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City of St. Louis

P.I.E.R. Plan

The City of St. Louis' Plan to Reduce Crime through Prevention, Intervention, Enforcement, and Reentry Strategies



“All neighborhoods deserve to be safe and free from violence. This is an update to our residents, visitors, and partners on our progress toward a crime-free City.”

Francis G. Slay
Mayor, City of St. Louis

Table of Contents

Executive Summary..... 3

Introduction..... 9

State of the City 11

What Works 16

City of St. Louis Crime Reduction Overview..... 18

Implementation Strategies 20

Data Sharing and Partner Collaboration

Prevention

Intervention

Enforcement

Reentry

Next Steps 51

Appendix A: Maps 57

References 64

LEARN MORE:

Please visit the City’s dynamic crime prevention portal at:

<https://www.stlouis-mo.gov/government/departments/mayor/news/public-safety-portal.cfm>

Follow Mayor Francis G. Slay @MayorSlay to keep up to date on crime prevention and related efforts as well as other news from the City of St. Louis.

Executive Summary

Crime has been a persistent and unwelcome presence in the City of St. Louis for decades. Homicides in St. Louis have fluctuated from year to year but have been consistently higher than the national homicide rates since at least the 1970s. And while the concerted efforts of elected officials, City staff, community partners, and residents have seen a steady decline since the high of the early 1990s, the City continues to have a crime rate above most other cities and far above acceptable to our residents.

Since January 1st, 2014 violent crimes against persons (e.g., homicide and rape) have increased 17.3% (including a staggering 51.5% increase in homicides). Violent property crimes (e.g., burglary and vehicle theft) have also increased significantly by 8.6%. Aggravated assaults with a firearm have increased to over half (61.2%) of all aggravated assaults compared to only 40.8% in 2001.

Reducing these trends is the Mayor's primary focus. To reduce crime in a sustainable, effective manor requires a focus on the full continuum of crime fighting strategies.

PREVENTION

This starts with primary prevention efforts designed to ensure equitable opportunity for all residents in St. Louis. Examples include the expansion of STL Youth Jobs – a youth employment program in high-crime neighborhoods, raising the minimum wage, and funding the Gateway Bank to increase access to banking in unbanked neighborhoods.

Prevention strategies also include reducing transportation barriers. The City is working with East-West Gateway on a feasibility study for Bus Rapid Transit and the Mayor's Office has prioritized the North-South MetroLink expansion as a key piece of revitalization for North and South St. Louis. And finally, the City is working to redesign the City's street grid through the removal of one-way streets, planter pots, and increasing access for pedestrians and cyclists through its new Bicycle-Pedestrian Coordinator.

And recognizing how difficult it is to get a job or pay for transportation without a quality education, the Mayor's Office has worked diligently to expand high quality charter schools. The City also works to support its partner, St. Louis Public Schools, in improving educational attainment and is currently provisionally accredited and the overall public school system (public charters and SLPS) have had increased enrollment for the first time in 50 years.

INTERVENTION

Intervening when people are in crisis – crises that can lead to violent or anti-social behavior – are the focus of the City's efforts targeted at individuals and

groups most at risk of violence. This includes funding a child psychiatric clinic in North St. Louis City through \$1,000,000 of Community Development Block Grant funding.

Finally, the City has been increasing its capacity and systems to support individuals with mental health needs. This includes Project LAUNCH – a child-focused federal grant that is building a mental health and education system in 63106 and 63107. The City’s Mental Health Board is the recent recipient of a four-year, \$3.7 million System of Care Expansion grant to expand mental health services for children, youth and families with severe and persistent mental health issues.

ENFORCEMENT

Ideally all residents and visitors would avoid engaging in any violent or delinquent behavior. But as we currently have individuals who are touched by the justice system, the City is working to improve its policing through an improved use of data, collaboration with federal and regional partners, and the adoption of higher standards and new initiatives to build community trust.

This includes tracking crimes and crime trends by neighborhood. These analyses are regularly updated and the focus neighborhoods for heightened enforcement and support for 2016 are:

Neighborhood	Total Homicides + Aggravated Assaults
Dutchtown	254
Wells Goodfellow	230
JVL	207
Baden	158
Greater Ville	155
West End	137
Penrose	128
Gravois Park	115
Mark Twain	113
Hyde Park	107
Walnut Park West	106
Kingsway West	100
Mark Twain 1-70 Industrial	95
O’Fallon	94
Bevo Mill	67

Priority neighborhoods will be monitored for impact of police interventions, including hot spot policing. This effort will be expanded to more accurately follow the existing best practice of sustained monitoring of high crime micro-geographies (i.e., single blocks or intersections with significant crime). The City will also pair its hot spot policing efforts with hot spot resources. This entails

heightened services in those neighborhoods that are seeing heightened enforcement. This can include vacant lot cleanup, health department screenings, and employment fairs. This ensures that while antisocial behavior is punished, residents will also be able to access a suite of services that can include quality of life and expand opportunity.

Cameras and other monitoring information will be included in the City's new tool, the Real Time Crime Center. This will allow for – as the name implies – near real-time monitoring of cameras and license plate readers to apprehend individuals during or immediately after a crime and gather evidence for prosecution.

The City is also working with the federal Department of Justice's Diagnostic Center to bring national experts on crime prevention to St. Louis to provide training and technical assistance to police and partners. At the same time, the City is monitoring an armed offender docket to understand the difference between the truly violent and individuals who are arrested

The City's Department of Health was awarded a \$1,000,000 grant from the Department of Justice in October 2015 to expand its Youth Violence Prevention Partnership to bring restorative justice, Crime Prevention through Environmental Design, and employment opportunities to the Near North Side (Carr Square & Columbus Square).

Mission SAVE (Striking Against Violence Early) is a collaborative effort between the FBI, SLMPD, DEA, and Probation & Parole to identify the most violent groups in St. Louis and bring heightened attention to them as well as offer support to those in the groups who would like to change their behavior.

REENTRY

The City of St. Louis is partnering with the Federal Office of Probation and Parole to provide housing and construction training to individuals on probation/parole as they return to the City. Following success in Philadelphia, the City's Problem Properties division within the Department of Public Safety is providing properties via local landlords, the Carpenter's District Council of Greater St. Louis and Vicinity is providing training, and the Federal Office of Probation and Parole is providing funding for a select group of reentering individuals. These City residents will repair homes that they will then live in with the assistance of housing vouchers provided by the Federal Office of Probation and Parole.

The City has also banned the box to prevent previous felony convictions from immediately disqualifying individuals from City jobs. And for individuals in the City's Medium Security Institution (MSI), SLATE is partnering with Ranken and others to prepare young men (aged 17-24) for future job and employment opportunities. For those successfully completing the program, a scholarship is provided to attend Ranken when they leave MSI.

NEXT STEPS

Prevention:

Short Term (6-12 months)

1. Expansion of early childhood education through upcoming ballot initiative on increasing the tobacco tax;
2. Reinstate the Gang Resistance Education and Training (GREAT) program;

Long Term (12-24 months)

3. Supporting and expanding neighborhood associations through the Department of Public Safety's Neighborhood Stabilization Team. The City will work to have an active, vibrant neighborhood association in each of our 79 neighborhoods;

Ongoing

4. Expansion of quality primary and secondary educational opportunities for youth through additional Mayor-supported charter public schools and resources directed to support St. Louis Public Schools.

