

I. Best Practices in Risk Management: Recovering from a Campus Police Officer-Involved Shooting & II. The Future of Risk Management

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Note: Information provided in this presentation was taken from publicly available content.



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Timeline of Public Events re Ray Tensing <> Samuel DuBose:

2015

- **July 19:** **Ray Tensing** dons his police uniform for his last shift. That afternoon during a traffic stop, [he shoots 43-year-old Sam DuBose in the head](#). Immediately following the shooting, UC places him on administrative leave.
- **July 29:** Tensing is [indicted on murder and voluntary manslaughter charges](#). He turns himself in at the Justice Center. Hamilton County Prosecutor Joe Deters releases the body camera footage.

<https://www.theguardian.com/us-news/video/2015/jul/29/samuel-dubose-shooting-body-camera-footage-video>



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Timeline and City Official Reactions

- **July 29:** Hamilton County Prosecuting Attorney Joe Deters stated in a press conference that the shooting was "asinine" and "senseless". He said that DuBose was not acting violently or aggressively.
 - **Prosecutor Deters Statement:**
https://www.washingtonpost.com/video/national/cincinnati-prosecutor-this-is-chicken-crap/2015/07/29/ba55dbbe-361a-11e5-ab7b-6416d97c73c2_video.html?utm_term=.3074b8e70709
 - In the wake of the shooting, **Deters called for the disbandment of the UCPD police force** and its replacement with city police officers. The incident also drew attention to the presence of armed law enforcement on college campuses
- **July 30:** Tensing is released from jail after a family member [posts 10 percent of a \\$1 million bond](#).



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Timeline of Public Events re Ray Tensing <> Samuel DuBose:

2016

- **Jan. 18, 2016:** The family of Samuel DuBose settled with the University of Cincinnati for \$4.85 million plus free tuition for DuBose's 12 children, and a campus monument.
- **Oct. 26:** Opening statements begin in Tensing's first trial. - Tensing takes stand in his own defense: He says he perceived he was dragged by DuBose's car.
- **Nov. 12:** After 25 hours of deliberations, the jury can't agree on a verdict and a mistrial is declared.
- **Nov. 22:** Deters announces Tensing will be tried a second time on murder and voluntary manslaughter charges.

2017

- **June 8:** Opening statements begin in the retrial. Tensing again takes stand in his own defense: He claims he was dragged and shot DuBose to stop the threat.

Timeline of Public Events re Ray Tensing <> Samuel DuBose



June 23: After five days of deliberations, the [jury is hopelessly deadlocked; a second mistrial is declared.](#)

July 18: Despite two large protests and several smaller ones supporting a third trial, Deters said he will [dismiss the charges against Tensing and not pursue another trial.](#)

2018

March 22, 2018: UC reaches settlement for \$344,230 with former police officer Ray Tensing, involving his reinstatement and subsequent resignation, back pay and attorney fees, and ending the grievance he filed over his firing in 2015.

“I realize this agreement will be difficult for our community. I am nevertheless hopeful that we can focus on supporting each other as members of the same Bearcat family — even, perhaps especially, if we don't agree. That culture of care is what our community not only needs but also deserves. It starts with each of us.” UC President Neville Pinto

Public Reaction

- News Reports and the body camera recording of Tensing shooting DuBose garnered considerable attention.
- Cincinnati police prepared for large protests and riots before the footage's release.
- The public reacted with **multiple demonstrations both on and off campus**, including student rallies on UC's campus.
- One hundred protesters joined a "United March for Justice" on September 19.
- ***All protests were peaceful.***



