

# Deliberative and Pre-decisional

## 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, non-profits, 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 when it comes 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 and confidence in law enforcement. These actions are the responsibility of all relevant community stakeholders to help move toward 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 to be 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.<sup>1 2</sup>

Small, visible signs of disorder or decay such as 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 being engaged in community life and creates the perception that these places are left available for criminal activities. Over time, as the cycle is perpetuated, neighborhoods continue to spiral into decay.<sup>3</sup>

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.<sup>4</sup> However, the presence of crime and disorder can scare off shoppers, which may reduce profit and cause business owners to close up shop and leave.<sup>5</sup> Therefore, business has an economic interest in public safety and plays an important role in community stability.

---

<sup>1</sup> <https://www.huduser.gov/portal/periodicals/em/summer16/highlight2.html>

<sup>2</sup> <https://hilo.hawaii.edu/campuscenter/hohonu/volumes/documents/Vol07x03TheCauseofCrime.pdf> (this one needs to be copied and pasted in address bar)

<sup>3</sup> B. C. Hohl, M. C. Kondo, S. Kajeepeta, J. M. MacDonald, K. P. Theall, M. A. Zimmerman, & C. C. Branas (2019) Creating Safe And Healthy Neighborhoods With Place-Based Violence Interventions. *Health Affairs*, 38, 1687-1694.

<https://doi.org/10.1377/hlthaff.2019.00707>

<sup>4</sup> (Lee, Waddell, Want, and Pendyala 2010; Schirmer, van Eggermond, and Axhausen 2014).

<sup>5</sup> Hipp, J. R., et al. (2019). "Fight or flight? Crime as a driving force in business failure and business mobility." *Social Science Research* 82: 164-180.

## Deliberative and Pre-decisional

### *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. It is a popular way to make use of the private sector's wealth of experience and knowledge, thereby making policing efforts more effective.

Research suggests that the most effective solutions to crime address the environmental and social contexts that give rise to it. These are not interventions that law enforcement can institute alone; instead, they must be accomplished with the cooperation and involvement of community leaders and institutions. Such efforts are already being successfully implemented in some communities across the nation. These communities are conducting experimental community-based research to examine the effect of place-based interventions on crime and violence.<sup>6</sup>

Models that promote effective collaborations and lead to lasting improvements must 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 given that trust is limited in high-crime communities.<sup>7</sup>

#### **[BEGIN TEXT BOX]**

First opened in 2003, the [Target Forensic Services Laboratory](#) maintains two American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) accredited facilities (one in Minneapolis and one in Las Vegas) specializing in latent print, video, and audio analysis. Their labs provide forensic science support for internal and external investigation partners, including some pro-bono assistance to domestic law enforcement agencies.

#### **[END TEXT BOX]**

Community collaboration must be better engaged and empowered alongside police to drive reductions in crime and promote thriving communities. Efforts to target economic development should emphasize working with the community rather than to or for the community, and public safety should be seen as a cooperative responsibility.

#### **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 are 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 would make 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 mechanisms to share the type 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

---

<sup>6</sup> B. C. Hohl, M. C. Kondo, S. Kajeepeeta, J. M. MacDonald, K. P. Theall, M. A. Zimmerman, & C. C. Branas (2019) Creating Safe And Healthy Neighborhoods With Place-Based Violence Interventions. *Health Affairs*, 38, 1687-1694. <https://doi.org/10.1377/hlthaff.2019.00707>

<sup>7</sup> Dr. Kassy Alia-Ray, Founder and CEO, Serve and Connect, email communication with Business and Community Development Working Group, Antonio Tovar, April 7, 2020.

## Deliberative and Pre-decisional

International, which empowers Uber drivers to identify and safely and anonymously report information about potential crimes that they encounter.<sup>8</sup> 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 in their efforts to stop the practice as well as the ability to notify law enforcement about crimes in progress. Uber also created a 24/7 response team made up 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 as well as in emergencies.

Recently, Uber, working with local and state agencies, started to offer free rides to help victims of domestic violence escape abuse, including in three Florida counties where Attorney General Ashley Moody announced the program.<sup>9</sup>

**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." Attorney General Ashley Moody

In addition, Truckers Against Trafficking (TAT) and Bussing on the Lookout (BOTL) has established a working relationship between the trucking and bus industries and law enforcement in an effort to combat human trafficking.<sup>10</sup> To date, TAT has trained almost 900,000 individuals from the trucking, truck stop, bus, and energy industries on human trafficking with free industry-specific training materials. More than 1,200 victims have already been identified in nearly 700 cases generated by the 2,500 calls TAT members have made into the National Human Trafficking hotline. In November, 2019, TAT partnered with the Florida Attorney General's Office and the Florida Trucking Association, to host a summit—dubbed a "Coalition Build"—at the Orlando Police Department to share information and training. There were around 75 participants, which included representatives from local and national trucking companies; federal, state, and local law enforcement agencies; state agencies, like the Florida Department of Highway Safety and Motor Vehicles (FLHSMV); legislators; and management of truck stop and bus companies.

During the Coalition Build, Florida Highway Patrol (FHP) invited TAT to train troopers on victim-centered approaches and with case studies of inspection and interdiction stops that turned into human trafficking. The FLHSMV, FHP and the attorney general's office also began to implement TAT's Iowa Motor Vehicle Enforcement (Iowa MVE) model, which uses a number of strategies including stocking all weigh stations, rest areas, and ports of entry with TAT materials; mailing out wallet cards to all of the 500,000 commercial driver's license (CDL) drivers in the state; urging truck stop and bus terminal managers across the state to implement the training with their employees; and adding TAT and BOTL training to FHP safety meetings with truck and bus companies. After meeting, the state trucking association worked with TAT, the attorney general's office, and State Senator Lauren Frances Book to introduce legislation to add anti-trafficking

---

<sup>8</sup> <https://csiworld.org/partners/csi-uber>

<sup>9</sup> Danielle McMullan, US Southeast LE Liaison, Uber, "Uber Law Enforcement Operations" (Presentation, Business and Community Development WG, Teleconference, May 8, 2020).

<sup>10</sup> TAT Coalition Builds – Closing Loopholes to Traffickers PDF – Orlando, FL, November 6, 2019  
<http://www.myfloridalegal.com/newsrel.nsf/newsreleases/7656612320BB6560852584AA0066315D>

## Deliberative and Pre-decisional

training to CDL curriculum, ensuring that all new drivers receive TAT training before ever hitting the road.<sup>11</sup> In addition to the Florida Coalition Build, TAT has conducted 56 such coalition builds in 36 states since 2012.<sup>12</sup>

Another program, the Central Florida Intelligence Exchange (CFIX), provides support for nine counties to share a “fusion center,” which they define as a “mechanism to exchange information and intelligence, maximize resources, streamline operations, and improve the ability to fight crime and terrorism by analyzing data from a variety of sources”.<sup>13</sup> CFIX established the Intelligence Liaison Officer (ILO) program, creating a network for law enforcement, emergency services, other government agencies and private sector partners to coordinate their efforts in achieving that goal. The ILO program combines these disparate resources with federal and state assets to provide a system to efficiently exchange information and enhance and support emergency response capabilities.

ILOs are public safety personnel who work across a variety of specialty units in different sectors (e.g., law enforcement, fire services, public education, or emergency management) and have significant opportunity to view reports and calls related to police activities. CFIX also makes use of private sector ILOs, who are usually in a mid-upper level management role and have an extra level of responsibility for maintaining a higher degree of vigilance when it comes to their employer and the public and greater situational awareness of trends and activities within their own environment.<sup>14</sup> Together, they create a system for coordinating efforts across sectors.

### **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, and local law enforcement. This council should meet twice per year to address current and emerging public safety threats and needs.**

With continuous shifts in criminal activities and constant advancements in technology, law enforcement must proactively monitor, respond to, and ideally prevent crime trends. Unfortunately, a national strategy that can spots these movements and incorporate a best-practices approach is lacking.

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.”<sup>15</sup> For example, law enforcement may benefit from applying business practices which may provide novel ways to think about staff recruitment, training, and the adoption of technology.<sup>16</sup>

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

---

<sup>11</sup> Esther Goetsch, Director, Coalition Builds, “Truckers Against Trafficking” (Written Testimony, Presentation to Business and Community Development WG, Teleconference, May 8, 2020).

