimately denied.

#### Recruitment and Selection

The recruitment of quality officers is an ongoing issue with law enforcement departments both locally and statewide. The agency works hard to promote the agency for recruitment, especially to the minority population and to females.

The agency has recently recognized a benefit in providing scholarship funds to assist an applicant with expenses while attending the academy. In doing this, the agency has hired one minority and will be hiring another minority; both are scholarship recipients.

During the recruitment process, the agency communicates well with all applicants to ensure they are informed of the selection process.



Sworn Officer Selection Activity in the Past Three Years				
2014				
Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of Workforce Population
Caucasian/Male	22	9	41%	37.12%
Caucasian/Female	3	1	33%	37.72%
African-American/Male	8	0	0%	9.99%
African-American/Female	1	0	0%	10.14%
Hispanic/Male	0	0	0%	.03%
Hispanic/Female	0	0	0%	.03%
Other	0	0	0%	4.7%
Total	34	10	29%	100%
2015				
Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of Workforce Population
Caucasian/Male	34	2	6%	37.26%
Caucasian/Female	7	1	14%	37.87%
African-American/Male	8	2	25%	10.03%
African-American/Female	3	0	0%	10.18%
Hispanic/Male	0	0	0%	.03%
Hispanic/Female	0	0	0%	.03%
Other	0	0	0%	4.6%
Total	52	5	10%	100%
2016				
Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of Workforce Population
Caucasian/Male	50	3	16%	37.41%
Caucasian/Female	12	1	8%	37.99%
African-American/Male	10	1	10%	10.07%
African-American/Female	4	1	25%	10.22%
Hispanic/Male	0	0	0%	.03%
Hispanic/Female	0	0	0%	.03%

Other	0	0	0%	4.25%
Total	76	6	8%	100%

The recruitment efforts of the agency during this assessment period should be considered a success; although the agency only received 162 applications, which is a 67% reduction in comparison with the previous three years, of the applications received, 21% were minorities and 19% were females. This is a tremendous improvement in comparison to the previous assessment period in which the agency only received 3% of its applications from minorities and hired none and received 5% of its applications from females and hired one.

During this assessment period, the agency hired 13% of the applicants, which included 13% from the Caucasian applicants, 12% from the African-American applicants, and 19% of the new hires were females. These numbers represent a strong effort by the agency and its leadership to ensure the demographics of the agency match the demographics of the community.

The agency has an explorer post program for high school and college aged participants. The program provides a great opportunity for the cadets to learn about the agency and the law enforcement career. These programs have proven to be a successful recruitment tool.

## Promotions

The agency held three testing processes during the assessment period: two were for sergeant and one was for a lieutenant vacancy. The promotional process was managed by the chief. The test which was administered was reviewed internally to ensure the questions were consistent with agency policy and laws of Ohio.

### Sworn Officer Promotions

	2014	2015	2016
<b>GENDER / RACE TESTED</b>			
Caucasian/Male	7	4	4
Caucasian/Female	1	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
<b>GENDER / RACE ELIGIBLE AFTER TESTING</b>			
Caucasian/Male	7	4	4
Caucasian/Female	1	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0



Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
<b>GENDER/ RACE PROMOTED</b>			
Caucasian/Male	2	1	2
Caucasian/Female	1	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

During the assessment period no minorities tested for a promotion which was due to them not having enough time at the agency to be eligible, and one female tested and was promoted to lieutenant. The agency currently has a lieutenant and sergeant vacancy and future promotions are expected. It will take some time for the minority candidates to become eligible for future testing.

The testing process is very fair and consistent. In speaking with a recently promoted sergeant, it was shared how he was aware of the expectations and training was received since being promoted.

## Patrol

The agency is divided into two divisions: patrol and support services. Each division is led by a commander who reports directly to the chief of police. The patrol division consists of uniform patrol. The majority of personnel is assigned to the patrol division and is supervised by one of the four sergeants. Patrol is divided into four squads which provide 24-hour service while working 12-hour shifts. The support services division consists of the criminal investigators, special investigators, school resource officers, and civilian staff. The investigative sergeant supervises ten investigators who handle criminal investigations, investigations specific to the schools, and two federal task forces (DEA and FBI). Investigators are on call during the overnight/weekend hours and are available to respond at any time. The agency serves roughly 60,000 residents residing in approximately 43 square miles of the township.