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Public Reaction

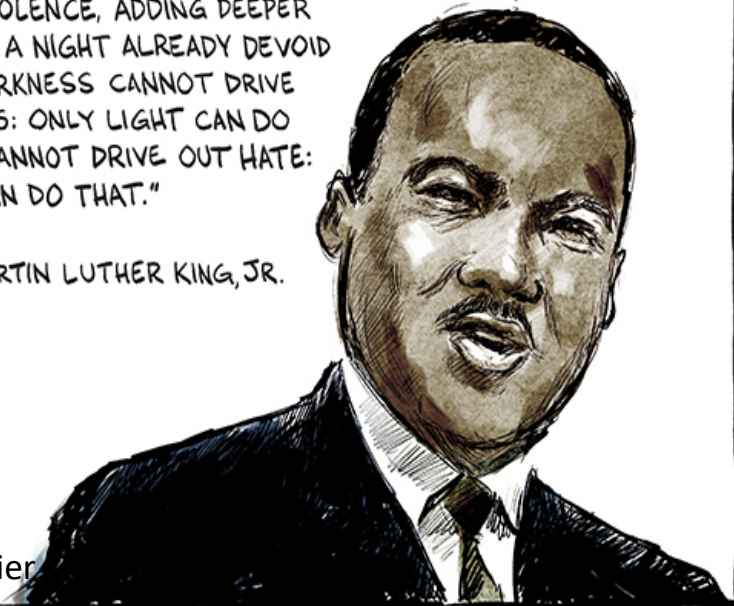
"I feel really comfortable with the UC police because they know the area, they know what's going on. There is that reputation that they're all around good people, but where there's good people there are bad people. Where there's good there's bad, that's just the way things are." UC Student

"The university will take necessary steps to address any training, staffing and hiring policy issues that may be indicated by this tragic event." - UC former president, Santa J. Ono

"RETURNING VIOLENCE FOR VIOLENCE MULTIPLIES VIOLENCE, ADDING DEEPER DARKNESS TO A NIGHT ALREADY DEVOID OF STARS. DARKNESS CANNOT DRIVE OUT DARKNESS: ONLY LIGHT CAN DO THAT. HATE CANNOT DRIVE OUT HATE: ONLY LOVE CAN DO THAT."

— MARTIN LUTHER KING, JR.

Cincinnati
Business Courier



JUSTICE FOR SAM, PEACE FOR OUR CITY.

"Officer Tensing was wrong, and when we're wrong, we have to be held accountable."
Jeffrey Blackwell, Cincinnati Police Chief

Civil unrest woven into city's history

Cincinnati Riots: 1792, 1829, 1836, 1841, 1853, 1855, 1884, 1935, 1967, 1968, 2001

Remembrances of 2001 Riots – April 9-13th marked a series of civil disorders in and around “Over-the-Rhine” near downtown.

- The largest urban disturbance in the U.S. since the 1992 L.A. riots was triggered by a fatal police shooting of an unarmed African-American teenager, Timothy Thomas.
- After 3 days the mayor issued a citywide curfew from 8pm-6am
- ~\$3.6M immediate damages, involving many businesses.