<sup>12</sup> Esther Goetsch, Director, Coalition Builds, “Truckers Against Trafficking” (Written Testimony, Presentation to Business and Community Development WG, Teleconference, May 8, 2020).

<sup>13</sup> <https://cfix.ocso.com/Home/tabid/515/Default.aspx>

<sup>14</sup> Dennis Lemma, Sheriff, Seminole County, Business and Community Development Working Group Member, in discussion and through resource documents provided to BCD WG, April 17 & 20, 2020.

<sup>15</sup> <https://pubsonline.informs.org/doi/abs/10.1287/mnsc.2013.1805>

<sup>16</sup> [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](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)

## Deliberative and Pre-decisional

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, they 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 Office of Community Oriented Policing Services (COPS) sponsored meeting held at the Target Corporation headquarters in Minneapolis, Minnesota, in February 2010, during which representatives from the public and private sectors assembled to consider “Incorporating Successful Business Models into Public Safety Organizations.”<sup>17</sup> During the meeting, corporate leaders discussed successful practices they used in areas of workforce management, recruitment, retention, organizational culture, and leadership development (see text box).

### **[BEGIN TEXT BOX]**

How to Approach a Corporate Partner, advice for law enforcement agencies <sup>18</sup>

1. Identify your partners and do your homework.

In what areas do they excel? What risks do they face and how can you help them? What are their resources? Where is the synergy?

2. Focus on an issue

Consider an issue in which all parties involved may take interest.

3. Make a first introduction

Consider starting with the chief security officer and keep connected with regular check-ins.

4. Formulate a specific “ask”

A well-articulated plan that demonstrates value to the business or community is likely to find more success.

5. Celebrate success

Public acknowledgement can also give both partners recognition.

### **[END TEXT BOX]**

The annual council meetings could also explore how companies can play a role in helping law enforcement, something Target and other businesses have experience with. Each year, for example, Target teams share information, expertise and resources with public safety agencies to support initiatives that promote public safety, including volunteering their time at neighborhood events or connecting local organizations with communities through programs like Heroes & Helpers.<sup>19</sup>

The Major Cities Chiefs Association (MCCA) recently convened the Public/Private Partnerships Project. As the MCCA website explains, “The Project provides a framework for establishing and sustaining ‘strategic’ relationships between local law enforcement and corporate entities that can be relied on to help define overarching public safety priorities, prepare for and respond to critical events, and collaborate as allies in the creation and implementation of local public safety initiatives.”<sup>20</sup>

Each law enforcement agency and corporation must determine what will be most successful for itself and its community. While MCCA has a dynamic membership, as does its private sector counterparts, there is no

---

<sup>17</sup> <https://cops.usdoj.gov/RIC/Publications/cops-p193-pub.pdf> pg. 3

<sup>18</sup> <https://cops.usdoj.gov/RIC/Publications/cops-p193-pub.pdf> pg. 46

<sup>19</sup> <https://corporate.target.com/corporate-responsibility/safety-preparedness/community-store-safety>

<sup>20</sup> [https://www.majorcitieschiefs.com/news\\_detail.php?detail=297](https://www.majorcitieschiefs.com/news_detail.php?detail=297)

## Deliberative and Pre-decisional

“one-size-fits-all” methodology for establishing successful, executive-level partnerships. The longstanding Twin Cities Security Partnership (TCSP) showcases how the strategies can be operationalized from jurisdiction to jurisdiction. The TCSP has been deliberate in not over-complicating its mission and how it engages with its members. It strives to achieve a safe and secure environment by sustaining relationships, improving information sharing, and leveraging resources.<sup>21</sup>

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 look at the system more holistically and tailor recommendations for different types of jurisdictions and communities around the nation.

### **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.<sup>22</sup> 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 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 already offer degrees and courses in criminal justice, such as introductory courses in law, law enforcement administration, and sociology. 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 language, and computer science.

A study published by *Police Quarterly* provides evidence that officers with higher education demonstrate higher levels of creativity and greater problem-solving skills.<sup>23</sup> The researchers also found that they are less likely to use force in encounters.

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.**

A disproportionate share of crime is committed by young offenders, particularly disadvantaged youth living in underserved communities.<sup>24</sup> This is especially true of violent crime. One of the most effective ways to reduce crime is to provide employment opportunities for these youth.<sup>25</sup> 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.<sup>26</sup>

---

<sup>21</sup> [https://www.majorcitieschiefs.com/pdf/news/public\\_private\\_partnership\\_project\\_\\_\\_target.pdf](https://www.majorcitieschiefs.com/pdf/news/public_private_partnership_project___target.pdf) pg. 2

<sup>22</sup> <https://www.ncjrs.gov/pdffiles1/nij/ncj230576.pdf> pg. 6

<sup>23</sup> [https://www.academia.edu/2907549/The\\_Effect\\_of\\_Higher\\_Education\\_on\\_Police\\_Behavior](https://www.academia.edu/2907549/The_Effect_of_Higher_Education_on_Police_Behavior)

<sup>24</sup> <https://nij.ojp.gov/topics/articles/juvenile-delinquency-young-adult-offending#reports>

<sup>25</sup> [https://www.sagepub.com/sites/default/files/upm-binaries/60294\\_Chapter\\_23.pdf](https://www.sagepub.com/sites/default/files/upm-binaries/60294_Chapter_23.pdf)

<sup>26</sup> <https://www.oxfordscholarship.com/view/10.1093/acprof:oso/9780199828166.001.0001/acprof-9780199828166-chapter-9>

## Deliberative and Pre-decisional

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

Private employers have identified a number of benefits for these businesses that local governments should promote when forming these partnerships.<sup>27</sup> 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 to do 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.”<sup>28</sup> Employers in the Washington, D.C., metropolitan area make this annual program possible by volunteering to serve as host employers and providing structured job opportunities for youth during the summer.<sup>29</sup> Highlights of a 2019 MBSYEP evaluation show that there were 18,718 applicants, of which 11,357 were eligible-certified. In total, there were 9,936 youth participants, of which 8,923 were full-time students.<sup>30</sup>

### 8.1.5 Local governments should create collaborations 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 Special Report from the Bureau of Justice Statistics (BJS), in 2005 more than two-thirds of people released from state prisons were arrested for a new crime within three years, and more than three-quarters were arrested within five years.<sup>31</sup> Job training and placement assistance programs can help significantly reduce those recidivism rates among both non-violent and violent offenders, though this may only be the case when it leads to long-term employment.<sup>32</sup>

#### [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.”<sup>1</sup> - John Koufos, National Director of Reentry Initiatives.

#### [END TEXT BOX]

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

---

<sup>27</sup>[https://www.urban.org/sites/default/files/publication/101115/employer\\_engagement\\_in\\_summer\\_youth\\_employment\\_programs\\_1.pdf](https://www.urban.org/sites/default/files/publication/101115/employer_engagement_in_summer_youth_employment_programs_1.pdf)

<sup>28</sup> <https://does.dc.gov/service/mayor-marion-s-barry-summer-youth-employment-program>

<sup>29</sup> <https://does.dc.gov/service/mayor-marion-s-barry-summer-youth-employment-program>

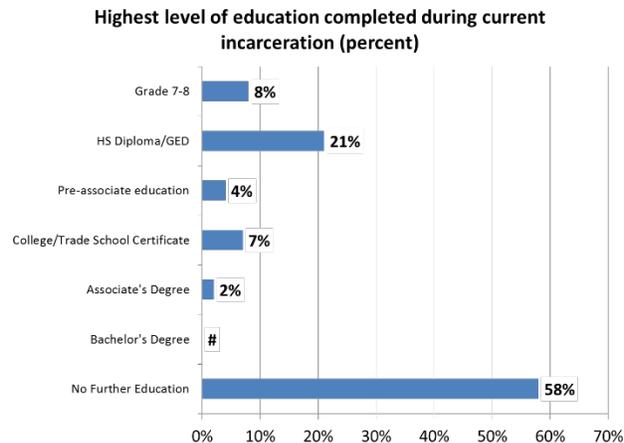
<sup>30</sup>[https://does.dc.gov/sites/default/files/dc/sites/does/publication/attachments/FINAL%20DELIVERED%20REPORT%20D-2\\_web.pdf](https://does.dc.gov/sites/default/files/dc/sites/does/publication/attachments/FINAL%20DELIVERED%20REPORT%20D-2_web.pdf)