### Call for Service

2014	2015	2016
50,954	48,092	50,816

The agency has recently taken over answering all police related calls from Hamilton County Sheriff's Office which accounts for the 8% rise of calls for service over the review period to over 50,000 calls per year. The agency attributes the rise in calls for service to non-criminal type calls such as false alarms and citizen requests for services such as lock out calls to unlock vehicles. Even with taking on the additional calls for service, the agency uniform crime rate is trending downward. The notable downward



trend is arson. The agency attributed this to the arrest of one individual in 2014 who was convicted, thus clearing numerous arson cases.

#### Year End Crime Stats

PART 1 CRIMES	2014	2015	2016
Murder	2	3	2
Forcible Rape	14	20	20
Robbery	72	68	65
Aggravated Assault	39	37	35
Burglary	329	308	307
Larceny-Theft	1811	1824	1804
Motor Vehicle Theft	61	56	69
Arson	20	10	4

The agency monitors crime statistics and deploys its resources appropriately based upon current trends. Like most of the nation, the agency is experiencing a decrease in Part 1 crimes. The agency has a large shopping district which contributes to the high incidents of thefts.

#### Quick Response Team

The Colerain Police Department has become internationally known for the Quick Response Team (QRT). The QRT was designed to offer a response to the growing and tragic opiate epidemic. The region is recognized as "ground zero" for this epidemic and a different response model was needed to provide adequate service to the residents. The QRT model has an astounding 82% success rate at getting overdose victims into treatment. The QRT is comprised of a Colerain police officer, a paramedic, and an addiction counselor. This team visits the overdose victim within 72 hours of his or her overdose to offer assistance. This program is being replicated throughout the country and has received international media exposure.

The assessment team was able to meet with the Quick Response Team and hear about the journey which led to the creation of the QRT and about the successes the team has experienced. An assessor went out with the team to follow-up on referrals and recent overdose incidents. The team is well equipped and trained to handle situations they may walk in on including an active overdose occurring. The team announces they are there for assistance and doors are opened. Many family members have expressed how appreciative they are that the team came out, that they care, and that they encouraged their loved one to seek treatment. The joy of the team was witnessed when at a residence someone shared that their loved one wasn't home because she was in treatment – because of the QRT follow-up.

## Vehicle Pursuits

The agency has a broad pursuit policy allowing pursuits for felony offenses and when the pursued subject or occupant is wanted for a traffic or misdemeanor violation witnessed by the pursuing officer. Only marked vehicles designated by the manufacturer as pursuit rated vehicles which are equipped with emergency equipment are allowed to engage in pursuits.

When an officer announces he/she is involved in a pursuit, a supervisor, or designated OIC (officer in charge) in the absence of a supervisor, immediately takes control of the pursuit. After the pursuit has ended, the pursuit OIC submits a "vehicle pursuit report" through the chain of command to the chief of police. The chief reviews the "vehicle pursuit report" to determine compliance with local and state laws as well as policy and procedure.

**Vehicle Pursuits**

PURSUIT	2014	2015	2016
Total Pursuits	9	5	16
Terminated by Agency	1	3	2
Policy Compliant	9	5	16
Policy Non-compliant	0	0	0
Accidents	4	2	5
Injuries: Officer	0	0	0
Suspects	0	0	0
Third Party	1	0	0
Reason Initiated:			
Traffic Offense	4	2	3
Felony	3	2	7
Misdemeanor	2	1	6

As noted in the vehicle pursuits table, the agency initiated 30 pursuits during the last three years. Six of the pursuits were terminated by the agency, while eleven involved crashes. The analysis conducted by the agency for the three year period shows that all pursuits were within policy. During 2016, the agency had 16 pursuits, tripling 2015 where the agency reported a total of 5 pursuits. In the agency's annual analysis, the agency was unable to determine why the number of pursuits rose so dramatically.

The agency used stop strips in limited situations until May 2016 when it changed its policy and stopped using stop strips due to what it termed as risk of injury to deploying officers. Roadblocks are prohibited by the agency.



## **Body Worn Cameras**

The agency recognizes body-worn cameras to be an effective law enforcement tool that can reduce violent confrontations and complaints against officers. Body-worn cameras also provide additional documentation of police-public encounters and may be an important tool for collecting evidence and maintaining public trust. As such, the agency provides officers with instructions on when and how to use body-worn cameras. The agency also recognizes that video images cannot always show the full story nor do video images capture an entire scene.

Prior to using a body-worn camera, officers receive agency-approved training on the proper operation and care of the equipment. Additional training is provided at periodic intervals to ensure the continued effective use of the equipment, proper calibration and performance, and to incorporate changes, updates, or other revisions in policies or equipment.

Wherever possible, officers are encouraged to inform individuals that they are being recorded; however, officers have no obligation to stop recording in response to a citizen's request if the recording is pursuant to an investigation, arrest, lawful search, or the circumstances clearly dictate that continued recording is necessary. Officers are required to indicate the existence of video in the narrative of any incident report.