Establishing Risk Management Best Practice: Safety & Reform



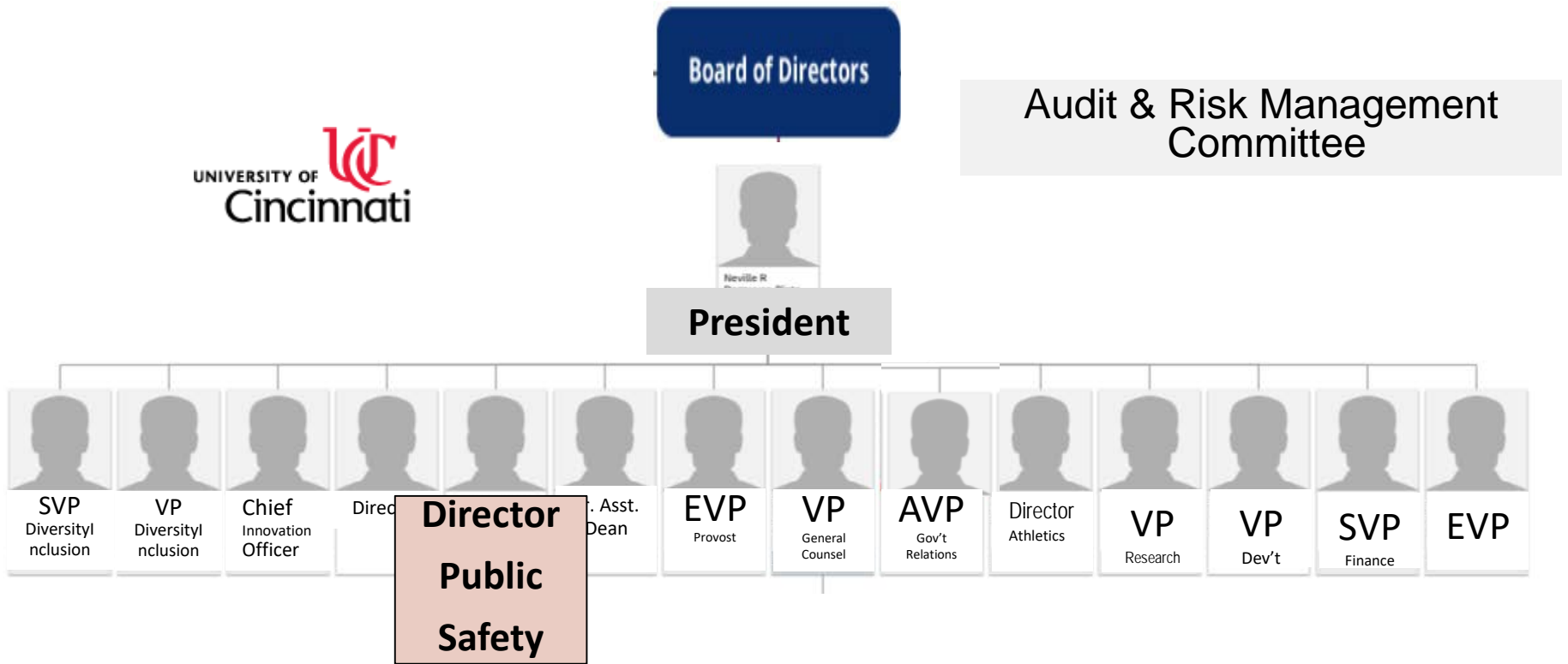
- **Adopted Board Resolution** demonstrating strong commitment to impartial policing and community engagement based on principles of: Transparency, Legitimacy, Accountability, Fairness, Collaboration and Innovation.
- **Appointed new leadership**, including a world-renowned crime researcher as VP for Safety & Reform, Director of Police Community Relations, Director of Public Safety, Chief of Police and Assistant Chief of Police.
- **Engaged voluntary external monitorship** (with EXIGER) to oversee safety & reform efforts and ensure changes are fully implemented.



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U.C. EXECUTIVE OVERSIGHT (March 2109)



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Establishing Risk Management Best Practice: Transparency

- Adopted a **new mission statement** for UCPD's reform: *The university is committed to transparency, fairness and change...*
- All police **officers receive additional training** in implicit bias and constitutional policing.
- Implemented **proactive data driven/evidenced based policing, community policing and de-escalation training.**
- **Successful recruit efforts** have resulted in a better more diverse department; reflective of campus community they serve.



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Aligning Goals with Context

Transparency at the core of UC police reform

- The goal is simple, Ono and a team of UC executives told The Enquirer's editorial board: **“How can we set the example going forward?”**
- Ono said **disbanding UCPD, as suggested by Deters, wasn't an option** because of the increasing residential nature of the main campus. UC is no longer a commuter school, with roughly 70% of the main campus' students living on and near campus, thanks to a decade of new construction and redevelopment.
- As the nature of the campus has shifted, **there is an increased expectation of security in the surrounding neighborhoods.**

Establishing Risk Management Best Practice: Legitimacy

Exiger's team of 12 nationally-renowned criminal justice and policing experts **completed an independent exhaustive review** of UCPD, and provided a detailed plan outlining needed reforms.

