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Chapter 8. Business and Community Development

Introduction of the Issue

Communities are most successful when the institutions that comprise them work together to ensure they are safe, secure, and stable. Businesses, nonprofits, faith-based and community organizations, and law enforcement all have their own particular expertise, tools, and leverage that, when combined, can maximize resources and information in the pursuit of public safety. The insight and engagement of these groups is critical to community revitalization.

It is important to have trust-building and place-based interventions that are centered on communities that do not traditionally have good relationships with and confidence in law enforcement. Fostering these interventions is the responsibility of all relevant community stakeholders to help create safe and prosperous communities that mutually respect each other.

Policing is not performed in a vacuum; instead, it occurs in a complex living environment where other efforts also have a role in reducing crime and making the community safer.

The incentives for law enforcement agencies to partner with community stakeholders are clear and significant, as are those for the stakeholders themselves. All of these institutions should contribute to the effort to address issues that are prevalent in their neighborhood, such as crime, substance use, and hindrances to economic development.

Outside of law enforcement, many evidence-based and innovative solutions that have proven effective require input and contributions from other organizations. These recommendations provide guidance on how business community leaders can expand engagement and work with law enforcement to cultivate prosperous and safe neighborhoods for the residents they serve and protect.

8.1 Law Enforcement and Industry Collaboration to Reduce Crime

Background

There is a clear correlation between crime and a lack of economic opportunity. Economically depressed areas suffer higher rates of crime. This further worsens the issue by discouraging businesses from locating to the area, reducing economic opportunities and creating a downward cycle that further increases poverty and crime.¹

Small, visible signs of disorder or decay (e.g., graffiti and loitering) can signal that a neighborhood is uncared for, creating fear and withdrawal among residents. This leads to fewer people going outside and engaging in community life and creates the perception that these places are available for criminal activities. Over time, as the cycle is perpetuated, neighborhoods continue to spiral into decay.²

Businesses serve an important economic function by providing jobs to local residents and access to retail and other needed services. The presence of nearby retail and service businesses also provides essential services and recreation activities for area residents. Together, these things make neighborhoods more appealing and more livable.³ However, the presence of crime and disorder may scare off shoppers, which may reduce profit and cause businesses to close.⁴ Therefore, business has an economic interest in public safety and plays an

¹ Chase Sackett, "Neighborhoods and Violent Crime," *Evidence Matters*, Summer 2016, <https://www.huduser.gov/portal/periodicals/em/summer16/highlight2.html>.

² Bernadette C. Hohl et al., "Creating Safe and Healthy Neighborhoods with Place-Based Violence Interventions," *Health Affairs* 38, no. 10 (2019), <https://www.healthaffairs.org/doi/10.1377/hlthaff.2019.00707>.

³ Patrick Schirmer, Michael van Eggermond, and Kay Axhausen, "The Role of Location in Residential Location Choice Models: A Review of Literature," *Journal of Transport and Land Use* 7, no. 2 (2014),

<https://www.researchgate.net/publication/272643866> The role of location in residential location choice models A review of literature.

⁴ John R. Hipp et al., "Fight or Flight? Crime as a Driving Force in Business Failure and Business Mobility," *Social Science Research* 82 (2019), <https://escholarship.org/uc/item/8f12881k>.

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important role in community stability.

Current State of the Issue

Collaborative relationships between law enforcement and business (i.e., individual institutions) and industry (i.e., a collection of businesses that sell a particular good or service) are already commonplace around the country. They are a popular way to make use of the private sector's wealth of experience and knowledge, thereby making policing efforts more effective.

The most effective solutions to crime address the environmental and social contexts that give rise to it. Law enforcement cannot institute these interventions alone; instead, they should be accomplished with the cooperation and involvement of community leaders and institutions. Communities are conducting experimental community-based research to examine the effect of place-based interventions on crime and violence.⁵ Such efforts are already being successfully implemented in some communities across the nation. For example, the 7-11 Crime-Deterrence Program was developed and implemented in the 1970s to gain insight into how robbers think and what deters them from committing crimes.⁶

Models that promote effective collaborations and lead to lasting improvements should expand into non-traditional methods of community empowerment and capacity building. This often involves engaging the broader community to address crime and build resilience within these communities. However, doing so can be difficult, as trust is limited in high-crime communities.⁷

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"In the mid-1990s, crime rates in Minneapolis, where Target Corporation is headquartered, increased substantially. Target's then-CEO Bob Ulrich read an article about a repeat criminal who raped a woman after he was mistakenly released from custody due to an information-sharing failure. Ulrich decided that supporting law enforcement would be a priority for Target.