If no safety issue exists that would make activation unreasonable, the body-worn camera can be activated to record any field contacts involving actual or potential violations including: traffic stops, suspicious vehicles or persons, arrests, or voluntary contacts of an investigative nature. The camera is also activated during any other police/citizen encounter. Officers have discretion on recording contacts with victims of crime but must provide information as to why the camera was turned off during the contact in the narrative of the incident report. Officers are provided guidance when as to when they should not utilize the camera such as inside a private residence or conversations with other officers.

The agency's procedures allow officers to review the recordings from their body worn cameras at any time. To help ensure accuracy and consistency, officers are encouraged to review recording prior to preparing reports. All files from body-worn cameras are to be securely downloaded no later than the end of the officer's shift. All files from body-worn cameras are to be securely stored in accordance with state records retention laws. Exceptions are made in homicide investigations so files may be kept until the alleged offender is no longer under control of a criminal justice agency but must have written approval from the prosecutor's office. The agency requires supervisors to review recordings for the purpose of general performance and safety at least quarterly.

When the agency developed the body-worn camera policy, all ranks were involved in the discussion to ensure acceptance. During the early stages of deployment, the agency used a falsified complaint against an officer where video clearly showed no



wrong doing on the part of the officer as part of a media release showing how video is used by the agency. The local media ran with the story and this solidified the camera policy with rank and file officers.

### **Internal Affairs and Complaints Against Employees**

The internal investigations function of the agency is conducted by and is the responsibility of the line supervisors and commanders under the direction of the chief of police. The chief assigns the appropriate member to investigate a complaint or allegation based on the facts of the case. Responsibilities of the internal investigations function include the recording, registering, and control of complaints against officers and ensuring that all actions taken are in accordance with department procedure and any applicable collective bargaining articles.

All formal and informal allegations of misconduct are recorded in writing and brought to the attention of the chief of police. Anonymous allegations of misconduct are investigated; however, if they remain anonymous they are not recorded in the employee's personnel file, as agreed upon in the collective bargaining agreement.

Complaints concerning members of the department involving allegations of corruption, brutality, misuse of force, civil rights violations, criminal misconduct, or alcohol/drug abuse are assigned for investigation by the chief of police. The appropriate line supervisor or commander generally handles complaints concerning members of the department involving minor violations of policy. Due to the potential impact on the agency and the sensitive nature of internal investigations, those assigned to investigate these matters report directly to the chief of police.

A letter signed and approved by the chief of police is sent to all complainants when confirming the receipt of a complaint for periodic status reports, and at the completion of the internal investigation. Official internal investigations are investigated and resolved with the following: sustained, not sustained, exonerated, unfounded, or sustained/other.

A record of all active complaints filed against the agency or its employees is maintained by the line supervisor or the commanders in a secure area in accordance with the terms of the collective bargaining agreement until they are completed and forwarded to the chief of police for storage.

The agency publishes statistical summaries in the annual police report which is available to the employees and the general public through the agency's website.

#### **Complaints and Internal Affairs Investigations**

External	2014	2015	2016
Citizen Complaint	6	3	2
Sustained	2	0	1
Not Sustained	0	1	0



Unfounded	3	1	1
Exonerated	1	1	0
Internal	2014	2015	2016
Directed complaint	4	4	5
Sustained	2	4	2
Not Sustained	1	0	0
Unfounded	1	0	1
Exonerated	0	0	2

The agency has looked at how accessible its complaint process is to members of the public, as well as the criteria for recording and tracking of complaints. The agency attributes training, community interaction, media support, and agency expectations of officers with the low number of recorded complaints.

### **Canine Program**

The agency adopted its K-9 program in May of 2015 with a specially trained team of an officer and K-9 with a mission to enhance security in schools and the mall, while also providing patrol dog services to patrol. The K-9 was trained to be sociable around children in order to allow interaction with children in the schools. The K-9 is dual certified as a patrol/drug K-9. The K-9 and handler are very active in the agency's community policing events, from appearing at birthday parties to police related events.

Currently, the K-9 officer is assigned to the agency's special service unit as primarily a drug dog. During 2016, the duo had 87 deployments, with the largest finds being two kilos of cocaine and \$70,000. During the school year, the duo makes two visits each week and is credited with lowering the drug arrests by 70-80% within the schools.

The community's response to the agency's K-9 program has been overwhelming; so much so, that the community has raised donations to support the additional purchase of a second K-9 and to pay for food and care for both K-9s for several years to come. The agency committed to a second K-9 and is in the process of selecting a handler with a target date of deployment for fall of 2017.