- **Engagement:** The team met with students, faculty, staff, administrators, UCPD officers, Cincinnati police officers, city officials and the surrounding community's residents.
- **Assessment:** Two university-wide surveys, four public forums & dozens of invited meetings and presentations were given throughout the year following the shooting to engage, inform and listen to members of the UC and Cincinnati communities.
- **Benchmarking and development of KPI and KRI(s):** Compared UCPD's standards against other campus law enforcement agencies, as well as city/municipal police departments.
- **Outcome:** Final report contains **276 Key Recommendations (KRs)** designed for **better, less biased policing practices.**

Conclusions from 2018 Exiger Report

- All Exiger Key Recommendations (KR) have been assessed and many received multiple assessments.
- As of December 31, 2018: **99% Compliant** (i.e. ERs achieved substantial compliance, requiring no further evaluation by external monitor)
- Two ER's remain Partially Compliant:
 - IACLEA Accreditation (expect completion Fall 2019)
 - Inspections conducted regularly (as per Annual Inspection Plan) (63% estimated completion)



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Establishing Risk Management Best Practice: Legitimacy & Innovation

"We are going to see that officers are trained radically different,..." *Maris Herold, UC's assistant police chief (Chief since 2018).*

- UCPD's officers go through **de-escalation training** that teaches tactics to defuse tense encounters.
- UCPD focus on de-escalation in years since Sam DuBose.
<https://www.wcpo.com/news/local-news/hamilton-county/cincinnati/university-of-cincinnati-police-focus-on-de-escalation-in-years-since-sam-dubose-shooting>
- UC Police still engage in visibility patrols but **do not conduct traffic stops** unless there is a present threat to safety.



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Establishing Risk Management Best Practice: Accountability & Collaboration

Formed the **Community Advisory Council (CAC)** to provide community input and guidance regarding reform efforts of UCPD in an effort to promote diversity of thought, ideas and information exchange.

- Chaired by prominent community leader and includes UC students, faculty, staff and alumni; neighborhood community groups; civic, faith and business leaders; and law enforcement officials.
- The **diverse membership** of the CAC will continue to promote diversity of thought and information exchange; their role has transitioned **from advisory to compliance** based on completion status of KR's. → Recently renamed **Community Compliance Council (CCC)**.

"If the community is not part of the discussion, they are never going to buy in. There are no secrets in our reform efforts. We are listening."

- ***Robin Engel, UC Vice President for Safety and Reform.***



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Establishing Risk Management Best Practice: Transparency & Fairness

CCC will perform the following activities:

- Review summary information on use of force (UOF) incidents and investigations; determine compliance with UCPD policies and review work of UCPD UOF Review Board.
- Monitor notable UCPD activities to ensure continued compliance with the policies and procedures set forth as part of the larger reform work.
- Provide community perspectives and insight to the UCPD Chief of Police on matters related to enforcement patterns, community engagement, recruitment, hiring, promotion, training, etc.



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"Once you put those things in place, people are really going to look at not just the changes you made but how are those changes going to be sustained over a period of time."

- ***Victoria Straughn, UC College of Medicine employee & community activist***



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Establishing Risk Management Best Practice: Accountability & Fairness

“The public needs to have confidence in the integrity of police department. My job is to develop those relationships and work through where we are now.”

- *Greg Baker, University of Cincinnati director of police community relations*
- Baker said UC is approaching its reform head on by **holding itself accountable** and **accepting responsibility for its past**. “This gives us confidence that we can be best in class,” he said. **“We can set a model that will be a standard.”**



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Establishing Risk Management Best Practice: Innovation & Fairness

- New **Equipment** in the reissuance of Conductive Electrical Device/Tasers and the installation of in-car video cameras.
- **Technology** and **Data Analysis** advancements with hiring of experienced crime analyst and upgrade of outdated systems.
- **Risk Management** functions such as field supervisors, Early Warning System, Internal Inspection installed to safeguard continued compliance.
- Continued **External Oversight** with the newly configured Community Compliance Council.