<sup>31</sup> <https://www.bjs.gov/content/pub/pdf/rprts05p0510.pdf>

<sup>32</sup> [https://media4.manhattan-institute.org/sites/default/files/cr\\_96.pdf](https://media4.manhattan-institute.org/sites/default/files/cr_96.pdf)

## Deliberative and Pre-decisional

as low-level, non-violent felonies committed two years prior.<sup>33</sup> 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.<sup>34</sup>



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*<sup>35</sup>

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

“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,” says Sheriff Lemma. “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.”<sup>36</sup>

A number of examples can be used to model future programs. The Boston Reentry Initiative (BRI) has been shown to significantly reduce recidivism.<sup>37</sup> 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 puts on a job readiness workshop, which is a two-week program that teaches soft skills and concludes with a ceremony in which participants receive certificates of completion. The Youth Options Unlimited (YOU) career development coordinator also meets with BRI persons in-house to lay the groundwork for their post-release employment options.<sup>38</sup> To reach offenders quickly after release, YOU runs a successful Transitional Employment Program that slates BRI offenders for subsidized work upon release, providing much-needed income to help prevent relapses into illegal behavior.<sup>39</sup>

In addition, Minnesota’s Statewide Initiative to Reduce Recidivism was funded through a 2018 Second Chance Act planning grant from the DOJ to collaborate with state, county, and community partners to build a

<sup>33</sup> <https://repository.law.umich.edu/cgi/viewcontent.cgi?article=2892&context=articles>

<sup>34</sup> [https://media4.manhattan-institute.org/sites/default/files/cr\\_96.pdf](https://media4.manhattan-institute.org/sites/default/files/cr_96.pdf)

<sup>35</sup> <https://nces.ed.gov/blogs/ncses/2017/01/11/default>

<sup>36</sup> Dennis Lemma, Sheriff, Seminole County Sheriff’s Office, Sanford, Florida, email communication with Antonio Tovar via Nicole Nelson, Executive Administrator, April 22, 2020.

<sup>37</sup> <https://youth.gov/youth-topics/preventing-youth-violence/forum-communities/boston/reentry-initiative>

<sup>38</sup> <https://youth.gov/youth-topics/preventing-youth-violence/forum-communities/boston/reentry-initiative>

<sup>39</sup> <https://youth.gov/youth-topics/preventing-youth-violence/forum-communities/boston/reentry-initiative>

## Deliberative and Pre-decisional

seamless approach to employment, training, and services to prisoners returning to communities from Minnesota prisons.<sup>40 41</sup>

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

In the 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 for deterring crime before the fact.

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.<sup>42</sup> Additionally, this program has a proactive feature in that the program consists of using retired or injured police officers to actively monitor cameras 24 hours a day.

In January of 2016, the Detroit Police Department partnered with eight gas station owners who installed high-definition cameras in strategic areas of their business, capturing areas that are accessible to the public. These feeds are sent in real-time to the Detroit Police Department's Real-Time Crime Center, where they are monitored by crime analysts and police officers. Feeds are also available to be viewed after the fact to assist with criminal investigations. In addition to allowing the Detroit Police Department access to the camera feeds, businesses are required to maintain 30 days of storage, along with posting signage in and around their building indicating the business is monitored by police.<sup>43</sup>

As part of this program, owners must install a green flashing light outside of the business as a beacon to customers and criminals, informing them that the business participates in Project Green Light. Research shows that cameras have a deterrence effect but only when the offender is made well aware of its existence.<sup>44</sup> This also further increases when there is evidence that the camera is working in conjunction with other anti-crime measures.<sup>45</sup> Since the pilot, the project has demonstrated significant growth. As of April 2020, 699 businesses participate 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. There are also a significant number of businesses 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.<sup>46</sup>

**[BEGIN PULL QUOTE]**

---

<sup>40</sup> <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=42>

<sup>41</sup> [https://mn.gov/doc/assets/DOC%20DHS%20CAF%20Pilot%20Project%20Evaluation%202018\\_tcm1089-362911.pdf](https://mn.gov/doc/assets/DOC%20DHS%20CAF%20Pilot%20Project%20Evaluation%202018_tcm1089-362911.pdf)

<sup>42</sup> <https://citiwatch.baltimorecity.gov/>

<sup>43</sup> *President's Commission on Law Enforcement and the Administration of Justice: Hearing on Strategies and Practices for Law Enforcement and Technology Use in Crime Reduction (April 16, 2020)* (written statement of Deputy Chief David LeValley, Detroit Police Department, MI). <https://www.justice.gov/ag/presidential-commission-law-enforcement-and-administration-justice/hearings>

<sup>44</sup> [https://popcenter.asu.edu/sites/default/files/video\\_surveillance.pdf](https://popcenter.asu.edu/sites/default/files/video_surveillance.pdf)

<sup>45</sup> [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2689011](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2689011)

<sup>46</sup> *President's Commission on Law Enforcement and the Administration of Justice: Hearing on Strategies and Practices for Law Enforcement and Technology Use in Crime Reduction (April 16, 2020)* (written statement of Deputy Chief David LeValley, Detroit Police Department, MI). <https://www.justice.gov/ag/presidential-commission-law-enforcement-and-administration-justice/hearings>

## Deliberative and Pre-decisional

"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." - Assistant Chief David LeValley

[END PULL QUOTE]

### 8.2 Community Policing and Economic Development

#### Background

For decades, community policing has been an evolving practice, strategy, and philosophy shaped by experience, experimentation, and the organizational realities—constraints, dependencies, and a host of internal and external environmental factors—that influence the operations of law enforcement agencies.

Community policing began gaining popularity in the 1960s and 1970s as a response to general public dissatisfaction with the police at the time and research findings that traditional policing models were less effective and efficient than had long been assumed.<sup>47 48 49</sup> The concept gained traction through the 1980s and culminated in the creation of the COPS Office as part of the Violent Crime and Law Enforcement Act of 1994. The widespread diffusion of community policing coupled with the decentralized nature of local law enforcement naturally posed challenges for the development of a national, cohesive understanding and implementation of the concept. Although law enforcement agencies tend to report incorporating community policing concepts into their operations, the extent to which they understand and are engaged in community policing varies widely and is uncertain.<sup>50 51</sup>

Central to many of the iterations of community policing has been the understanding that law enforcement should account for local, community-level conditions in devising their strategies, operations, and tactics to reduce crime and disorder. As Sir Robert Peel said, "The police are the public and the public are the police."<sup>52</sup>

Today, community policing is defined as an organization-wide philosophy centered on working with the community to systematically solve problems to address crime, social disorder, and the fear of crime.<sup>53</sup> Community engagement should be front and center and include not only community members and organizations, but nonprofits, service providers, private businesses, and other government agencies.<sup>54</sup> Partnering with the community is core to the community policing mission and creates a pathway to the desired result. Achieving ongoing collaborations with the community and eradicating the underlying causes of crime takes planning, flexibility, time, and patience. Management can measure progress by their success in meeting interim goals and must reinforce the concept—both inside and outside the organization—that success is reached through a series of gradual improvements. Community engagement calls for long-term

---

<sup>47</sup> Kelling, G.L., Pate, T., Dieckmann, D. and Brown, C.E. (1974), The Kansas City Preventive Patrol Experiment: A Technical Report, Police Foundation, Washington, DC. <https://www.policefoundation.org/wp-content/uploads/2015/07/Kelling-et-al.-1974-THE-KANSAS-CITY-PREVENTIVE-PATROL-EXPERIMENT.pdf>

<sup>48</sup> Kelling, G.L. and Moore, M.H. (1988), The Evolving Strategy of Policing, National Institute of Justice, Washington DC. <https://www.ncjrs.gov/App/Publications/abstract.aspx?ID=115736>

<sup>49</sup> Greenwood, P.W., Chaiken J.W. and Petersilia, J. (1977), The Criminal Investigation Process, D.C. Heath, Lexington, MA.

<sup>50</sup> Mastrofski, S. Community Policing: A Skeptical View. Chapter in D. Weisburd and A. Braga, eds., Prospects and Problems in an Era of Police Innovation: Contrasting Perspectives, pp. 44-73. Cambridge: Cambridge University Press (2006).