Intervention:

Short Term (6-12 months)

1. Increase the number of effective, crime-reducing home visits by SLMPD Juvenile Division;
2. Fully fund and expand the Juvenile Night Watch Program, which focuses on juveniles on probation;
3. The SLMPD is expanding the use of parental consent to search minors' areas, as this tactic has helped get many young violent criminals off the streets;

Long Term (12-24 months)

4. Development of a City Community Mediation Center similar to that in other cities like Dayton, Ohio;¹

Ongoing

5. Provide robust infrastructure to provide Functional Family Therapy, Cognitive Behavioral Therapy, or Multisystemic Therapy to juveniles and their families as they transition between settings (e.g., correctional to community, out of home foster care placement to home, alternative education school to home school).²

Enforcement:

Short Term (6-12 months)

1. The SLMPD will work with the Board of Aldermen to increase officers, and to maximize efficiency, conduct a Patrol Allocation Study and reevaluate police districts;

2. The SLMPD will improve its gang database through the use of social media, training from law enforcement experts, and upgrades to its intelligence division software;
3. Implement an Armed Offender Docket in conjunction with state and local judges so that criminals with guns are given extra scrutiny;
4. The City works to increase availability of gunlock boxes and raise awareness of their importance and proper use;
5. The City will request the AFT to help identify the origin of guns used in violent crimes to identify gun stores or individuals responsible for multiple weapons used in violent crimes;
6. Expand the gun crime database to better track gun crimes and gun criminals through the criminal justice system;
7. Increase effective alternatives to incarceration and detention through diversion initiatives in the Municipal Court and Circuit Attorney's Office;³

Long Term (12-24 months)

8. Exploratory study to consider removal of small bonds (less than \$1,000) that cost the City money for confinement, do not deter crime, and punish families;
9. The City will seek to prohibit open carry of firearms in St. Louis to the maximum extent allowed under state law;
10. The City will evaluate the zoning code to determine whether it adequately protects residents from businesses and people who traffic in firearms;
11. Coordinate with St. Louis Cardinals, St. Louis Rams, Convention Center, Scottrade Center, parking lot companies, and other large venues to encourage adoption of policies and consumer education that encourage the public to not bring guns to their events and to not leave guns in their cars at the events;
12. Review all 3 a.m. liquor licenses and move day-to-day oversight of the Excise Division to the SLMPD;
13. Rewrite red light safety camera ordinance to comply with recent court ruling;

Ongoing

14. The City and its community partners, including the Archdiocese of St. Louis, the St. Louis Regional Chamber, SSM Health, and the Demetrious Johnson Foundation have advocated defending existing gun laws. Recently, that group filed an amicus brief in the Supreme Court to ask the Court to consider the widespread impact guns have throughout our community and to uphold the Felon in Possession law;
15. Support adoption of laws that require the contractor that provides ankle bracelet services to the state court to notify judges within minutes of an individual violating the terms of their release (for example, house arrest), and then, on every such occasion, require judges to revoke the bond and immediately order their arrest and notify the police;
16. Encourage reforms to the right-to-carry training mandated by state law that would encourage the public to not bring guns to public events in the City and to not leave guns in their cars in the City;
17. The City supports a change in state law that would require an independent prosecutor to investigate all fatal police shootings;
18. Increase fundraising for CrimeStoppers for more money for tips and witnesses with information that leads to convictions.

Reentry

Short Term (6-12 months)

1. Provide increased opportunities for community-based providers to interact with offenders while in jails and plan for reentry as early as six months prior to release;
2. Provide additional housing opportunities to nonviolent offenders returning to the community;

Long Term (12-24 months)

3. Increase number of reentry coordinators in City jails;
4. Expand medical care and continuity of care from confinement to the offender's return to the community, including health insurance;
5. Work with the State to allow ex-offenders with drug-related criminal records to use Section 8 housing;
6. Begin registering inmates for Medicaid/SSI benefits 90 days prior to release;
7. Expand reentry services so that residents returning from City facilities to their community register and apply for all applicable government and needed benefits (e.g., health insurance, SNAP benefits);

Ongoing

8. Expand education opportunities for reentering offenders;
9. Expand employment opportunities.

IMPLEMENTATION AND ACCOUNTABILITY

The City will monitor implementation through the creation of its Crime Commission. This group of key representatives from law enforcement, social service agencies, elected officials, and residents will meet quarterly to receive updates, provide feedback, and make recommendations on changes.

The Commission and City will also solicit feedback from others at neighborhood association meetings and other engagement opportunities. Revisions will be made annually and reports will be presented to the community on the City's website.

Introduction

Making all of our neighborhoods safe and improving education have been my top priorities. We work everyday to get better. Over the past five years, we reduced violent crime by 24.6%. And while violent crime – across all person and property violent crime – was at the lowest level in 20 years in 2014, crime remained way too high in some of our neighborhoods. Then, in the last year, crime, especially homicide and gun assaults, spiked.

It isn't just the numbers. Violence corrodes. It makes us afraid. It makes us less tolerant. It tempts us to retaliate. It slows us down. It discourages change.

It's hard not to be afraid when we see on the 6 o'clock news that someone was shot in an argument over a parking spot or spilled beer; when we hear on the radio that criminals are more heavily armed than our soldiers.

For most residents, violence is something that is distant enough from where they live. For others, it's everyday life and far too close. I'd argue, though, that wherever we live, we all want the same for our families. And, I'd argue even more fiercely, that living together in a City creates an obligation that we work to see that everyone can live well.

As City residents, we should not be satisfied until every child in every neighborhood can play outside after dinner, until every porch is a safe vantage point of a vibrant street life, until every sidewalk is a safe promenade, until every family can feel the same good things about where they chose to live.

In talking with other mayors across the country, most offered answers that are things we already do: stress education, pay for more job training, reduce lead poisoning, and ease prisoner re-entry. Find community partners. Use hot spot policing, CompStat, and Real Time Crime Centers. Task a senior staffer to coordinate the efforts of all City departments, making every employee an extra set of eyes, ears, and helping hands to keep neighborhoods safe. Use every tool available to reduce crime, drive down the murder rate, and support long-term neighborhood stability.

We do that. It likely works, but violent crime is still unacceptably high. **So, we must do more.**

This implementation update to the community aims to combine every effort and program into a single document so that you know what we are doing, what we have done, how it fits together, how you can help and next steps. And because named things are easier to talk about, the overall effort will be called PIER, for Prevention Intervention Enforcement Re-Entry program.

PIER proposes short-, medium-, and long-term strategies to make every neighborhood safe. Much of it we're already doing. Some things are just starting.

Others we will do. Some we will do if you support them. Some ideas will cost very little. Others will cost a lot. Some will require legislation. Most will not. Some of these initiatives will go unremarked. Others will be widely debated.

We will gather public input for the plan, and take recommendations for new public safety initiatives under consideration. We will seek input from Aldermen, the Office of the Circuit Attorney, state court judges, federal law enforcement officials, and the state Attorney General's office.

City government will do its part. But, we cannot do it alone. Lawmakers, judges, the State of Missouri, and you, the people, must help. Consider this plan to be your invitation to join us on this mission. The theory is this: unless we involve everyone in the PIER Plan and its initiatives, we haven't involved enough people to reduce crime.