### **Crime Prevention**

The agency has a unique program designed to address crime victim services. The Colerain Township Family Justice Center is a partnership of agencies working collaboratively to deliver multiple services in one location for victims and survivors of violence or abuse. The center is open on Tuesdays from 11a.m.-3 p.m. and offers many different services. Such services include legal assistance, counseling services, referral to law enforcement, victim advocacy and case management, protection orders, food, clothing, housing assistance, and mental health care. The center began in 2013 and has helped over 200 victims of abuse. In 2016, the police department responded to



almost 2,034 calls for service for domestic related incidents and made numerous arrests for domestic violence.

The partnering agencies for the community center include Women Helping Women, Legal Aid, Mental Health America, YWCA, Hamilton County Adult Probation, and the Colerain Police Department. The collaborative effort of the agencies has afforded not only the citizens of Colerain but also those in and around the Cincinnati area the assistance needed to better their quality of life. The agency implemented the use of a detective to work solely on domestic violence cases. The detective works out of the center and assists clients with filing charges, helps with court preparation and transportation, and testifies on the behalf of victims. The detective's work at the center has brought about additional charges to aid in prosecution of suspects, which has resulted in a higher rate of prosecutions.

Most criminal and civil justice systems make it difficult for victims to seek help and unintentionally wears them down. Victims are often required to travel from location to location to seek services that are scattered through a community or region. They have to tell their story repeatedly to officials representing agencies such as, law enforcement, courts, legal aid, medical, transportation, housing, social services, mental health, rehabilitation, financial assistance, and many more. The Colerain Township Family Justice Center provides a combination of services from one location to assist the victim - - all services in a "one-stop shop."

In an effort to make an impact on the quality of life within the township, the administration approved an additional police officer position. This officer is tasked with enforcing Colerain Township's zoning resolutions and code on a full-time basis. Areas of enforcement include junk motor vehicles, tall grass and weeds, improper use of property (business being conducted in residential zones), trash, and signage violations. Law enforcement experts have known for decades that minor property maintenance issues and the appearance of a neighborhood has a direct impact on the crime rate. Known as the "Broken Windows Theory", community policing has embraced this concept and proven that this theory is a reality. In 2016, the Colerain Police Department Code Enforcement Officer handled 779 contacts and zoning complaints. This officer works closely with the township administration and the zoning department to ensure the township is addressing these important issues.

The Colerain Township Citizen's Police Academy Alumni Association is a group of individuals who dedicate their volunteer time to the police department. The members of the Alumni Association number in excess of 600 and are all graduates of the Colerain Township Citizen's Police Academy. As a group, they pool their resources and dedicate their time to assist the police department. They volunteer in the department's Citizens on Patrol efforts, both in the neighborhoods utilizing the Citizens on Patrol vehicle and on foot in the Northgate Mall. Volunteers also provide patrol for Halloween and Election Day and assist with the Taste of Colerain.



This dedicated group also raises funds to support future classes of adult and student academies, providing uniforms, food and teaching supplies. This reduces the impact on the police budget. In addition, the alumni association raises funds to purchase items requested by the police department that the budget is unable to cover, such as flashlights, rain gear, and vehicle equipment. In 2016, the Colerain Township Citizen's Police Academy Alumni Association volunteered over 3,000 hours at six various events, which saved the department \$57,960.

## **Communications**

The primary communications function for the Colerain Police Department is performed by the multi-jurisdictional Hamilton County Communication Center (HCCC) under contractual arrangement. The HCCC handles all communications duties for the police department including answering the emergency "911" telephone lines and soliciting essential information from the caller, dispatching, monitoring, and coordinating radio communications with police units.

The department subscribes to the "Enhanced 911" (E-911) emergency telephone system, with a "Public Safety Answering Point" at the HCCC. All emergency telephone calls are routed through this system, which is maintained on a 24-hour per day, seven-day per week basis. The department advertises the 911 system and encourages all emergency calls to be made to that number. In addition to the 911 system, the department maintains a non-emergency number and additional telephone lines which are used for routine, administrative, and outgoing calls.

The department also maintains TTY equipment for non-emergency communications. In order to provide continuous radio communications between HCCC and the officers of the Colerain Police Department, all on-duty officers are provided with Motorola portable radios capable of two-way communications for primary dispatch. The HCCC has the capability of immediate playback of recorded telephone and radio conversations in the event that an original conversation was garbled or too quick for easy understanding.