<sup>51</sup> <https://www.nap.edu/catalog/10419/fairness-and-effectiveness-in-policing-the-evidence>

<sup>52</sup> <https://www.nwpolice.org/inside-new-westminster-police-department/history/> ; [https://www.durham.police.uk/About-Us/Documents/Peels\\_Principles\\_Of\\_Law\\_Enforcement.pdf](https://www.durham.police.uk/About-Us/Documents/Peels_Principles_Of_Law_Enforcement.pdf) ; (principle #7)

<sup>53</sup> <https://cops.usdoj.gov/RIC/Publications/cops-p157-pub.pdf>

<sup>54</sup> <https://cops.usdoj.gov/RIC/Publications/cops-p157-pub.pdf>

## Deliberative and Pre-decisional

commitment.

### *Current State of the Issue*

Community engagement efforts that are focused on trust-building and partnership development can improve community safety and support economic revitalization. However, challenges related to community trust can make it difficult to build positive collaborations with residents in high-crime communities. Furthermore, data suggest that while community policing is important to many law enforcement agencies, resources are limited for effectively engaging in outreach activities in the communities with the highest need. Community policing offers a proactive solution by working closely with local populations to establish trust and identify and solve local problems.

**PULL QUOTE:** “Community policing cannot be a program, unit, strategy, or tactic. It must be the core principle which lies at the foundation of a police department's culture.” –Retired Chief J. Scott Thomson

Communities must be reinvigorated to deter crime and create more vital neighborhoods. In some communities, it will take time to break down barriers of apathy and mistrust so that meaningful collaborations can be forged. Community collaborations must be based on trust for the police to form close relationships with the community.<sup>55</sup>

Increased community investment can help reduce street crime by defending against physical decline and improving perceptions of the neighborhood. Unfortunately, the neighborhoods that could benefit the most from this relationship are the least likely to get private investment, as mortgages tend to flow towards neighborhoods that are already stable.<sup>56</sup>

Private investment in neighborhoods in Chicago and Los Angeles changed as the incidence of neighborhood crime changed during the 2000s, a period when crime was declining in both places. Between 2006 and 2011, private investment decreased on blocks where crime increased in the past year. However, private investment appeared to only be sensitive to crime in rising crime contexts. Therefore, crime-reduction policies can be an effective economic development tool, but only in certain neighborhoods facing specific circumstances<sup>57</sup>.

### **[BEGIN TEXT BOX]**

The stories from community members and the organizations that they have created provide a different perspective on the national crime decline. The drop in violent crime is not solely the result of a set of external processes, forces, and policies imposed on communities where violence was concentrated. Instead, their stories show the role that communities have played in responding to violence through the development of local efforts and local organizations.<sup>58</sup>

The Dudley Street Neighborhood Initiative in Boston, Massachusetts, identified that the community needed to focus on efforts including building affordable housing and community centers for residents, creating job opportunities for youth, waging campaigns to clean up abandoned lots, and stopping outsiders from dumping trash on streets. This initiative aimed to change the neighborhood from a dangerous, run-down, anonymous set of streets into an urban village, where the streets were clean and safe and where people knew their neighbors and looked out for each other.

### **[END TEXT BOX]**

---

<sup>55</sup> <https://www.ncjrs.gov/pdffiles/commp.pdf> Preface pg. vii

<sup>56</sup> Shrider, E. A. and D. M. Ramey (2018). "Priming the Pump: Public Investment, Private Mortgage Investment, and Violent Crime." *CITY & COMMUNITY* 17(4): 996-1014.

<sup>57</sup> Lacoë, J., et al. (2018). "Crime and private investment in urban neighborhoods." *JOURNAL OF URBAN ECONOMICS* 108: 154-169.

<sup>58</sup> <https://journals.sagepub.com/doi/pdf/10.1177/0003122417736289> pg. 1217

## Deliberative and Pre-decisional

[BEGIN TEXT BOX]

### Successful Evidence Based Programs and Collaborations

- The One Congregation One Precinct (OneCOP) initiative, the signature national program of MovementForward, Inc. (MFI), is an innovative, valuable resource and duplicable model for law enforcement agencies across the United States. OneCOP and law enforcement agencies collaborate to cultivate relationships with private industry and non-governmental organizations to reduce and solve crime in their local communities. Based in Atlanta, Georgia, the One Congregation One Precinct (OneCOP) pairs officers with houses of worship that allow members of the congregation to get to know their local officer. OneCOP also engages community influencers and business owners who participate in their local congregations as they get to know and work with their officers. As communities become safer and more engaged, businesses can reinvest in areas that have gone without investment, which facilitates further business involvement and improves the community.<sup>59</sup>
- Serve & Connect developed the Compassionate Acts Program, which provides resources to police to help people in need. One of the initiatives of the program, Greg's Groceries, has resulted in 21 police departments delivering nearly 40,000 meals to people in need in South Carolina. Increasing use of the Compassionate Acts Program model may lead to more departments being able to engage in intentional practices that improve trust in high-risk communities.<sup>60</sup>
- The Spartanburg Northside Initiative represents a collaboration of public, private, civic, educational, and philanthropic institutions in Spartanburg, South Carolina. The Northside Initiative is an ongoing mission that will result in a completely revitalized, mixed-income, mixed-use neighborhood that is attractive to families and businesses. It is located close to downtown Spartanburg, and it will be served by a mix of highly rated educational opportunities, recreational amenities, and responsive and engaged social services.<sup>61</sup>
- The Baltimore, Maryland, chapter of the Guardian Angels operates closely with local police, community organizations, neighborhood watch groups, schools, and the faith-based community to help build stronger and safer communities and to inspire positive change. They conduct neighborhood patrols, develop education initiatives about violence and safety, serve as a resource multiplier in crime-ridden communities, and act as a conduit to connect law enforcement and grassroots community members.<sup>62</sup>
- Project Opioid was formed with two primary goals: to reduce opioid abuse and to reduce opioid deaths.<sup>63</sup> Stopping addiction before it even happens is key to addressing the opioid epidemic, as 80 percent of heroin users start with prescription opioids, and someone who takes opioids for a single day has a 6 percent chance of becoming addicted.<sup>64</sup> Project Opioid established a three-phase approach to achieve those goals:
  - Create a local body of key local leaders who can organize and drive new solutions to the opioid crisis through the assembly of a team of key leaders from various sectors

---

<sup>59</sup> Rev. Markel Hutchins, One Congregation One Precinct initiative (OneCOP) MovementForward, Inc., "Recommendations for the Business and Community Development Working Group of the Presidential Commission on Law Enforcement and the Administration of Justice" (Word Document, BCD WG, Teleconference, March 13, 2020).

<sup>60</sup> Dr. Kassy Alia-Ray, Founder and CEO, Serve and Connect, email communication with Business and Community Development Working Group, Antonio Tovar, April 7, 2020.

<sup>61</sup> <https://www.cityofspartanburg.org/northside-initiative>

<sup>62</sup> <http://www.baltimoreguardianangels.org/index.php?page=about-us>

<sup>63</sup> <https://www.projectopioid.org/>

<sup>64</sup> Kim Lopdrup, CEO, Red Lobster, "Presentation to the President's Commission on Crime and the Administration of Justice" (Presentation, Business and Community Development Working Group, Teleconference, April 10, 2020).

## Deliberative and Pre-decisional

of the region.

- Use local current data to accurately appraise the local opioid problem and use regional data to formulate strategies to combat local opioid abuse and save lives.
- Launch bold and multi-faceted awareness campaigns in regions across Florida that help inform local leaders and citizens regarding the dangers of opioids and regarding the local initiative that has been created to confront this problem.