Today, one way in which Target supports police is by sharing its forensic video analysis expertise. Investigators at Target's forensics laboratory, which is accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board, spend nearly half their time providing assistance to law enforcement agencies. According to FBI Special Agent Paul McCabe, Target has "one of the nation's top forensics labs. In one early case, Target's assistance with video analysis was critical to solving a homicide in Houston. Word of Target's forensic capabilities and assistance spread, and as demand for assistance increased, Target decided to focus on providing assistance in cases involving violent felonies."⁸

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8.1.1 State and local law enforcement agencies and public and private industry groups should partner to address emerging crime trends.

In many cases, the relationship between law enforcement and companies is situational and based on the needs of a given moment, such as for an active investigation. However, business community leaders who develop long-term collaborative relationships with law enforcement are more engaged in public safety. In turn, developing these relationships makes information gathering easier for law enforcement while also providing businesses with greater security for their employees, customers, and property.

These collaborations should include providing training for industry employees, creating more efficient

⁵ Bernadette C. Hohl et al., "Creating Safe and Healthy Neighborhoods."

⁶ S. Lins and R.J. Ericson, "Stores Learn to Inconvenience Robbers: 7-Eleven Shares Many of Its Robbery Deterrence Strategies," *Abstract, Security Management* 42, no. 11 (1998), <https://www.ncjrs.gov/App/Publications/abstract.aspx?ID=176768>.

⁷ Kassy Alia-Ray, Founder and CEO, Serve and Connect, email communication with Antonio Tovar, Federal Program Manager, Business and Community Development Working Group, April 7, 2020.

⁸ Police Executive Research Forum, *Future Trends in Policing* (Washington, DC: Office of Community Oriented Policing Services, 2014), 14, https://www.policeforum.org/assets/docs/Free_Online_Documents/Leadership/future%20trends%20in%20in%20policing%202014.pdf.

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mechanisms to share the types of information needed to assist in criminal investigations, and identifying streamlined processes that employees use to alert law enforcement of crimes. Such collaborative relationships can be instrumental in tackling a number of criminal activities, including human trafficking, organized retail theft, auto theft, burglary, robbery, and assault.

Law enforcement agencies and private industry can look to Uber's partnership with Crime Stoppers International, which empowers Uber drivers to identify and safely and anonymously report information about potential crimes that they encounter.⁹ As rideshare drivers regularly cover wide areas, this greatly expands local law enforcement's reach for observation of suspicious activities.

Uber works with law enforcement agencies at all levels to combat human trafficking, domestic violence, and campus safety. As part of this, Uber's drivers are trained to spot indicators that a crime is taking place, and the driver app includes features that work with human trafficking organizations to stop the practice and notify law enforcement about crimes in progress. Uber also created a 24/7 response team of former law enforcement officers and federal agents that provides an online portal where law enforcement can request information from Uber to assist in an investigation and in emergencies.

Ashley Moody, Florida Attorney General, recently announced that Uber will offer free rides in three Florida counties to help victims of domestic violence escape abuse.¹⁰ Uber worked with state and local agencies to start the program.

PULL QUOTE: "Victims of domestic violence need to know that help is still available and there are people who care deeply about their health and safety. Victims do not have to stay isolated with their abusers. Domestic violence shelters remain open around the state, and through this new program with Uber, I am hopeful that we can connect more victims with the shelter and life-saving services they need to escape abuse and begin the healing process."¹¹ - Ashley Moody, Florida Attorney General

8.1.2 The Department of Justice should establish a National Public Safety Officers Council that is composed of representatives from the business community and federal, state, local, and tribal law enforcement. This council should meet twice per year to address current and emerging public safety threats and needs and hold an annual summit with the White House.