Francis G. Slay
Mayor, City of St. Louis

State of the City

Crime – particularly violent crime – is present in some neighborhoods throughout the United States but is particularly concentrated in large cities and their surrounding suburbs such as St. Louis. The Federal government considers violent crime to be one of the most serious health threats facing the nation today, jeopardizing the public’s health and safety.

Violent crime is a leading cause of injury, disability and premature death and disproportionately affects youths between the ages of 10 and 24 in the United States, particularly young people of color. Homicide is the second leading cause of death in this age group.

The City’s statistics mirror these national trends of victims and the disproportionate impact on youth and this plan explains the importance of violence prevention, the key indicators of violence and crime in the City, and the current coordinated efforts to reduce homicides and other violent crime.

It is important to draw attention to the fact that homicide is not the only type of violence experienced by individuals. Other violent and delinquent acts such as sexual assault, robbery, assault, fighting, bullying, and verbal abuse are both key symptoms and causes of violent behavior. For instance, in 2010, 738,000 youth nation-wide were treated by emergency departments for assault-related behavior.⁴ And in one children’s hospital in the City in 2013, over 250 children were admitted for assault-related injuries.

The impact violence has extends far beyond the immediate physical harm caused to victims and/or perpetrators. Entire neighborhoods, communities, municipalities and regions are impacted by violence. Healthcare costs, safety, social services, and even property values are disrupted by violence. The Centers for Disease Control and Prevention (CDC) estimates that as much of \$14 billion is lost each year due to medically treating youth violence.⁵ The CDC estimated that the cost of violence in the United States exceeds \$70 billion every year.⁶

While victims and offenders can be of any age, youth are a central component of this plan’s strategy as crime is disproportionately committed by and to young people under age 25 and involvement with the criminal justice system as a juvenile significantly increases the likelihood of prolonged delinquency and crime and eventual incarceration as an adult.⁷

The rate of violence in the St. Louis region is far higher than most other places in the United States – ranking 9th in the nation for number of youth murdered with guns in 2012. With 50 youth gunshot deaths for every 100,000 people – a rate more than three times the national average of 15 deaths per 100,000 – the relative social, financial, and physical burden in St. Louis’s metropolitan area for violence is among the highest in the nation.

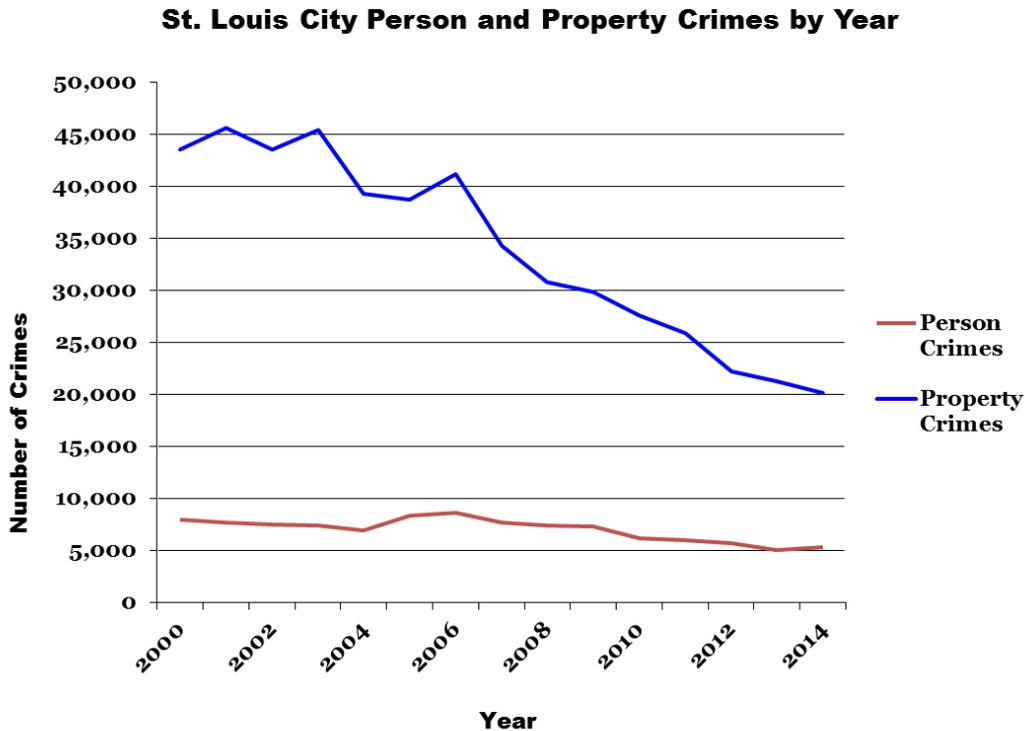
The City of St. Louis, under the direction of Mayor Slay, has implemented several strategic planning efforts to improve the City of St. Louis – all of which have crime reduction as a major component.

For example, in 2013 the St. Louis Regional Youth Violence Prevention Task Force identified crime prevention as one of its core PIER strategies: (p)revention, (i)ntervention, (e)nforcement, and (r)e-entry. Public health expertise, strategies, data collection and evaluation tools are a central component in ensuring that youth violence is prevented and – when higher risks for violence are identified – are intervened in a professional, evidence-based manner. The Department of Health in late 2014 convened a group of content experts from key partner agencies to move forward the recommended strategies included in the Community Plan, resulting in the Youth Violence Prevention Partnership.

Also in 2013, the City's Planning Commission adopted the Sustainability Plan, created at Mayor Slay's direction. The Sustainability Plan is a comprehensive, long-range planning effort by the City to align its agencies and partners around creating a healthy, safe and prosperous City through long-term sustainability, which rightfully includes reducing crime.

Crime and Violence Statistics

Violent crime, as defined by Uniform Crime Reporting (UCR) Part 1 categories from the FBI, has been steadily decreasing. Since 2000, the number of violent crimes in the City of St. Louis has decreased 50.5%. Person crimes, however, have decreased far less drastically – only shrinking 32.6% compared to a 53.8% decrease in property violent crime (e.g., burglary, arson).



The perception of a decrease in crime, however, is not evident – and indeed, while over the past five years (2010 – 2014), violent crime has decreased by 24.6% (Table 1).

Despite the overall significant and sustained crime reduction in the City of St. Louis, homicides have risen 10.4% from 144 in 2010 to 159 in 2014, and they are on pace to surpass that number in 2015 (Table 2). St. Louis is not unique with the rise in homicides – this year, homicides have increased by 19% on average across cities in the United States.⁸