By bringing together government, businesses, faith leaders, insurance companies, law enforcement, providers, and advocates from around Central Florida and the rest of the state, Project Opioid seeks to find solutions by equipping places of work and worship to bring help and healing to those struggling with opioid abuse. This will create the “new frontline” with business and faith leaders ready to serve their employees and congregations. Human resource departments, employee assistance programs, and religious organizations will become a platform for education and information on opioid abuse. Over 500 community leaders from across a variety of organizations, such as Red Lobster, Florida Blue, the Orlando Sentinel, and the University of Central Florida, have been brought into collective work on this crisis.<sup>65</sup>

Red Lobster is playing a lead role in the effort by engaging with their own workplace and addressing the risks employees have in developing addiction, particularly through overprescribing. To that end, the company self-insures their workforce and hired Express Scripts as their pharmacy benefits manager to review opioid prescriptions, ensure they are in the patient’s best interest, and reduce unnecessary use. As a result, many prescriptions were replaced with non-addictive pain medications or less-addictive versions. Additionally, through their self-insurance, they cover medically based treatment for addiction and used a communications campaign to increase awareness of available resources and reduce the stigma some employees may have about seeking treatment, including a video of the CEO that kicked off Substance Abuse Prevention Month.<sup>66</sup>

- The Indianapolis TenPoint Coalition is an organization whose mission is to reduce urban youth gun violence and address critical issues in Indianapolis, Indiana, and the surrounding areas. The Indianapolis TenPoint Coalition takes a “boots-on-the-ground” approach to reducing violence, increasing employment, and enhancing educational achievement.<sup>67</sup>

### [END TEXT BOX]

#### 8.2.1 Local governments and law enforcement agencies should collaborate with the business community and nonprofit organizations to fund community engagement teams.

Community engagement teams (CETs) are designed to engage the broader community to work together to reduce crime and increase public safety. These involve local businesses, nonprofits, and other institutions.

Private industry, especially the corporate and business sectors, should leverage their resources and influence to support innovative police–community collaborative efforts and provide enhanced training, support, and resources to police for effective community policing engagement.

### [BEGIN TEXT BOX]

Crime is typically concentrated in certain areas. By focusing resources on these “hot spots,” law enforcement often tries to achieve the greatest amount of effect at the least amount of cost. However, employing the concept of “collective efficacy could have a great multiplier effect and achieve more favorable outcomes. Harvard Researcher

---

<sup>65</sup> <https://www.projectopioid.org/>

<sup>66</sup> Kim Lopdrup, CEO, Red Lobster, “Presentation to the President’s Commission on Crime and the Administration of Justice” (Presentation, Business and Community Development Working Group, Teleconference, April 10, 2020).

<sup>67</sup> <https://www.indytenpoint.org>

## Deliberative and Pre-decisional

Robert J. Sampson found that in communities where neighbors share the belief that they can work together to reduce crime, there is significantly less violence. This became known as “collective efficacy.”<sup>68</sup> David Weisburd et al. found that informal ties among the community were essential to achieving this desired result.<sup>69</sup> Citing the success of Brooklyn Park, Minnesota, police department’s collaboration with George Mason University’s Center for Evidence-Based Crime Police, Weisburd identified a three-stage process:

1. identifying the issues as well as the local “assets” that have an interest in helping resolve them, such as residents, business owners, and community groups
2. working with those partners to share intelligence and develop and implement appropriate strategies
3. taking action, tracking the results, and following up with partners

As Weisburd wrote, “The innovation of BP-ACT is to go beyond traditional community-oriented, problem-solving approaches by emphasizing the direct impact of everyday police intervention on informal social control and structuring a concrete approach for building community engagement and collective efficacy.”<sup>70</sup>

### [END TEXT BOX]

One example of a successful CET is the Clifton Community Engagement Project in Nashville, Tennessee, which focused its efforts on approximately half a square mile.<sup>71</sup> A select group of officers formed the CET to identify a target area where efforts were focused on enhancing community engagement to reduce crime through collective efficacy and therefore re-establish the public’s ability to police themselves. Formulated in conjunction and in cooperation with the DOJ’s Public Safety Partnership program, the project’s goal was to reduce crime and restore relationships within the communities that experienced sustained levels of violence above the national average. After two years of consistent engagement, there was a 40 percent reduction in violent crime.<sup>72</sup>

### **8.2.2 The Department of Justice and the White House should convene a Summit for business, law enforcement, and senior-level community development leaders to identify opportunities to develop strategies and solutions.**

Law enforcement leaders cannot be expected to have all of the answers to today’s complex public safety challenges. Providing opportunities for them to meet and work with other industry leaders can be a helpful way to identify current and emerging problems. Neutral third parties, such as private institutes, have considerable expertise to share.

The DOJ should hold an innovation and technology summit convening law enforcement and corporate executives who collaborate on innovative ideas and potential solutions around immediate and future law enforcement technology needs. The summit should be established as a permanent body to discuss criminal justice matters, institute regional representation comprised of state and local law enforcement agencies, and

---

<sup>68</sup> David Weisburd, Michael Davis, and Charlotte Gill, *Increasing Collective Efficacy and Social Capital at Crime Hot Spots: New Crime Control Tools for Police*, Oxford University Press, 2015, pg. 2-3 (Document is located in “Non-Public Citations Folder)

<sup>69</sup> David Weisburd, Michael Davis, and Charlotte Gill, *Increasing Collective Efficacy and Social Capital at Crime Hot Spots: New Crime Control Tools for Police*, Oxford University Press, 2015, pg. 2-3 (Document is located in “Non-Public Citations Folder)

<sup>70</sup> David Weisburd, Michael Davis, and Charlotte Gill, *Increasing Collective Efficacy and Social Capital at Crime Hot Spots: New Crime Control Tools for Police*, Oxford University Press, 2015, pg. 2-3 (Document is located in “Non-Public Citations Folder)

<sup>71</sup> *President’s Commission on Law Enforcement and the Administration of Justice: Hearing on Violent Crime Overview: National and Local Perspective Panel (April 7, 2020)* (statement of Steve Anderson, Chief; David Corman, Commander; and, Jason Picanzo, Metropolitan Nashville Police Department, TN). <https://www.justice.gov/ag/presidential-commission-law-enforcement-and-administration-justice/hearings>

<sup>72</sup> *President’s Commission on Law Enforcement and the Administration of Justice: Hearing on Violent Crime Overview: National and Local Perspective Panel (April 7, 2020)* (statement of Steve Anderson, Chief; David Corman, Commander; and, Jason Picanzo, Metropolitan Nashville Police Department, TN). <https://www.justice.gov/ag/presidential-commission-law-enforcement-and-administration-justice/hearings>

## Deliberative and Pre-decisional

share best practices on an annual basis.

One example is the National Intellectual Property Rights Coordination Center (IPR Center), Homeland Security Investigations Outreach and Training Section, which engages in partnerships with the public and private sectors to combat intellectual property theft through its Operation Joint Venture (Joint Venture) initiative.<sup>73</sup> The IPR Center-led outreach initiative is designed to increase information sharing with public and private sectors to combat the illegal importation and distribution of counterfeit, substandard, and tainted goods. Joint Venture targets rights holders, manufacturers, importers, customs brokers, freight forwarders, bonded facilities, carriers, and others to discuss the IPR Center's priorities of protecting public health and safety, protecting the economy, and securing the government's supply chain. The Outreach and Training Section raises the public's awareness of the dangers of trade-based violations, such as intellectual property (IP), while serving as a public point of contact for investigative leads.

### **8.2.3 Regional planning councils should ensure that law enforcement agencies have standing representation and are included in planning efforts that are centered on public safety.**

Regional planning councils (RPC) are made up of local elected officials and professionals who work with other leaders to build capacity by fostering cooperation across communities. RPCs are accountable to local units of government and typically work in transportation planning, economic development, workforce development, environmental planning, services for the elderly, and providing information via clearinghouses.

A Metropolitan Planning Organization (MPO) is a type of RPC that is created by federal law to provide local input for urban transportation planning and to allocate federal transportation funds to cities with populations of greater than 50,000. According to the National Association of Regional Councils (NARC), nearly half of all MPOs operate as part of a regional council serving the same general geographic area.<sup>74</sup> Transportation investment has a direct correlation to economic development. Regional councils also often have the advantage of geographic information system (GIS) departments that make customized maps for agencies throughout a region. These maps help visualize trends over time and develop resources that can help law enforcement agencies. These councils provide an opportunity for law enforcement to know what types of community plans are being developed and to provide appropriate input at critical steps in the planning process to ensure they consider public safety in their community planning.