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Noteworthy Accomplishments & Successes

Results from the change in policing philosophy are evident.

In the seven months prior to the shooting death of Samuel:

- **70% decrease** in arrests (72 vs. 230)
- **95% decrease** in citations (43 vs. 935)

In the approximate ½ mile surrounding campus:

- **14% decrease** in property crime
- **29% decrease** in violent crime

This demonstrates that police strategies can be simultaneously effective at reducing crime, and fair and impartial toward citizens.



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Noteworthy Accomplishments & Successes

- Increased **Diversity** in Recruitment and Hiring
- **Stronger**, more community-based organization
- **Policy** development to ensure industry standards are institutionalized
- Relevant **Training** conducted on critical topics
- **Training Management** process overhauled including implementation of an up-to date Learning Management System



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The Future Ain't What It Used to Be

- Disrupting What We Thought We Knew
- What Might Be the Next Evolution of Risk Management?
- Development of Risk Management Professionals



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\$230 BILLION

invested in the “Internet of Things” in 2016 by US companies; expected to grow to \$370 billion by 2018.

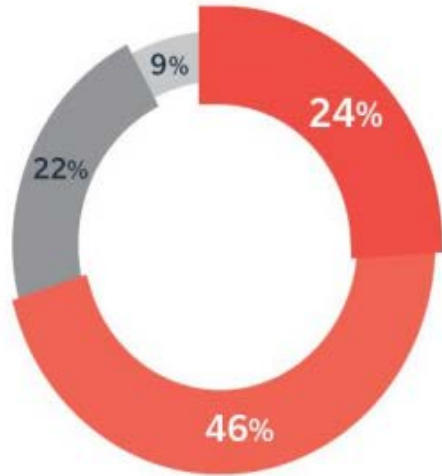
SOURCE: INTERNATIONAL DATA CORP.



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How many disruptive technologies does your organization use or plan to use?

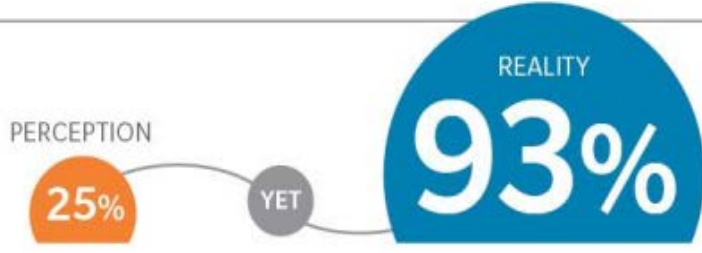


- No disruptive technology use
- Use one to three disruptive technologies
- Use four to six disruptive technologies
- Use six or more disruptive technologies



of risk professionals say their organization doesn't use or plan to use the Internet of Things.

of companies will be using Internet of Things technologies within two or more years, according to some estimates.¹



of risk professionals say their organization uses or plans to use wearables.

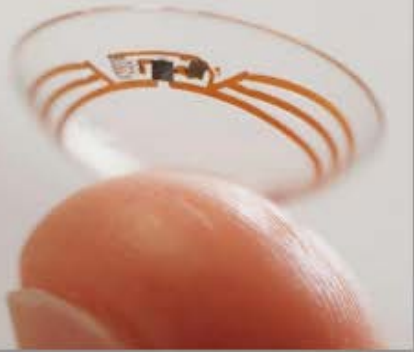
of companies across a range of industries are evaluating or using wearable technologies.²

Disturbing percentage of risk professionals unaware of disruptive technology prevalence.



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Rapidly changing technological environment



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20 Jun
2016

'Unprecedented' 65 million people displaced by war and persecution in 2015 – UN

Rapidly
changing
social
environment



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Global water crisis



Many people live faraway from freshwater sources. They need to carry their water home.



ent |



“One of the key findings of this year’s [Global Risks Report](#) is that *inequality and polarization* are now ranked in the top three as underlying drivers of global risks.”

"The UN estimates that an average of 22.5m people a year have been displaced by natural disasters since 2008, yet this remains a trickle compared with the flood of refugees and migrants that could result from the growing effects of global warming."