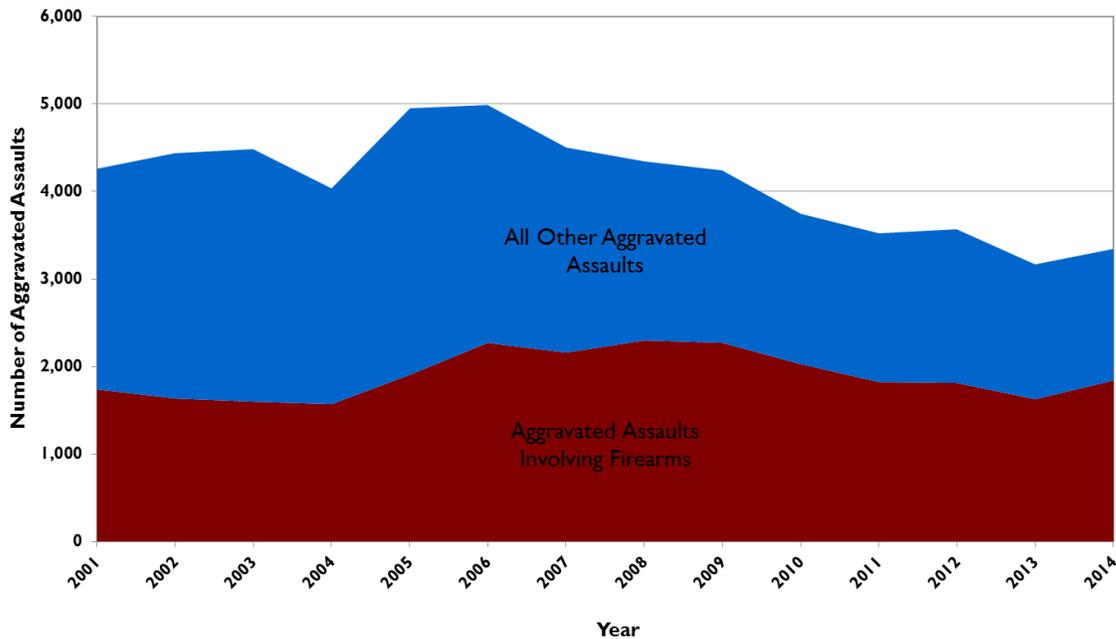
Aggravated assault with a firearm – what some consider to effectively be an “unsuccessful” murder – have increased as

**Table 1: UCR Part 1 Crimes
Percent Change 2010 - 2014**

Person Crimes	-13.8%
Homicide	10.4%
Rape*	48.4%
Robbery	-26.5%
Aggravated Assault	-10.7%
Property Crimes	-27.1%
Burglary	-37.2%
Larceny	-23.8%
Vehicle Theft	-23.8%
Arson	-23.7%

* Rape definition expanded on January 1st, 2013.

Aggravated Assaults in St. Louis City by Year



share of overall aggravated assaults. In 2001, aggravated assaults with a firearm made up less than half of all aggravated assaults (40.8%). In 2015 that number increased to 61.2% - an increase of 50%.

The most recent year, however, has been an unusual increase in crime across the board. While it only represents the first nine months of 2015 and has shown some initial signs of decreasing, person crimes are up 17.3% and property crimes up 8.6% (Table 2) compared to the same time period in 2014.

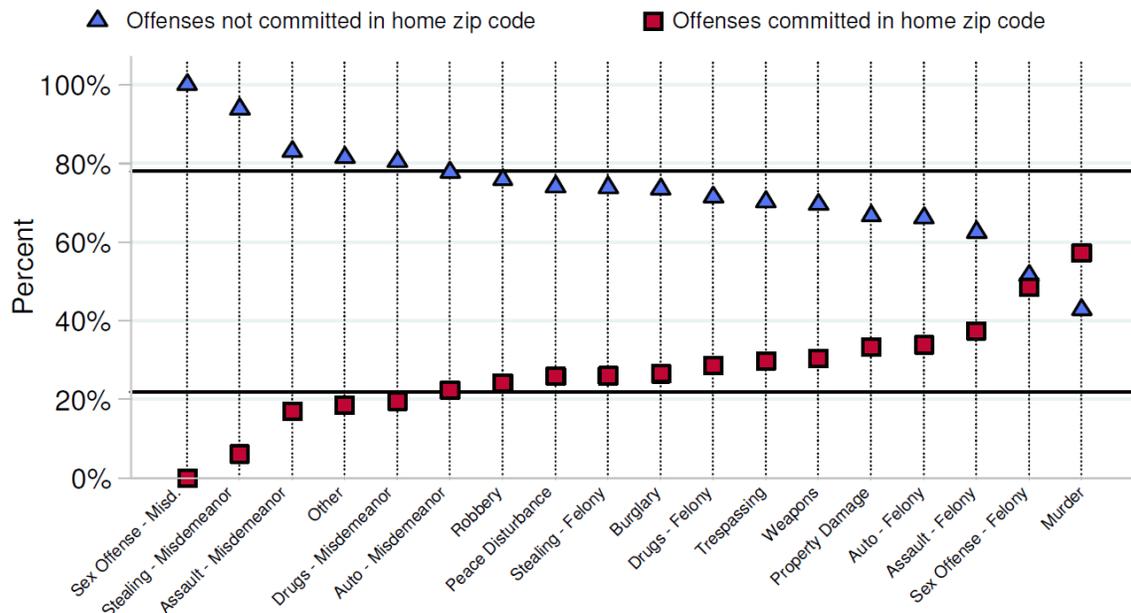
Homicides are predominantly committed with firearms and tend to cluster in specific neighborhoods. These geographic trends are corroborated by analyses from the University of Missouri – St. Louis showing that 50% of all violent crime is committed on just 5% of City street blocks (approximately 800 total). Deeper

Category	Percent Change
Person Crimes	17.3%
Homicide	51.5%
Rape	-12.7%
Robbery	29.6%
Aggravated Assault	13.6%
Property Crimes	8.6%
Burglary	6.6%
Larceny	9.6%
Vehicle Theft	7.6%
Arson	5.0%

analyses by the 22nd Circuit Court – Family/Juvenile Court shows that patterns of crime also differ by type of offense. For example, murders are more likely to be committed close to home, while other types of crime are far more likely to be committed outside a juvenile’s home zip code.

Young people are disproportionately both the perpetrators and victims of gun violence, the most prevalent form of homicide in the City of St. Louis. In every year from 2011 – 2015, more than half of all suspects of gun crimes

Percent of Referrals Committed Close to Home: 2014



were under age 25 (Table 3), and almost half of all victims during those same years were under age 25 as well, despite making up less than a third of the City’s population.

While the cause of this crime increase is being investigated, there is no single determinant behind it according to criminologists embedded in the City’s police department. The crime increase also mirrors national trends in many other metropolitan communities across the U.S. Initial research have focused on the increase in the drug (particularly heroin) trade although there is not yet sufficient evidence to validate this hypothesis fully. There is also evidence to support that the 2007 repeal of the permit-to-purchase legislation has led to a 16% increase in the state murder rate – or an additional 55-63 homicides per year.⁹

Table 3: Youth* Homicide Victims and Suspects

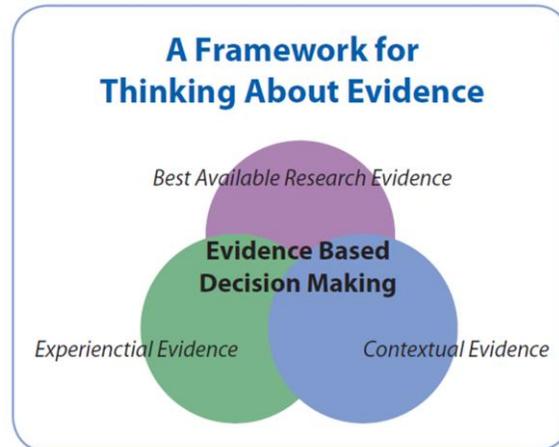
Victims	48%
2015	44%
2014	46%
2013	48%
2012	49%
2011	51%
Suspects	57%
2015	54%
2014	59%
2013	57%
2012	55%
2011	60%

*Under age 25

As interventions are implemented, monitored, and data collected the City will continue to report out regular updates on trends and the effectiveness of the City’s efforts to reduce crime.