The Baltimore Metropolitan Council (BMC) is the regional council of governments for the Baltimore region. With the assistance of federal funding, BMC manages public safety campaigns that target specific transportation safety issues in the region. The BMC often pairs these awareness campaigns with targeted enforcement efforts for drunk driving, seatbelt use, intersection awareness and the necessity to avoid emergency vehicles.<sup>75</sup>

The BMC and Maryland Department of Transportation Motor Vehicle Administration Highway Safety Office (MDOT MVA MHSO) teamed up with local police departments and other partners to launch the Look Alive campaign to raise awareness of pedestrian and bicycle safety and educate drivers, pedestrians, and bicyclists about safe use of roadways in the greater Baltimore region. The campaign integrates several components, including television and outdoor advertising, grassroots outreach, and media relations. It is meant to complement, not replace, the efforts of state and local governments and agencies to engineer and build safer streets and sidewalks, enforce laws, and train better drivers, bicyclists, and pedestrians. Look Alive public awareness efforts are conducted in conjunction with increased law enforcement "waves," in which local police put an added emphasis on enforcing traffic safety laws to protect people walking and biking. This

---

<sup>73</sup> <https://www.iprcenter.gov/about>

<sup>74</sup> <https://www.orau.gov/sns/atrisktool/files/RegionalCouncilsandMetropolitanPlanningOrganizations.pdf>

<sup>75</sup> Michael Kelly, Executive Director, Baltimore Metropolitan Council (BMC), "BMC Memo to Presidents Law Enforcement Commission" (Word document, Business and Community Development WG, Teleconference, April 3, 2020).

## Deliberative and Pre-decisional

multi-pronged strategy has been shown to compound public safety campaign results and positively affect behavior.<sup>76</sup>

According to BMC Executive Director Michael Kelly, the BMC's biggest campaign is the Emergency Preparedness program that ran for an estimated 50 years along with Look Alive organization that targets inner section safety that is running in the fall of 2020.<sup>77</sup> He also offered, as an example, the drunk driving campaigns that highlight the dangers that officers put themselves in when pulling people over at night in or around Baltimore. The BMC also uses their wider coverage to negotiate for uniforms, body armor, body-worn cameras, and vehicle support (repairs and providing new cars), obtaining better contracts than individual departments could.<sup>78</sup>

### 8.2.4 Local governments should partner with anchor institutions to provide incentives for property development in underdeveloped and high crime areas.

Anchor institutions are large public or nonprofit organizations, such as universities and hospitals that have an established presence in their communities. These organizations typically employ a significant segment of the local population, have a large financial base to run their operations, and occupy an expansive amount of the area. According to the National Housing Conference, "Anchor institutions can be critically important to community and economic development efforts [because of their ability to] bring together 'economic and financial assets, human resources, and physical structures' in order to have an impact."<sup>79</sup>

Local governments should partner with these anchor institutions to consider ways to revitalize underdeveloped areas where they can have a positive impact on high-crime hubs. For example, Johns Hopkins University (JHU) has identified areas across the city of Baltimore and worked to redevelop businesses and housing in those areas.<sup>80</sup>

In August 2010, the Board of Trustees for JHU created the External Affairs and Community Engagement Committee.<sup>81</sup> In the fall of 2011, the committee announced the Homewood Community Partners Initiative (HCPI), its first action. The HCPI focused on improving five engagement areas in 11 neighboring areas:

- clean and safe neighborhoods
- blight elimination and housing creation
- public education
- commercial and retail development
- local hiring, purchasing, and workforce development

HCPI used public forums and private meetings to derive a set of strategies to implement the vision and address those five elements. Their goal was to develop a community that was attractive to residents, investors, businesses, students, employees, and faculty of anchor institutions.<sup>82</sup>

According to analysis by the University Of Baltimore School of Law, HCPI has been successful partly as a result from engaging the community from the beginning of the process, "creating community involvement and, more importantly, community investment into the project."<sup>83</sup> And after three years, HCPI seems to be

---

<sup>76</sup> <https://www.lookalivemd.org/>

<sup>77</sup> Michael Kelly, Executive Director, Baltimore Metropolitan Council (BMC), "BMC Memo to Presidents Law Enforcement Commission" (Word document, Business and Community Development WG, Teleconference, April 3, 2020).

<sup>78</sup> Michael Kelly, Executive Director, Baltimore Metropolitan Council (BMC), "BMC Memo to Presidents Law Enforcement Commission" (Word document, Business and Community Development WG, Teleconference, April 3, 2020).

<sup>79</sup> <https://www.nhc.org/wp-content/uploads/2017/03/The-Role-of-Anchor-Institutions-in-Restoring-Neighborhoods-Health-Institutions-as-a-Catalyst-for-Affordable-Housing-and-Community-Development-.pdf> (please copy and paste in address bar)

<sup>80</sup> <https://www.theguardian.com/cities/2018/apr/18/gentrify-or-die-inside-a-universitys-controversial-plan-for-baltimore>

<sup>81</sup> <https://president.jhu.edu/assets/uploads/sites/7/2015/08/HCPI-Report-mod-1-2-2013.pdf>

<sup>82</sup> <https://president.jhu.edu/assets/uploads/sites/7/2015/08/HCPI-Report-mod-1-2-2013.pdf>

<sup>83</sup> <https://scholarworks.law.ubalt.edu/cgi/viewcontent.cgi?article=1055&context=ubjld> pg. 165

## Deliberative and Pre-decisional

headed in the right direction: “The holistic approach to community redevelopment now appears to be the most successful comprehensive Baltimore development initiative to date.”<sup>84</sup>

In Spartanburg, South Carolina, the Spartanburg Northside Initiative partnered with the Virginia-based Edward Via College of Osteopathic Medicine (VCOM). VCOM made a \$30 million-dollar investment into the north side by developing a campus in the neighborhood that provided numerous opportunities to residents. They also entered into a relationship with Purpose-Built Communities, which works with local partners to “break the cycle of intergenerational poverty through holistic community revitalization.”<sup>85</sup>

**PULL QUOTE:** “Everyone seems to be on the same page. People want good access to health care. People want to live in a safe community. They want to have access to healthy foods. They want a good education for their kids. - Erica Brown Spartanburg City Council”<sup>86</sup>

### 8.2.5 Law enforcement agencies should partner with private sector businesses to support prevention or mentorship programs with a focus on at-risk youth.

#### [CROSS REFERENCE JUVENILE JUSTICE]

Underserved and underprivileged youth are the most at risk of falling into cycles of crime, violence, and destitution. Therefore, entire communities benefit when there is early intervention with youth, particularly those who are undeserved or identified as at-risk.

Several programs have been successful at producing positive outcomes, such as better grades and lower incidence of disciplinary action in schools and negative behavior. A Big Brothers Big Sisters (BBBS) Community-Based Mentoring (CBM) program was rated effective by the National Institute of Justice.<sup>87</sup> The program was associated with a reduction in drug and alcohol use and antisocial behavior among mentored youth compared with non-mentored youth.<sup>88</sup>

The Positive Action (PA) program uses a curriculum-based approach to promote positive behaviors and decrease negative ones, such as violent behavior, disruptive conduct in school, and substance abuse. PA was also rated as “effective,” witnessing a significant decrease in substance abuse and violent behavior.<sup>89</sup>

Law enforcement can play a pivotal role in the pursuit of these types of programs which help reduce future crime by addressing the type of behavior that eventually leads to criminal activity. Private sector businesses benefit by forming relationships within the community in which they operate. Established business and law enforcement collaborations should provide a suitable method to address concerns during times of crisis rather than using the crisis to form the partnership. Law enforcement agencies should initiate these relationships, which will vary from community to community.

### 8.2.6 Law enforcement agencies should partner with community groups by hosting localized opportunities to build trust and confidence with the members of the community.

Police should make the necessary inroads to engender the trust they need to effectively serve their communities. Therefore, law enforcement must find opportunities to engage in honest dialogue to understand the underlining basis for the community’s attitude toward law enforcement. In addition, law enforcement should explain the reasoning behind their methods for addressing prevalent issues in the community.

Community forums give police opportunities to interact with their communities. However, they are often not enough. As such, law enforcement must identify and use more innovative methods to reach the broader

---

<sup>84</sup> <https://scholarworks.law.ubalt.edu/cgi/viewcontent.cgi?article=1055&context=ubjld> pg. 166

<sup>85</sup> <https://purposebuiltcommunities.org/our-network/spartanburg-northside-initiative/>

<sup>86</sup> <https://purposebuiltcommunities.org/our-network/spartanburg-northside-initiative/>

<sup>87</sup> <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=112>

<sup>88</sup> <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=112>

<sup>89</sup> <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=113>

## Deliberative and Pre-decisional

community.