With continuous shifts in criminal activities and constant advancements in technology, law enforcement has to proactively monitor, respond to, and ideally prevent crime trends. Unfortunately, the country lacks a national strategy that can spot these movements and incorporate a best practices approach.

A federal-level advisory council should be formed to review developments around public-private collaborative relationships and determine how local successes can be duplicated in other parts of the country. This council should be made up of senior law enforcement leadership (e.g., sheriffs and police chiefs) and top security officials from major companies and business associations (e.g., the Small Business Association and the Chamber of Commerce).

When teams from different fields come together to find a solution to a problem, they "can draw on different pools of knowledge, and they're not mentally constrained by existing, 'known' solutions to the problem in the target field. The greater the distance between the problem and the analogous field, the greater the novelty of the solutions."¹² For example, law enforcement may benefit from applying business practices that

⁹ "CSI and Uber Safety Partnership," *Crime Stoppers International*, accessed June 17, 2020, <https://csiworld.org/partners/csi-uber>.

¹⁰ Danielle McMullan, U.S. Southeast Law Enforcement Liaison, Uber, "Uber Law Enforcement Operations" (PowerPoint presentation, Business and Community Development Working Group, virtual meeting, May 8, 2020).

¹¹ Florida Office of the Attorney General, "VIDEO: Attorney General Moody Works with Uber to Provide Rides to Help Victims of Domestic Violence Escape Abuse," May 6, 2020, https://www.einnews.com/pr_news/516343980/video-attorney-general-moody-works-with-uber-to-provide-rides-to-help-victims-of-domestic-violence-escape-abuse.

¹² Nikolaus Franke, Marion K. Poetz, and Martin Schreier, "Sometimes the Best Ideas Come from Analogous Markets in New Product Ideation," *Harvard Business Review*, November 21, 2014, <https://hbr.org/2014/11/sometimes-the-best-ideas-come-from-outside-your-industry>.

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may provide novel ways to think about staff recruitment, training, and the adoption of technology.¹³

PULL QUOTE: “Great ideas and practices are best when they are shared widely and open for additional input.”¹⁴ - Sheriff Dennis Lemma, Seminole County, Florida

The advisory council should meet twice per year to collaborate on science-based approaches that both law enforcement and private industry can take to reduce crime and improve the quality of life in their communities. The Department of Justice (DOJ) should invite business leaders from an array of industries, such as retail and technology, to broaden the scope of how private companies can contribute to public safety. This strategy would work best if private sector participants represent the widest array of business. Therefore, the council should include representatives from smaller local businesses and national conglomerates as well as a variety of industries (e.g., retail, technology, or services).

A model for this council may look like the meeting sponsored by the Office of Community Oriented Policing Services (COPS Office) and held at the Target Corporation headquarters in Minneapolis, Minnesota, in February 2010. At that meeting, representatives from the public and private sectors assembled to consider “Incorporating Successful Business Models into Public Safety Organizations.”¹⁵ Corporate leaders discussed successful practices they used in areas of workforce management, recruitment, retention, organizational culture, and leadership development.

A federal advisory board has several advantages, including the ability to draw on more resources and make its recommendations directly to DOJ leadership. The board should also disseminate reports to law enforcement agencies, look at the system more holistically, and tailor recommendations for different types of jurisdictions and communities nationwide.

It is recommended that the Department of Justice and the White House as part of the Council activities should also convene an innovation and technology summit for business, law enforcement, and senior-level community development leaders to identify opportunities to develop strategies and solutions to address specific public safety technology issues. This approach was highlighted by Reverend Markel Hutchins, President and Chief Executive Officer (CEO) of the MovementForward Inc. He suggested that the White House or DOJ should immediately schedule a roundtable with corporate and business leaders “so that they can bring their expertise and resources to bear to enable law enforcement to become better connected to the populations they serve.” He elaborated that this “is not only in line with the values of our great corporate sector, but it will also lead to communities in which businesses are able to thrive.”¹⁶

8.1.3 State and local governments should build collaborative relationships with higher education institutions to identify and offer college classes and degrees that better prepare future and current law enforcement officers.