What Works

Community-based crime prevention strategies can take several different forms. But regardless which strategies are taken, in light of limited local government resources, they need to be based on several key factors: evidence of effectiveness, feasibility in St. Louis, acceptability to St. Louis residents and stakeholders, and usefulness to current needs. Interventions that work but do not fit community needs cannot successfully be implemented with fidelity; and interventions that fit the community but do not work should not receive resources.



Because of significant work done in conjunction with other regional leaders in 2012 – 2013, the conceptual framework for identifying strategies that work are drawn from the National Forum’s PIER Framework. This framework conceptualizes violence and crime prevention as having four major pillars:

Prevention: Broad, population-wide protective supports to reduce community-level risk factors that lead to crime such as poverty, unemployment, low levels of educational attainment, social fragmentation, neighborhood vitality and racial inequities.

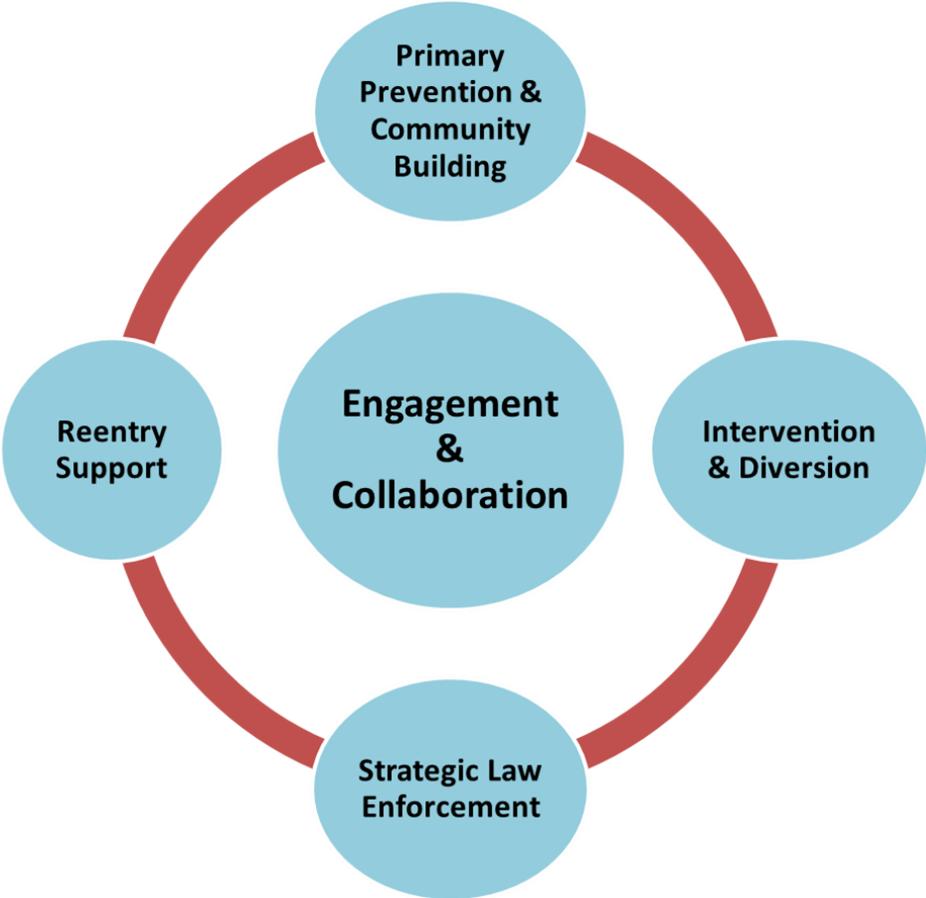
Intervention: Targeted services and support to individuals at high risk of committing crimes or individuals with characteristics that are associated with criminal or delinquent behavior such as providing mental health services, diversion programs, and substance abuse treatment.

Enforcement: Law enforcement and criminal justice strategies and reforms to increase trust between community and law enforcement officers, increase alternatives to detention, reduce access to firearms, and increase rehabilitation opportunities within jails.

Reentry: Supporting individuals returning to their communities from detention or prison with resources such as supportive housing, employment opportunities, and mental health and substance abuse services.

The City of St. Louis also recognizes that a fifth pillar, engagement and collaboration, is crucial for the overall success of any violence and crime prevention efforts. Multi-sector collaboration is key, which is why the City has engaged with local, state and federal criminal justice agencies, nonprofit social service organizations, philanthropic foundations, faith-based organizations, schools, and other organizations to identify and respond to community needs and gaps in the City-wide system of crime and violence prevention.

PIER Framework for Reducing Violence and Crime in St. Louis



Meta Priority: Improve engagement, communication and data sharing across agencies.

Prevention: Provide resources to reduce likelihood of engaging in crime.

Intervention: Intervene in lives of individuals at risk of criminal behavior.

Enforcement: Strengthen law enforcement strategies and community relationships.

Reentry: Provide robust services to returning offenders and those on probation.

Implementation Update

The City of St. Louis has been engaged in crime prevention for several decades, but over the past few years as violent crime in the City has begun to level out and even increase slightly in 2015, the City has begun to expand its efforts in order to ensure that crime does not rise and that crime continues to decrease.

The City's crime reduction initiatives have been informed by a significant amount of public engagement over the past several years. The City's sustained efforts to implement these crime reduction initiatives – from large programs to smaller, narrowly-targeted interventions – engage every part of City government. The following describes all existing City-led and City-partnered efforts designed to reduce crime and violence and build stronger, more resilient communities.

The City has three comprehensive plans that are focused on violence and crime prevention or include them as a major component. The City's Youth Violence Prevention Community Plan, the Sustainability Plan, and the Community Health Improvement Plan are the major guiding documents for the City. However, as crime and violence prevention is a major priority for the City, all agencies, City partners, and initiatives also have their own individual strategies that tie into the overall framework.

Youth Violence Prevention Community Plan

Mayor Slay's Commission on Children, Youth, and Families brought City residents, violence prevention experts, and public officials together to have candid, comprehensive conversations about crime and the conditions that lead to crime. Out of those public engagement meetings emerged the St. Louis Regional Youth Violence Prevention Task Force Community Plan.

The Plan takes a collaborative, data-driven approach to reducing crime throughout the City with the ability and intention to become a regional linchpin in crime prevention efforts. It outlines a broad approach to tackling crime based on the Department of Justice's Prevention, Intervention, Enforcement, and Reentry framework. The YVP Community Plan is monitored and implemented through the Department of Health's Youth Violence Prevention Partnership.

Sustainability Plan

Recognizing that crime reduction must be a priority throughout City government, Mayor Slay's administration also gathered public input regarding how crime reduction strategies should be incorporated into the City's Sustainability Plan. The Sustainability Plan was the product of substantial community engagement and cooperation between the government and constituents. Residents of the City repeatedly told planners that “sustainability” should refer to all aspects of life in St. Louis. Accordingly, one of the plan’s actionable steps is to reduce crime by 25% through city-wide programs that address the root causes of crime.

Community Health Improvement Plan

The City’s Department of Health (DOH) went through a significant engagement and data collection effort in 2012 to identify the top five priorities for City residents, partners, and other key stakeholders. These priorities were: education, violence prevention, chronic disease mortality, sexual/reproductive health, and substance abuse and addiction. To reduce violence, particularly among young people, the DOH created the Youth Violence Prevention Partnership to implement and expand on the strategies identified in the Youth Violence Prevention Community Plan.