Simon Baptist

Chief Economist, EIU

September 17, 2017

Rapidly changing
meteorological
environment

William Santana Li,
Chairman and CEO
of Knightscope

*imagines a future
where robots will keep
Americans safe*

LA Times
September 2016

The New Security Robot Watching Over Silicon Valley Is Less RoboCop and More R2-D2

This bot will not insist you have 20 seconds to comply.



Source: The Atlantic, November 22 2014



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How much of what you do could be done by AI-enabled robots?



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The Role of a Risk Management Professional

Risk management professionals [across multiple specialties] lead the development and implementation of risk management practices that enable an organization to make risk-effective decisions that create and sustain value.

- From RIMS-CRMP Handbook



What's new?

Focus on decision-making
and enterprise performance



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Jay Samit



Jay Samit is the Independent Vice Chairman of Deloitte Digital. An American digital media innovator, he has pioneered advancements in music and video distribution, social media, and ecommerce. He is the author of the bestselling book *Disrupt You!* [Wikipedia](#)

Born: January 31, 1961 (age 56), Philadelphia, PA

Education: University of California, Los Angeles

Self-described serial disruptor

“Every threat to the status quo is an opportunity in disguise.”



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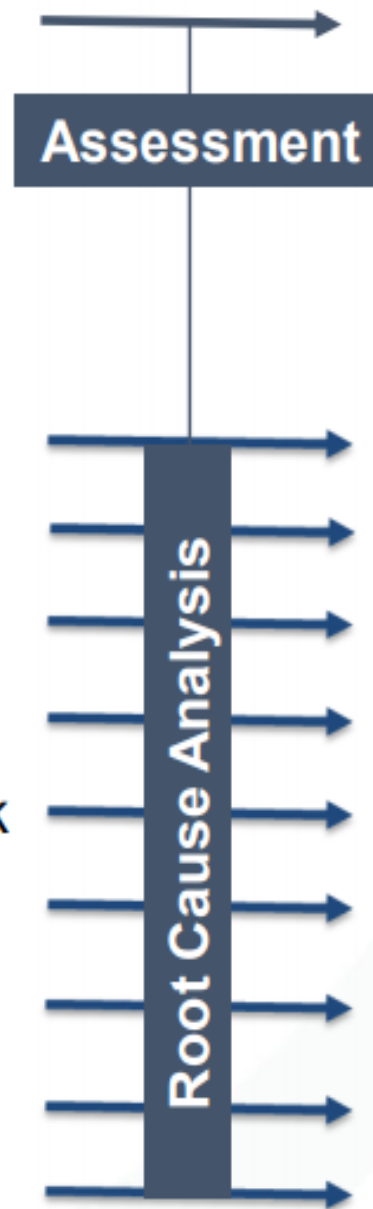
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Adhering to risk management policies on risk tolerance, risk management authorities, etc.

Risk-Related Issues

- Business Disruption
- Contamination
- Execution Failure
- Theft / Civil Unrest
- Data Breach / Cyber Attack
- Regulatory Omission
- IT Infrastructure Failure
- Financial Anomalies
- Worker / Public Injury



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Measure uncertainties / deviations from plan

Adhering to risk management policies on risk tolerance, risk management authorities, etc.

Accept, Avoid, Transfer, Share, Mitigate and/or Exploit

Assessment



Risk-Related Issues

- Business Disruption
- Contamination
- Execution Failure
- Theft / Civil Unrest
- Data Breach / Cyber Attack
- Regulatory Omission
- IT Infrastructure Failure
- Financial Anomalies
- Worker / Public Injury



Management Control Options

- Business Continuity Management
- Environmental Management
- Quality Assurance / Project Management
- Physical Security Management
- Privacy/Information Security Management
- Compliance Program Management
- IT Risk Management
- Financial Risk Management
- Safety Management

Controls Assessment (Audits)

Measure uncertainties / deviations from plan

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