The law enforcement field has changed significantly since the first law enforcement model was established in 1829.¹⁷ Police officers are expected to know a lot beyond what traditional law enforcement training provides, including how to use advanced technology, understand evidence-based policing, identify and solve new and

¹³ Chuck Wexler, Mary Ann Wycoff, and Craig Fischer, “Good to Great” Policing: Application of Business Management Principles in the Public Sector (Washington, DC: Office of Community Oriented Policing Services, 2007), https://perf.memberclicks.net/assets/docs/Free_Online_Documents/Leadership/good%20to%20great%20policing%20-%20application%20of%20business%20management%20principles%20in%20the%20public%20sector%202007.pdf.

¹⁴ Nicole Nelson, Executive Administrator, Seminole County Sheriff’s Office, FL, email communication with Antonio Tovar, Federal Program Manager, Business and Community Development Working Group, April 22, 2020.

¹⁵ *Reaching Out to the Private Sector: Building Partnerships and Managing Your Workforce* (Washington, DC: Office of Community Oriented Policing Services, 2010), 3, <https://cops.usdoj.gov/RIC/Publications/cops-p193-pub.pdf>.

¹⁶ *President’s Commission on Law Enforcement and the Administration of Justice: Hearing on Community Engagement* (June 18, 2020) (statement of Rev. Markel Hutchins, President and CEO, MovementForward Inc.), <https://www.iustice.gov/ag/presidential-commission-law-enforcement-and-administration-justice/hearings>.

¹⁷ David H. Bayley and Christine Nixon, *The Changing Environment for Policing, 1985-2008* (Washington, DC: National Institute of Justice, 2010), 6, <https://www.ncjrs.gov/pdffiles1/nij/ncj230576.pdf>.

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emerging crime trends, identify behaviors that are indicative of mental illness, and interact with increasingly diverse communities.

Institutions of higher education can—and often do—help bridge this gap. However, these colleges and universities would be able to better train and educate law enforcement officers if law enforcement developed more formal collaborations with educational institutions. Many institutions of higher education, such as the Lake Area Technical College in Watertown, South Dakota, already offer two-year associate degrees and courses in criminal justice, such as introductory courses in law, law enforcement administration, crime scene evidence collection, juvenile justice, and street survival techniques.¹⁸ However, universities can add value to law enforcement careers by offering certificates that combine courses that might not often be thought of as directly relating to law enforcement, including sociology, foreign languages, and computer science.

Police leadership, scholars, and politicians have long called for a college education requirement for those applying to become police officers, including the 1967 Johnson commission report.¹⁹ A study published by *Police Quarterly* provides evidence that officers with higher education are less likely to use force in encounters, which suggests an increased ability in finding alternatives when making arrests.²⁰

State and local governments should also work with higher education institutions to sponsor eligible candidates to attend a law enforcement academy. Such sponsorships allow for individuals to pursue a law enforcement career when they otherwise would not have the financial means.

[CROSS REFERENCE RECRUITMENT AND TRAINING]

8.1.4 Local governments should create collaborations with area employers to provide summer employment and paid internship opportunities for youth, with a focus on disadvantaged or underserved youth.

Young offenders, particularly disadvantaged youth living in underserved communities, commit a disproportionate share of crime.²¹ This is especially true of violent crime. One of the most effective ways to reduce crime is to provide employment opportunities for these youth.²² In a DOJ-commissioned study by the University of Pennsylvania, employment programs were shown to decrease violent crime by 45 percent. It also makes economic sense to provide employment opportunities, as employment training for youth saves \$12 in costs to the judicial system for every \$1 spent.²³

Local governments can provide incentives to employers to hire these at-risk youth. One possible incentive includes reducing employer recruitment costs by contributing human resources functions from the local government to advertise, accept applications, vet candidates, and match them to job opportunities. They can also organize advertising and encourage employers by demonstrating how this will help engender community good will. Some governments may also choose to subsidize wages and employee insurance liability for

¹⁸ “Law Enforcement Virtual Academy,” Lake Area Technical College, accessed July 30, 2020, <https://www.lakeareatech.edu/academics/law-enforcement/#academy>.