Other Plans

The City recognizes that other efforts by stakeholders to reduce crime and violence have been going on for several years. When possible, City agencies have partnered with these organizations or used their recommendations to further city-wide crime and violence reduction. Examples of these efforts include Washington University in St. Louis’s For the Sake of All and the Ferguson Commission’s Regional Signature Priorities.

ENGAGEMENT AND COLLABORATION

The City of St. Louis views itself as a partner with other agencies, regional leaders, residents, and other stakeholders in preventing and reducing the incidence of crime and violence. This manifests itself in collaboration around strategic priorities, sharing resources, and providing open access to data so that organizations can best deliver services to those residents and neighborhoods that are most in need.

The first priority has been to improve communication and collaboration, particularly between the Police, City agencies, and the communities they serve. Our departments and police actively cultivate trust, respect and appreciation for one another's efforts, and work together to keep St. Louis a safe City for every resident. Improving communication and collaboration between agencies and key stakeholders has two major components:

1) Improve collaboration and communication among city agencies, community partners, and stakeholders working on crime-related programs.

The City has hired a central point of contact, the Director of Strategic Policy Initiatives and Community Partnerships, Carl Filler, to aid the Mayor in establishing and implementing innovative community health and crime reduction strategies. The Director of Strategic Policy Initiatives and Community Partnerships will ensure that the newly created Public Safety Portal on the City's website is regularly updated and stakeholders are updated on City progress to reduce crime and violence. The Portal is a dynamic report of the City's multiple crime reduction programs and initiatives, which are intended to inform the public about the City's efforts to reduce crime and engage communities.

The City's Department of Health's Youth Violence Prevention (YVP) Partnership meets monthly to address new concerns, review the effectiveness of YVP initiatives, and adjust initiatives based on partner feedback. This group is collaboration between: St. Louis Public Schools, the Mental Health Board, the Circuit Attorney's Office, the 22nd Judicial Juvenile Court, Missouri Probation & Parole, St. Louis Agency on Training and Employment, United Way of Greater St. Louis, the St. Louis Metropolitan Police Department, and the University of Missouri - St. Louis. This group has been charged by the Mayor's Office to continue advancing and expanding the work of the 2013 YVP Community Plan.

The City's public safety staff regularly engages public in constructive conversations about crime reduction through:

1. Attending neighborhood meetings in the districts they serve. This policy builds trust and respect between officers and the community, which are vital to just and effective policing. Additionally, Neighborhood Liaison

Officers build strong relationships with neighborhood organizations to cultivate relationships among the citizens they serve.

2. Sharing of neighborhood specific crime reduction strategies with neighborhood organizations and aldermen, and then regularly attending community meetings to receive input from the neighbors they serve.
3. Reporting by the Police Chief of crime statistics, crime reduction strategies, and long-term goals to aldermen on the Public Safety Committee, and soliciting their suggestions for improvement.
4. Implementing the Civilian Oversight Board, for which Mayor Slay has recommended seven candidates for confirmation by the Board of Aldermen. The Civilian Oversight Board will be empowered to review and judge on Internal Affairs Department rulings of the SLMPD and will help increase trust and accountability to the community.

The City is striving to improve open sharing of data relating to crime. For both City agencies and community partners, data is crucial to understanding the effectiveness of our strategies and how best to improve and tailor them. All non-protected collected data should be open for stakeholders across the City to access. The City will improve data collection throughout City government by examining current processes of agencies and partners and aligning systems to ensure that duplication is minimized and that the benefits of all data (e.g., Citizens Service Bureau data, calls for service to SLMPD) are shared across all departments. The City will also share crime-related data openly with stakeholders and the public through the development of an annual Community Safety Scorecard for each ZIP code. Community partners, residents, and other stakeholders should have easy access to information about safety throughout the City. The upcoming Community Safety Scorecard will provide detailed, annual data on the risk and protective factors existing in each City ZIP code. Finally, all information regarding resource allocation for crime-related programs on the City's transparency website.

2) Funding for collaboration.

Firstly, the City will focus public and private funding on crime reduction strategies. The City's businesses, universities, and private citizens are important allies in the fight against crime. Working together to fund effective programs will be critical for success. The City is exploring impact investing, social innovation districts, and pay-for-success models to maximize the return on investment and reap the benefits of combining private and public investment to reduce crime and violence.

The City and its partners take an aggressive approach to applying for local, state, and national funding opportunities to move forward all of the PIER priorities. It also works to leverage its connections to federal agencies through participation in

the White House’s Strong Cities, Strong Communities (SC2) initiative to be proactive around applying for federal grants. The City and its philanthropic partners are exploring a large scale capital campaign, similar to the recent successful CityArchRiver effort, but to support basic crime prevention strategies that support all residents in becoming productive citizens.

Secondly, the City will prioritize grant funding and discretionary spending on evidence-based crime-reduction strategies. Using data collected by the City and other partners, the SLMPD and the Mayor's administration will regularly re-address funding to these programs. The most effective measures will be expanded and the least effective discontinued so that public money is always invested responsibly. Regular evaluation and assessment of spending is essential to making the most of scarce local resources and being responsible stewards of taxpayer monies.

Targeted Enforcement and Support

Finally, the City will use crime data to make decisions in the allocation and deployment of City services. Combining aggravated assaults with a firearm (essentially a crime against a person committed with a firearm) with homicides allows for an understanding of where the most violent crime happens. As the unit of geography most meaningful to residents and City agencies, initial selections (based on violent crime from the past two years) focus on neighborhoods. For 2014-2015, the neighborhoods targeted for intervention are:

Neighborhood	Total Homicides + Aggravated Assaults
Dutchtown	254
Wells Goodfellow	230
JVL	207
Baden	158
Greater Ville	155
West End	137
Penrose	128
Gravois Park	115
Mark Twain	113
Hyde Park	107
Walnut Park West	106
Kingsway West	100
Mark Twain 1-70 Industrial	95
O'Fallon	94
Bevo Mill	67

PREVENTION: Preventing the Conditions that Lead to Crime

According to the Federal Bureau of Investigation (FBI), the systemic determinants of violent crime include, but are not limited to:

- Variations in composition of the population, particularly youth concentration.
- Stability of the population with respect to residents' mobility, commuting patterns, and transient factors.
- Economic conditions, including median income, poverty level, and job availability.
- Crime reporting practices of the citizenry.¹⁰

Additional specific indicators are linked to violence such as educational attainment, substance abuse and other factors. Ultimately, the academic studies go to great pains to reveal an intuitive truth: people commit crime as a last resort, not a first choice. Choices are framed by the community and resources each individual has; and therefore, reducing the opportunity to offend through the expansion of pro-social options and community structures and the restriction of antisocial options and community risks should be prioritized. Systems which are equitable and just, which expand opportunity and produce economic mobility, are some of the most effective crime deterrents. The Prevention piece of the PIER strategy approaches crime as a symptom of deeper problems, and fights crime by attacking the root causes: inequity, poverty, and broken ladders of opportunity. Every person deserves access to an effective education, opportunities for meaningful work with fair wages, and support in the pursuit of a happy and stable life.