### [CROSS REFERENCE REENTRY, RESPECT FOR LAW ENFORCEMENT]

#### [BEGIN TEXT BOX]

Examples of innovative efforts to build trust between law enforcement and the community

- Coffee with a Cop offers community members the opportunity to discuss their concerns with police officers—over coffee—and learn more about each other. The [coffeewithacop.com](http://coffeewithacop.com) website provides downloadable resources to law enforcement agencies as they plan their local events and allows agencies to register local events on an interactive map that community members can view.<sup>90</sup> The original Coffee with a Cop in Hawthorne, California, inspired events around the country and are now held in all 50 states, as well as internationally.
- Cuts and Conversations: Community Edition supports black men by facilitating group events at local barber shops for men age 21 and older. Originally college-based, the concept moved off campus and started partnering with local community leaders or organizations to create a safe space for open, nonjudgmental, supportive dialogue.<sup>91</sup> “In a barber shop, when you have over 200 clients you hear all the stories,” says Lisa McMiller, explaining how her husband’s barbershop often felt more like a therapist’s office than a salon, a realization which inspired her to start a Cuts and Conversations program at their shop in Palm Beach, Florida.
- Trust Talks was formed in 2011 and fosters open, honest communication between the Winston-Salem Police Department and the community. Feedback and discussion points are transcribed and used by the police department for training purposes.<sup>92</sup>

#### [END TEXT BOX]

### 8.3 Private Collaborative Relationships and Public Safety Officers

#### *Background*

The expectations and demands on police officers have expanded over time, which requires law enforcement to evolve in their interactions with the community while also facing new challenges. The perception of aggressive policing tactics, poor communication, negative stereotypes, racial bias, lack of respect for the communities they serve, and outcomes that lack the presence of justice can often breed mistrust and disillusionment. Policing should be a public service based on trust between law enforcement and the diverse communities that officers serve and protect.<sup>93</sup>

The collaboration of businesses and community stakeholders provide immediate and long-term benefits for economic success in communities. Companies seeking collaborative efforts with their local communities also help to address the needs of their employees who enjoy supporting organizations that give back to the communities they serve.

From start to finish and when done correctly, organizations can inspire, equip, and mobilize their own employees to partake in charitable efforts that can address disaster relief (e.g., pandemic responses, such as COVID-19), homelessness, hunger, illiteracy, domestic violence, and juvenile delinquency. In this fast-paced global society, organizations must lead by example.

#### *Current State of the Issue*

---

<sup>90</sup> [https://cops.usdoj.gov/html/dispatch/12-2013/coffe\\_with\\_a\\_cop.asp](https://cops.usdoj.gov/html/dispatch/12-2013/coffe_with_a_cop.asp)

<sup>91</sup> <http://www.cutsnconversations.com/services>

<sup>92</sup> <https://www.cityofws.org/589/Trust-Talks>

<sup>93</sup> <https://www.vera.org/securing-equal-justice/building-bridges-between-police-and-communities>

## Deliberative and Pre-decisional

Organizations that work with their communities and law enforcement are seen differently by the communities they serve. Not only can this create sustainable collaborative relationships and positive experiences among all stakeholders, these collaborations can increase profits and branding for businesses while establishing unique bonds among law enforcement and the community. Together, these stakeholders can give back to communities where they serve and solve the issues that matter.

Opportunities to leverage financial resources, such as grants, help to create and strengthen these relationships. Such joint efforts, coupled with adequate funding, can help fight crime, reduce recidivism, and improve public safety.

Community-facing programs like DOJ's Community Relations Service's Strengthening Police and Community Partnerships (SPCP), have produced measurable and positive outcomes. Piloted in Erie, Pennsylvania, and Topeka, Kansas, "The SPCP program is designed to strengthen trust and develop partnerships between law enforcement professionals and the diverse communities they serve."<sup>94</sup> Organizations like SPCP demonstrate how important it is for these organizations and law enforcement to invest in collaborative problem solving that produces better relationships, reduces in crime, and makes communities safer.<sup>95</sup>

### **8.3.1 Local governments should establish programs that give business and community organizations opportunities to demonstrate public support and appreciation for law enforcement.**

#### **[CROSS REFERENCE RESPECT FOR LAW ENFORCEMENT]**

As noted, trust and good will are essential for police to be able to do their jobs effectively. One way to prompt more trust between police and the communities they serve are open-air dialogues. Another is giving community members the opportunity to show their appreciation which the local agency can use to promote their role in the community.

Local businesses can play a significant and important role considering their access to the community. Therefore, local governments should be encouraged and motivated to create programs through which local businesses can visibly (i.e., physically and virtually) express support for local law enforcement and give their patrons the opportunity to express support for law enforcement. These collaborative relationships can also find opportunities to provide their communities with activities that help the community and present law enforcement as a force for good in ways that are outside of the traditional role played by police. Such an activity might include food or toy drives for members of the community in need, similar to the Marines' Toys for Tots program, which has helped the public see members of the armed services as caring individuals and not just faceless soldiers who operate overseas.

For example, local businesses should create a forum, either at the physical business premises or on a social media page, at which members of the public can post descriptions of why they appreciate law enforcement, how law enforcement have made a positive difference in their lives. This should result in narratives about the positive impact that law enforcement has on a community. The local law enforcement agency or government business could also encourage the business to extend a discount or promotion to any member of the community that adds a public post by offering to promote the story on the agency's social media, newsletter, website, or other communication.

Businesses should also be encouraged to display small memorials on the anniversaries of fallen officers, such as photos and narratives that the department would provide.

In return, each city or municipality with such a program would publicize those businesses who participate in the program, such as through printing stickers that a business could place in its window or on the city's website. This would demonstrate to the community and law enforcement officers that they are allies,

---

<sup>94</sup> <https://www.justice.gov/crs/video/strengthening-police-and-community-partnerships>

<sup>95</sup> <https://www.justice.gov/crs/video/strengthening-police-and-community-partnerships>

## Deliberative and Pre-decisional

inspiring support through patronage and reciprocal support.

### **8.3.2 Law enforcement agencies, in coordination with local governments, should partner with the business community to meet identified community needs that may be outside of the traditional law enforcement mission.**

Law enforcement agencies usually carry the brunt of the responsibility when it comes to community engagement and collaborative relationships, but public and private entities also have much to offer to ensure their success. These relationships should be initiated between law enforcement agencies and local governments to collaborate and prioritize emerging needs—especially in high-crime areas—to identify private businesses that are willing to partner to implement successful or new programs. Programming and partnership decisions will depend on local communities’ priorities, but building relationships between community members and law enforcement is paramount.

The Winston-Salem Police Department working with businesses like Daggett Shuler Law Firm have joined forces to provide book bags and supplies to local schools for students in need and recognized the importance of programs like “Safe And Sober Prom Night” and the impact it has on community members, especially young adults.<sup>96</sup> This collaboration represents two easily recognizable entities operating outside of their traditional duties to support the community. This partnership also exemplifies to the community the importance of working with law enforcement.

**PULL QUOTE:** “I encourage law enforcement to get involved with worthy nonprofit organizations, especially those that allow them to demonstrate that they care about the people in communities that may lack an appreciation for the important role of law enforcement. Project Opioid, Lift Orlando, and Boys and Girls Clubs are all great examples.” –Kim Lopdrup, CEO, Red Lobster

### **8.3.3 Local law enforcement agencies should partner with the private sector to develop and support police foundations to satisfy unmet law enforcement agency needs.**

Police foundations are designed to help law enforcement be more effective in doing their job, including when it comes to building stronger relationships between police and the communities they serve. They also provide another avenue for the private sector to connect with law enforcement and support their local agencies.

**PULL QUOTE:** “The support of police foundations gives private sector partners the opportunity to better understand, collaborate with, and meet the unique needs of their local criminal justice agencies. These foundations can also serve the changing needs of law enforcement professionals at a personal, or occupational level.” –Sheriff Dennis Lemma, Seminole County

Many police foundations are nonprofits formed by local business leaders with the goal of providing increased funding and support for the police in their area. The Chula Vista Police Foundation is an example of the private sector exhibiting an appreciation and support for their local agency.<sup>97</sup> As a nonprofit organization, it provides funding to the Chula Vista Police Department for specialized equipment, training, and programs not funded by the city budget. The foundation also sponsors programs that promote community member engagement and public safety in the community, such as the School Resource Officer, Senior Volunteer Patrol, and Police Explore programs.

Police foundations provide resources to local departments, reduce government burden, and increase funding to supplement the purchase of necessary items, like equipment, training, and software.