Certain categories of incidents may be submitted over the internet to the police department by way of an "online report." The online report form is available through the Colerain Township website ([www.colerain.org](http://www.colerain.org)). All employees may direct a caller to this resource as an alternative to traditional reporting but they will offer the citizen the option of having an officer respond to their location.

The HCCC also maintains a mobile communications unit vehicle. The mobile unit is designed to augment localized communications at disaster sites to relieve the load from the main center. The communication center is equipped with back-up generators of sufficient power to ensure continued operation of emergency communication equipment in the event of a disruption in the primary power source. Hamilton County Communication personnel conduct a test of the alternate power source at least monthly. The agency primarily utilizes the two-way radio for communications. No other technology is used as the primary means of communication.



## **Property & Evidence Control**

The primary forensic laboratory used for evidence examination is the Hamilton County Coroner's Laboratory. All crime scene evidence requiring laboratory examination by Hamilton County Coroner's Laboratory, or any other outside laboratory, is processed by a trained police investigator who has the responsibility to insure the evidence is properly submitted to the crime lab. All traffic accident evidence requiring laboratory examination is processed through the traffic safety officer. Investigating officers or detectives handling minor offenses in which collection of evidence occurs within the initial reporting phase are responsible for such evidence.

It is the policy of the agency that all evidence and property recovered, confiscated, seized, found, or turned into the agency, is properly packaged, handled, processed, recorded, and stored in a safe and secure manner. All procedures utilized in management of custodial or evidentiary controlled property is established and adhered to with the purpose of assuring the accountability, security, and integrity of such systems.

The agency provides an impound lot for storage of impounded, confiscated, or seized vehicles. The agency also has designated storage areas for bikes and other miscellaneous property. Evidence refrigerators are provided at the department for the temporary storage of perishable items and also within the property room for indefinite storage. Special secure cabinets or compartments are located within the property room for storage of dangerous drugs/narcotics and for weapons. A safe is located in the property room for storage of items requiring a higher degree of security due to value including money, jewelry, precious metals, gemstones, etc.

Annually, the chief of police appoints a member of the command staff, who is not within the patrol division chain-of-command, to head an audit team which conducts an audit of the property management system. The reports are individually written without form per directives to ensure each audit stands on its own merit. Random checks of various items are made to assure that the accounting and record keeping system accurately reflects the proper identification of the item; the location of the item; chain-of-handling; and the disposition of item. The audit of narcotics/drugs, weapons, and money is conducted in a more comprehensive manner. Inspections are conducted by the property management supervisor at a minimum of once a month.

Final disposition of all custodial and evidentiary property being held by the agency is accomplished within six months (180 days) of the date that all legal requirements have been satisfied to authorize appropriate disposal. The property storage areas were found to be organized and well maintained.



### **H. Standards Issues**

This section provides specific information on standards found to be in compliance after on-site “adjustments” were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The agency did not have any standards needing attention.

### **I. 20 Percent Standards**

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on its unique situation.

The agency was in compliance with 92% of applicable other than mandatory (O) standards.

### **J. Future Performance / Review Issues**

The agency did not have any standards that will require future review.

### **K. Table: Standards Summary**

Standards Summary	
Mandatory (M) Compliance	315
Other-Than- Mandatory in Compliance (O)	78
Standards Issues	0
Waiver	0
Elect 20 percent (O)	7
Not Applicable	84
Total	484

### **L. Summary**

The assessment team reviewed 84 files off-site and found no issues and the team did not have the need to review any files while on-site. The assessment team had the opportunity to meet with many staff and community members. During our interaction with these members, we discovered that the agency is professional, caring, and engaged. Many community members expressed how fortunate they feel to have an organization which truly cares for them and strives to improve every day.

The agency embraces the philosophy of community policing, focusing its attention on outreach programs which are educational and preventative. Time is spent enhancing collaborations and community partnerships. The agency understands law enforcement will be experiencing many new challenges with the recent incidents occurring around our nation.

Enough cannot be said about the Quick Response Team (QRT). This “out of the box” thinking and “getting out of your lane” approach to the drug epidemic is amazing and more recognition should be given to the leadership at Colerain Township which made it



happen. No other program is experiencing the life saving results this initiative has had. Director Meloy, who coordinated the initiative, stated that they were going to be happy if ten percent of those they made contact with agreed to go into treatment – it is incredible that they are currently experiencing over 80% enrollment into treatment.

It will be vital for leaders to continue embracing the community policing efforts and collaborations with community stakeholders. The agency is performing far beyond traditional police services and should be proud of the work it is doing.



Phillip L. Crowell, Jr.  
Team Leader  
September 30, 2017