Economic Opportunity

Employment is a significant protective factor against crime and delinquency.¹¹ Launched by Mayor Slay in 2013, the City is expanding Stl Youth Jobs, a youth workforce development plan through the St. Louis Agency on Training and Employment (SLATE). Stl Youth Jobs puts nearly 1,500 young people from high-poverty neighborhoods to work, teaches them job skills, and rewards them with a paycheck for their work. The program also teaches them financial literacy by establishing checking and savings accounts for each employee. The City recognizes that young people need exposure to employment opportunities that provide soft-skill training and, for many youth, an understanding of workplace expectations. So, in addition to Stl Youth Jobs, the Community Development Administration funds the St. Louis Internship Program, which provides an eight-week training and paid summer internship in non-profit and public organizations for 30 high school students in financial need. All job programs aimed at young people include social media outreach to increase awareness and participation by young people and their families. The City is also coordinating public and private partners to create a centralized database with complete information about job

training services, support programs, and employment opportunities, so that prospective employees can find resources with just a few clicks of a mouse.

Job readiness and “soft skills” training are critical to young people’s success in life. The City is exploring collaboration with St. Louis Public Schools to introduce soft skills lessons to the public school curriculum, so that students graduate with effective management tendencies, people skills, and communication abilities. SLATE will develop and implement classes that teach these skills alongside trades.

The City is working to encourage the creation of job opportunities in neighborhoods that have seen private disinvestment. The City obtained a \$1 million grant to fund employment and training of young people to build new affordable homes for low-income families with Ranken Technical College. This program builds skills of individuals living in communities that have suffered private disinvestment while at the same time allowing them to have a part in rebuilding City neighborhoods.

The City received \$5 million to implement the St. Louis Career Pathways Bridge Demonstration Grant from the U.S. Department of Labor. This program will train and 3,000 young adults in North St. Louis City and North St. Louis County and place them in meaningful, permanent jobs. An additional 3,400 young adults will receive skills and work-readiness training.

The City has identified several trades that can provide long-term meaningful employment and a living wage and works to provide City residents access to those venues. The Building Union Diversity program increases the number of women and minorities in well-paying construction union jobs by placing qualified candidates in a pre-apprenticeship program. The St. Louis Agency on Training and Employment partners closely with construction trade unions to organize the program and train new construction workers. The City also collaborates closely with the Demetrious Johnson Charitable Foundation to train young people as professional painters and also as professional custodial staff. And, the Harambee Youth Training Program, supported by City funding, provides hands-on tuck-pointing training and life skills education to youth ages 12-18.

Merely having jobs is not enough – they must be accessible for all individuals¹² and pay a living wage.¹³ Furthermore, once individuals have good paying jobs they must have the skills to manage their funds and build financial literacy.¹⁴

Mayor Slay strongly supports a statewide increase to the minimum wage to reward hard work and decrease dependency on government assistance. The City raised its minimum wage to \$11 by 2018. This will increase the minimum wage worker’s salary by 152% by 2018. This bill follows the example the Mayor set in 2014 when he raised the minimum wage for all City employees to \$10.10.

A new Gateway Bank for underserved populations is being built to focus banking services on unbanked neighborhoods. Mayor Slay has supported initiatives by Treasurer Tishaura Jones to build financial literacy by providing all St. Louis Public School kindergartners a savings account.

Transportation Barriers

In order to succeed in employment, individuals must be able to access their places of employment. A key strategy is to reduce transportation barriers that are impediments to employment through the expansion of mass transit and alternative transit for City residents.¹⁵

The City is working with East-West Gateway on a feasibility study for a Bus Rapid Transit line to connect employable workers to hiring businesses. The North-South Metrolink expansion is Mayor Slay's priority transportation plan as it will better connect people to jobs and opportunities from North St. Louis County, through downtown St. Louis, and on out to I-55 and Bayless Avenue in South St. Louis County. This will result in a stronger urban core and a stronger St. Louis region.

The City is also examining use of one-way streets and planters pots and their impact on crime and speeding. The previous strategy of closing streets and restricting two-way flow was designed to reduce crime. However, the impact remains unclear, so the City will reevaluate the policy of using these and explore new options to make neighborhoods safer through built environment changes.

Education

One of Mayor Slay's top priorities is improving public education in the City of St. Louis. Children who attend high-quality schools are more likely to complete school and are less likely to become a victim or perpetrator of crime. The City has several strategies to ensure that all children in St. Louis have access to quality schools, including: expanding early childhood education, improving existing public schools, increasing the number of charter schools to offer more quality education options, and improving the quality of and expanding existing afterschool and summer school programs.

The City is funding initiatives, programs and agencies that are working to expand access to early childhood education and preschool.¹⁶ The Community Development Agency helps fund Guardian Angel Settlement, which provides early childhood education for infants, toddlers, and preschoolers whose families might otherwise not be able to afford vital early education. While the City of St. Louis does not run nor control any public schools, the City has worked to expand the availability of effective public schools, particularly charter schools.¹⁷ In 2015, there are 35 quality charter schools in the City of St. Louis, allowing parents to have more choices in choosing a quality school that is right for their child. As a result, the City of St. Louis has more K-12 school choice than anywhere else in the

state. St. Louis Public Schools (SLPS), a strong partner of the City, is also now provisionally accredited and the overall public school system in St. Louis (including public charter and SLPS schools) has increased enrollment for the first time in 50 years.

Finally, to ensure that City youth have access to quality education and social support from birth to post-secondary education, the City has been working to expand the availability of after-school programs, summer programs, and recreation centers.¹⁸ The After School for All Partnership (ASAP) expands access to, and increases the quality of, after school programs for St. Louis area children. These programs offer homework and academic support, teach social and life skills, provide health education and recreation, enhance character development, and engage parents – all at no charge. The City’s Community Development Administration (CDA) also funds several programs:

- 1) Gene Slay's Boys Club's program provides structured tutoring and homework assistance to low-income youth.
- 2) Herbert Hoover Boys & Girls Club's Out-of-School Time Youth Development program provides structured, high-quality youth development and recreation programs after school and in the summer.
- 3) Youth Services program at the Al Chappelle Community Center provides a host of services to youth in an effort to improve the lives and livelihoods of children and teens.
- 4) Together with the St. Louis Board of Education, CDA funds a Truancy Prevention program, which works closely with the Truancy Unit of the St. Louis Family Court to replicate "Check and Connect," an exemplary dropout and truancy prevention program recognized as effective by the U.S. Department of Education.
- 5) The City also supports and operates 10 recreation centers throughout the City, which offer programming for residents of all ages, including swimming, weight lifting, boxing, basketball, youth football, volleyball, aerobics, arts and crafts. These enrichment activities provide a well-rounded education and safe place for all City youth.

Mental and Behavioral Health

Mental health is a vital component of overall well-being. Unfortunately, it is often overlooked or ignored and underfunded by State and Federal government, especially in low-income neighborhoods. The City works to expand mental health services to neighborhoods that have the greatest need.¹⁹ A particular focus is on young children and ensuring that they have access to mental and behavioral health services.²⁰

Project LAUNCH focuses on improving the systems that serve young children with the goal of helping all children to reach physical, social, emotional, behavioral, and cognitive milestones. Together with federal, state, and local government, community-based partners are working to address the unmet needs

of children's health. Project LAUNCH is building a mental health and education system in the 63106 and 63107 ZIP codes.