¹⁹ David L. Carter and Allen D. Sapp, “The Evolution of Higher Education in Law Enforcement: Preliminary Findings from a National Study,” *Journal of Criminal Justice Education* 1, no. 1 (2006), <https://doi.org/10.1080/10511259000082061>; and Jason Rydberg and William Terrill, “The Effect of Higher Education on Police Behavior,” *Police Quarterly* 13, no. 1 (2010), https://www.academia.edu/2907549/The_Effect_of_Higher_Education_on_Police_Behavior.

²⁰ Rydberg and Terrill, “The Effect of Higher Education.”

²¹ “From Juvenile Delinquency to Young Adult Offending,” National Institute of Justice, March 10, 2014, <https://nij.ojp.gov/topics/articles/juvenile-delinquency-young-adult-offending>.

²² Jeffery T. Ulmer and Darrell Steffensmeier, “The Age and Crime Relationship: Social Variations, Social Explanation,” in *The Nurture Versus Biosocial Debate in Criminology: On the Origins of Criminal Behavior and Criminality*, eds. Kevin Beaver, J.C. Barnes, and Brian Boutwell (Thousand Oaks, CA: Sage Publications, 2014), 388, https://www.sagepub.com/sites/default/files/upm-binaries/60294_Chapter_23.pdf.

²³ Brandon C. Welsh et al., “Promoting Change, Changing Lives: Effective Prevention and Intervention to Reduce Serious Offending,” in *From Juvenile Delinquency to Adult Crime: Criminal Careers, Justice Policy, and Prevention*, eds. Rolf Loeber and David P. Farrington (New York: Oxford University Press, 2012).

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participating companies.

Private employers have identified a number of benefits for these businesses that local governments should promote when forming these partnerships.²⁴ These benefits include the opportunity to give back to the community, including reducing inequalities found in their own communities; the chance to develop the future workforce; and the ability to start an internship program without taking on the full cost or responsibility of doing it alone.

Existing programs offer additional successful evidence and appropriate models for local governments. For example, the Mayor Marion S. Barry Summer Youth Employment Program (MSYEP) is a locally funded initiative sponsored by the D.C. Department of Employment Services that provides thousands of youth in Washington, D.C., with enriching and constructive summer work experiences through subsidized placements in the private and government sectors.²⁵ Employers make the annual program possible by providing structured job opportunities for youth during the summer months.²⁶ Highlights of a 2019 MBSYEP evaluation show that there were 18,718 applicants, of whom 11,357 were certified eligible. In total, there were 9,936 youth participants, of whom 8,923 were full-time students.²⁷

8.1.5 Local governments should collaborate with area employers to provide employment opportunities for individuals who are transitioning out of incarceration or secured detention.

[CROSS-REFERENCE REENTRY]

According to an April 2014 report from the Bureau of Justice Statistics (BJS), more than two-thirds of people released from state prisons in 2005 were arrested for a new crime within three years, and more than three-quarters were arrested within five years.²⁸ Job training and placement assistance programs can help significantly reduce recidivism rates among offenders, though this may only be the case when it leads to long-term employment.²⁹

[BEGIN TEXT BOX]

“Effective reentry leads to safer and more prosperous communities by ensuring that people with criminal records have the tools to lead law-abiding lives. Successful reentry empowers people to participate in meaningful work opportunities, which helps many pay child support and restitution, and strengthens tax bases.”³⁰ - John Koufos, National Director of Reentry Initiatives

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The challenge is considerable, given the business community’s reluctance to hire individuals with criminal records. A research trial published by the American Economic Association demonstrated that employers were 60 percent more likely to call back applicants without records, even over applicants with minor records such

²⁴Amanda Briggs, Natalie Spievack, and David Blount, *Employer Engagement in Summer Youth Employment Programs* (Washington, DC: Urban Institute, 2019),

https://www.urban.org/sites/default/files/publication/101115/employer_engagement_in_summer_youth_employment_programs_1.pdf.