### **[CROSS REFERENCE RESPECT FOR LAW ENFORCEMENT and TECHNOLOGY]**

Local governments can provide background information on these foundations to business executives and leaders that demonstrates their value and ways to become involved. Police foundation funding has been

---

<sup>96</sup> <https://daggettshulerlaw.com/sspn-sponsors/>

<sup>97</sup> <https://chulavistapolicefoundation.org/about-us/>

## Deliberative and Pre-decisional

used to provide financial support to injured first responders and their families, where traditional benefits may not apply.

Law enforcement can also partner with companies through police foundations to pilot test new technology related to equipment for support training, crime trends, or emerging technologies. However, they should steer clear of collaborative relationships that might obligate them to use proprietary technology with unknown future maintenance or operating costs.

### 8.3.4 Law enforcement agencies should partner with private sector entities to support and promote officer health and wellness.

#### [CROSS REFERENCE RESPECT FOR HEALTH AND WELLNESS]

As more attention is paid to the stress and other impacts that careers in law enforcement can have on law enforcement personnel, agencies are placing more focus on officer wellness to mitigate those effects and help their staff maintain physical and mental health.

“Serving as a law enforcement officer requires courage, strength, and dedication,” Attorney General Barr said. “The demands of this work, day in and day out, can take a toll on the health and well-being of our officers, but the Department of Justice is committed to doing our part to help.”<sup>98</sup>

There are already real-life examples of the potential benefits holistic wellness programs can provide to the overall functioning of a law enforcement agency. For example, The Bend, Oregon, police department began to place some emphasis on officer health and wellness in the early 2000s. While it started with a simple daily on-duty physical fitness training, by 2012 it expanded to organize group activities, such as hiking, and mental health programming including yoga, mindfulness practices, and an on-site psychologist. According to Bend Police Chief Jim Porter, since these wellness programs began, the department has seen officers missing fewer days of work due to injury and a reduction in use of force.<sup>99</sup>

While Bend’s programs are comprehensive, they are ultimately beyond the reach of many departments given that funding is rarely sufficient to give officer health the attention that it deserves. Therefore, law enforcement agencies should work with health insurance providers to encourage wellness discounts for employees that participate in wellness programs. This encourages officer wellness and can lower medical costs that are paid out by health insurance. In addition, law enforcement agencies should see private sector partners in the medical and fitness field to volunteer and fund resources, particularly as it pertains to organizational psychologists, developing wellness teams, preventative care, and nutrition and assist in funding them as permanent positions and everyday resources for agencies in need.

These efforts can also make use of established programs such as Optimize to the X (O2X), a third-party, multidisciplinary program that uses in-person trainings, virtual resources, assessments, and analysis. In addition to its focus on physical fitness, O2X uses a comprehensive approach that works to maximize job performance, increase productivity, and ensure mental health.<sup>100</sup> O2X was founded by Navy SEALs who created a curriculum that targets the specific issues related to high-stress work environments such as high injury rates, elevated cardiac health risks, and behavioral health issues.

Last year, the Boston Police Department officers joined O2X sessions, where they learned about nutrition, conditioning, sleep, stress management, and resilience training from U.S. Special Operations veterans, strength and conditioning specialists, yoga teachers, mental performance experts, doctors in nutrition and

---

<sup>98</sup> <https://www.justice.gov/usao-or/pr/bend-police-department-featured-justice-department-report-improving-safety-and-wellness>

<sup>99</sup> <https://www.opb.org/news/article/bend-police-yoga-wellness-mindfulness/>

<sup>100</sup> <https://o2x.com/about-us/>

## Deliberative and Pre-decisional

psychology, and sleep scientists.<sup>101</sup> Between 2016 and 2017, Boston firefighters joined a study where they employed O2X strategies and methodologies during and after which their progress was analyzed in a 2018 paper. This paper found a number of benefits in overall health, fitness, physical strength, and endurance. They also found fewer injuries and missed work days.<sup>102</sup>

---

<sup>101</sup> <https://www.metro.us/boston-police-try-holistic-training/>

<sup>102</sup> [https://o2x.com/wp-content/uploads/2018/10/JEPonlineOCTOBER2018\\_Urso.pdf](https://o2x.com/wp-content/uploads/2018/10/JEPonlineOCTOBER2018_Urso.pdf)

## Deliberative and Pre-decisional

### References

Does your topic require additional references beyond footnotes?

## Appendix B: Methodology

### Field Visits

- No workgroup field or virtual visits were conducted as a part of this group's findings or deliberation in crafting chapter recommendations.

### Hearings

- This can be done centrally, no action needed from FPM/WG per chapter.

### Literature search

- Outreach was conducted to the following SME's, associations, and other contacts to inquire about publications and documents pertinent to the WG: Greater Albuquerque Chamber of Commerce; Local Initiatives Support Corporation (LISC); Bureau of Justice Assistance (BJA) Policy Advisors; Peace Officers Research Association of California (PORAC); Major Cities Chiefs Association (MCCA); Arlington County Police Department; ShotSpotter; Police Executive Research Forum (PERF); Illinois State Police; International Association of Chiefs of Police (IACP); American Civil Liberties Union (ACLU); National League of Cities (NLC);
- List all databases used to search for and access relevant literature, including websites (e.g. COPS resource library), digital archives (e.g. homeland security digital library), and use of NCJRS.

SME briefings - Complete list of SMEs, including topics discussed, and dates of those calls

- **Don Fry, President and CEO - Greater Baltimore Committee (GBC);** Economic and Business Development; 03/13/2020
- **Marcus Dent, Baltimore Regional Director, Baltimore Guardian Angels;** Community Based Program - Law Enforcement Partnerships; 03/13/2020
- **Rev. Markel Hutchins, MovementForward, Inc. /One Congregation One Precinct (OneCOP);** Community Based Program and Initiative; 03/13/2020
- **Reverend Charles Harrison, 10 Point Coalition (Indianapolis, IN);** Community Partnerships and Public Safety; 03/27/2020
- **Jaco Booyens Ministries, President and CEO;** Combating Human Trafficking and Awareness; 03/27/2020
- **Dr. Kassy Alia-Ray, Founder and CEO, Serve and Connect;** Community Policing and Law Enforcement Partnerships; 03/27/2020

## Deliberative and Pre-decisional

- **Michael Kelly, Executive Director, Baltimore Metropolitan Council (BMC);** Community and Economic Development; 04/03/2020
- **Ed Memmott, Retired City Manager, Spartanburg Northside Initiative;** Community Partnerships and Economic Development; 04/03/2020
- **Mitch Kennedy, Assistant City Manager, Spartanburg Northside Initiative;** Community Partnerships and Economic Development; 04/03/2020
- **Kim Lopdrup, CEO, Red Lobster, Project Opioid;** Business Partnerships and Community Development/Engagement; 04/10/2020
- **Esther Goetsch, Director, Coalition Builds for Truckers Against Trafficking (TAT);** Industry partnerships with law enforcement agencies that address emerging crime trends; 05/08/2020
- **Danielle McMullan, Uber Law Enforcement Liaison – US Southeast;** Industry partnerships with law enforcement agencies that address emerging crime trends; 05/08/2020
- **Danny Overley, President/Treasurer, Professional Police Officers Credit Union;** Police Foundations and Officer Wellness; 05/08/2020

### Data

- No datasets were reviewed or referenced as a part of this group's findings or deliberation in crafting chapter recommendations.

### Business meetings (conference calls)

- February 21<sup>st</sup> 3:00 p.m. - 4:00 p.m.
- February 28<sup>th</sup> 3:00 p.m. - 4:00 p.m.
- March 6<sup>th</sup> 3:00 p.m. - 4:00 p.m.
- March 13<sup>th</sup> 3:00 p.m. - 4:00 p.m.
- March 27<sup>th</sup> 3:00 p.m. - 4:00 p.m.
- April 3<sup>rd</sup> 3:00 p.m. - 4:00 p.m.
- April 10<sup>th</sup> 3:00 p.m. - 4:00 p.m.
- April 17<sup>th</sup> 3:00 p.m. - 4:00 p.m.
- April 24<sup>th</sup> 3:00 p.m. - 4:00 p.m.
- May 5<sup>th</sup> 3:15 p.m. - 4:15 p.m.
- May 8<sup>th</sup> 3:00 p.m. - 4:00 p.m.