²⁵The Coles Group, LLC, *2019 MBSYEP Independent Evaluation* (Washington, DC: The Coles Group, LLC, 2019), 19,

https://does.dc.gov/sites/default/files/dc/sites/does/publication/attachments/FINAL%20DELIVERED%20REPORT%20D-2_web.pdf.

²⁶The Coles Group, LLC, *2019 MBSYEP Independent Evaluation*.

²⁷The Coles Group, LLC, *2019 MBSYEP Independent Evaluation*.

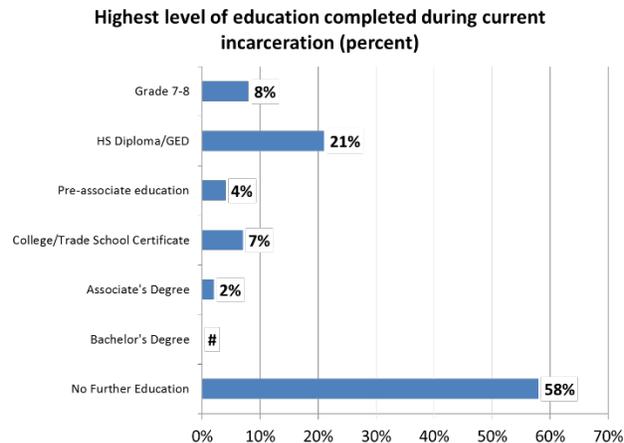
²⁸Matthew R. Durose, Alexia D. Cooper, Ph.D., and Howard N. Snyder, Ph.D., *Recidivism of Prisoners Released in 30 States in 2005: Patterns from 2005 to 2010* (Washington, DC: Bureau of Justice Statistics, April 2014), 1, <https://www.bjs.gov/content/pub/pdf/rprts05p0510.pdf>.

²⁹Aaron Yelowitz and Christopher Bollinger, “Prison-To-Work: The Benefits of Intensive Job-Search Assistance for Former Inmates,” *Civic Report*, no. 96 (2015), https://media4.manhattan-institute.org/sites/default/files/cr_96.pdf.

³⁰*President’s Commission on Law Enforcement and the Administration of Justice: Hearing on Reentry* (April 23, 2020) (written statement of John Koufos, National Director, Reentry Initiatives, Right on Crime and Executive Director, Safe Streets and Second Chances), <https://www.justice.gov/ag/presidential-commission-law-enforcement-and-administration-justice/hearings>.

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as low-level, non-violent felonies committed two years prior.³¹ According to the National Employment Law Project, an employment rights advocacy group, the chances of a person finding work drops as much as 50 percent if they have a criminal record. Additionally, as most individuals who are released from prison tend to have less formal education, the odds are even less in their favor.³²



Source: National Center for Education Statistics, U.S. Program for the International Assessment of Adult Competencies, U.S. National Supplement: Prison Study 2014, PIAAC 2012/14

To be effective, reentry programs must include comprehensive assistance in the application process, offer job training, and lead to long-term gainful employment. Therefore, local governments should consider these factors in their development.

Sheriff Dennis Lemma of Seminole County, Florida, states,

By creating employment opportunities for individuals transitioning out of incarceration within a community, vital second-chance prospects are created for those citizens who may feel they have no other option than to return to the high-risk lifestyles that were damaging to themselves and their community. These collaborative relationships with area employers, quite literally, can change the course of a person's life and create a positive ripple of impact within their community.³³

A number of examples can be used to model future programs. The Boston Reentry Initiative (BRI) has been shown to significantly reduce recidivism.³⁴ BRI's program starts during detention and follows up through a process to help ensure that recently released individuals stay out of the system. At pre-release, the BRI case manager or mentor holds a two-week job readiness workshop to teach soft skills, ending with the presentation of a certificate of completion. To continue preparing for post-release employment, BRI participants also meet in-house with the Youth Options Unlimited (YOU) career development coordinator.³⁵ Upon release, YOU's Transitional Employment Program matches BRI participants with subsidized work; the income provided helps to prevent recidivism.³⁶

8.1.6 Law enforcement agencies should partner with public and private entities to gain access to public-facing, privately owned cameras to serve as a deterrent to crime and to assist criminal investigations.

Cameras have become a standard feature of our lives. Modern reality is full of privately owned cameras that

³¹ Amanda Agan and Sonja B. Starr, "The Effect of Criminal Records on Access to Employment," *American Economic Review: Papers & Proceedings* 107, no. 5 (2017): 560, <https://repository.law.umich.edu/cgi/viewcontent.cgi?article=2892&context=articles>.

³² Yelowitz and Bollinger, "Prison-To-Work."

³³ Nelson, email communication with Antonio Tovar, April 22, 2020.

³⁴ "Boston Reentry Initiative," Youth.gov, accessed June 18, 2020, <https://youth.gov/youth-topics/preventing-youth-violence/forum-communities/boston/reentry-initiative>.

³⁵ Youth.gov, "Boston Reentry Initiative."

³⁶ Youth.gov, "Boston Reentry Initiative."

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are public facing and constantly surveilling neighborhoods and cities; most are used by businesses and households to keep their property or families safe.

In traditional method of policing, law enforcement might go to the owner of such a private camera and request footage to assist with an investigation. However, by developing relationships with the owners of the footage, law enforcement can help facilitate a smoother process and—with some planning—even turn these cameras into tools to deter crime.

Baltimore boasts one such program. CitiWatch Community Partnership is an innovative public-private partnership whereby residents and business owners share important information and valuable resources with the Baltimore Police Department by registering their privately owned camera systems using a simple online registration form.³⁷ Additionally, this program has a proactive feature, using retired or injured police officers to actively monitor cameras 24 hours a day.

In January of 2016, the Detroit Police Department began Project Green Light in partnership with eight gas station owners. The gas station owners installed high-definition cameras to surveil publicly accessible areas in and around their businesses. They agreed to allow crime analysts and police officers at the Detroit Police Department's Real-Time Crime Center to monitor these feeds, which are also viewable after the fact to assist with criminal investigations. Participating businesses are also required store footage for 30 days and to post signage in and around their buildings alerting the public that the building is monitored by police, and to indicate this by installing a flashing green light.³⁸

Research shows that cameras have a deterrence effect, but only when the offender is made well aware of their existence.³⁹ This effect further increases when there is evidence that the camera is working in conjunction with other anti-crime measures.⁴⁰ Since the pilot, the project has demonstrated significant growth. As of April 2020, nearly 700 businesses were participating in the program, giving department members access to deter would-be offenders at more than 2,800 live camera feeds throughout the Project Green Light locations. A significant number of businesses are in the pipeline waiting to join the program. "Efforts to bring these businesses and more into the program are fueled by the belief that the more businesses in the program, the higher the reduction in crime will be."⁴¹

PULL QUOTE: "According to a recent analysis conducted by the Project Green Light team, the original eight participating businesses have experienced an overall reduction of violent crime of 44.9 percent when comparing 2015 (before Project Green Light) to 2019."⁴² - David LeValley, Assistant Chief of the Detroit Police Department

³⁷ "Our community values public safety!" City of Baltimore, MD, CitiWatch, accessed June 18, 2020, <https://citiwatch.baltimorecity.gov/>.

³⁸ *President's Commission on Law Enforcement and the Administration of Justice: Hearing on Crime Reduction* (April 16, 2020) (written statement of David LeValley, Deputy Chief, Detroit Police Department, MI), <https://www.justice.gov/ag/presidential-commission-law-enforcement-and-administration-justice/hearings>.

³⁹ Jerry H. Ratcliffe, *Video Surveillance in Public Places* (Washington, DC: Office of Community Oriented Policing Services, updated 2011), https://popcenter.asu.edu/sites/default/files/video_surveillance.pdf.

⁴⁰ Brandon C. Welsh, David P. Farrington, and Sema A. Taheri, "Effectiveness and Social Costs of Public Area Surveillance for Crime Prevention," Abstract, *Annual Review of Law and Social Science* 11 (2015), <https://www.annualreviews.org/doi/pdf/10.1146/annurev-lawsocsci-120814-121649>.

⁴¹ LeValley, *President's Commission on Law*, April 16, 2020.

⁴² LeValley, *President's Commission on Law*, April 16, 2020.