The City and the Regional Health Commission are launching Alive and Well, a far-reaching initiative that approaches community violence responses from a mental health perspective. Constant exposure to social trauma, including trauma associated with racism, poverty, and violence, has toxic consequences to people's health and well-being. Alive and Well employs multiple mental health and community action strategies for trauma prevention, reduction, and healing.

A four-year, \$3.7 million grant secured by the City of St. Louis will help the Mental Health Board expand mental health services for children, youth, and families with severe and persistent mental health issues through the System of Care Expansion.

Providing additional mental health services to survivors of violence, family members of victims, and other impacted individuals is crucially important to building resiliency in communities. The Homicide Ministers & Community Alliance was founded in 2009 to support grieving family members after a homicide. After a tragedy, the Homicide Division and HCMA ensure that an on-call minister reaches out to the victim's family within 48 hours. The minister and the HCMA support the family through grief and recovery and help build relationships between victims and the SLMPD, which reduces the likelihood of violent retaliation.

Building Strong Neighborhoods

The City is committed to improving the quality of life in each of the City's neighborhoods so that every citizen of St. Louis feels safe. The City has partnered with several organizations to improve the housing stock and stabilize neighborhoods, and has spent millions of dollars improving public parks and expanding access to recreational and education centers.²¹

City services should be delivered to the areas that need them the most. Under the Police Department's "Hot Spot" policy, when crime spikes, the Department designates extra resources to the area. The City will use a similar framework to deliver City services to the neighborhoods that need them most.

Crime Prevention Through Environmental Design (CPTED) is an evidence-based strategy for supporting pro-social behavior and reducing antisocial behavior.²² Proper building and park design has the potential to reduce crimes of opportunity and phase out of existence dangerous areas because of poor design. The City and the Police Department are working with teams from Washington University to incorporate safe design into new buildings and public spaces.

The promotion of safe, affordable housing is a key strategy to improve residential and mixed neighborhoods.²³ Since 2001, the Affordable Housing Commission

(AHC) has invested more than \$24 million into affordable housing construction projects. The investment has also leveraged more than \$477 million from other private and public sources. This totals to more than \$500 million spent to expand and rehabilitate housing stock throughout the City. The AHC dedicated another \$1 million for home repairs so low-income residents can live safely in their homes. The City's Community Development Administration and the Affordable Housing Commission funds the Healthy Home Repair Program for low and moderate income homeowners to be able to maintain their homes, creating more stable neighborhoods.

The U.S. Department of Housing and Urban Development recently awarded St. Louis the \$500,000 Choice Neighborhood Planning grant to invest in housing and social services in the Near North Side.

Brightside St. Louis enriches and beautifies St. Louis by restoring, maintaining and growing the community landscape, including removing graffiti and trash from public and private buildings that can lead to social disorder and crime. Brightside's mission is to improve the quality of life in our community by educating, engaging and inspiring St. Louisans to make our City cleaner, greener and more environmentally sustainable.

Lead Poisoning

The impact of lead poisoning is well documented on child development and behavior. Further research has gone so far as to link it directly to violent crime rates.²⁴ The LeadSafe St. Louis program has dramatically reduced dangerous lead paint poisoning in children by inspecting and remediating homes for free. Lead poisoning is a major cause of mental, physical, and social retardation in children which in term is linked with crime and violence. Between 2003 and 2013, the percentage of children tested positive for lead poisoning dropped from 14% to 2%.

Problem Properties and Problem Neighbors

While most neighborhoods and residents are safe and comply with all city codes and regulations, occasionally there is a need to improve properties and bring owners into compliance. The Problem Properties Task Force brings together police, City prosecutors, building inspectors, and neighborhood stabilization officers to hold property owners responsible for neglect that sends the signal that crime and disorder is not tolerated.

The Neighborhood Ownership Model is a citizen-led program that receives considerable resources from the Circuit Attorney's Office, the St. Louis Metropolitan Police Department, and the City's Problem Properties Task Force. It empowers neighbors to work together to help police, prosecutors, and the courts to reduce crime and increase the quality of life in their neighborhoods. Citizens are trained to identify problems and engage law enforcement to intervene when

they believe a crime is occurring. They may also secure a Neighborhood Order of Protection against persistent offenders or offer victim impact statements to judges to ensure a judge understands how specific crimes and criminals negatively impact their neighborhood. Residents may also set up an email distribution list to alert one another of criminal activity or court dates.

Neighborhood Stabilization Officers serve as community liaisons to police, aldermen, City agencies, social service organizations, community groups, and individuals to identify permanent solutions to ongoing problems in order to empower constituents to sustain a quality environment within their neighborhood through assistance, education, intervention and organization.

The City's Building Division targets vacant and condemned buildings for demolition to improve quality of life and surrounding property values. Nearly 10,000 buildings have been demolished since 2001, including targeted demolitions of buildings to have the greatest impact on crime.

The Citizens Service Bureau registers and routes residents' requests for City services to improve quality of life in their neighborhoods. This helps support healthy, safe and friendly communities. The Citizens' Service Bureau answers around 100,000 requests annually through its social media, phone, and web-based requests for service and complaints.

The City increased funding to Better Family Life and supports its Neighborhood Alliance model to empower individuals and prevent crime. Under this model, caseworkers go door to door in the City's most challenged neighborhoods to connect individuals and families to resources that can help improve their lives.

Lutheran Church—Missouri Synod (LCMS) National Housing Support Corporation connects community revitalization groups with expertise and financial resources. The group, in partnership with the SLMPD and other community organizations, will be instrumental in implementing a Neighborhood Ownership Model in College Hill. These efforts will focus on reducing crime and revitalizing the neighborhood.

The City's Community Development Administration (CDA) funds Big Brothers, Big Sisters of Eastern Missouri to match youth with mentors who help them succeed. The CDA also funds Community Health-In Partnership Services, a program which trains teens to be peer health educators and support other youth struggling with proper nutrition, depression, and violence. The Resources for Learning Program, funded by the CDA, takes a creative, research-based approach to substantially increase children's success in communication arts and mathematics; equip children to become powerful problem solvers and critical thinkers; and provide access to and competitive knowledge of science, technology, engineering, art, and math.

Community Development

The City will use every tool at its disposal, including tax breaks and public incentives, to foster economic growth and development in impoverished communities.²⁵

The City focuses on Transit-Oriented Development along existing transit lines and have proposed a North-South Metrolink Line to better coordinate transit and housing. This will improve upward mobility among low-income residents by lowering the combined cost of housing and transportation.

The City invests money from the Affordable Housing Commission to spur the development of affordable housing near train stations and bus lines to make it easier for people to reach jobs. The AHC set aside more than \$1 million for housing near major public transportation lines.²⁶

The Mayor's Office also spearheaded and supports a recent series of bills before the Board of Aldermen that will lower the burdens on small business, remove unnecessary red tape, and update antiquated portions of the City Code.

Vacant Properties and Open Land

The Land Reutilization Authority is the oldest land bank in the country. It receives, markets and sells private properties abandoned by their owners. The City is in development of a plan to identify new and innovative uses for vacant land. The Mayor's Office suggests leading a team of AmeriCorps staff in this effort to catalogue qualitative measures of all existing vacant and open land to determine what condition the land is currently in, what residents are using it for (if at all), and what opportunities may exist to reuse, repurpose, or combine existing space.²⁷

INTERVENTION: Identifying and Supporting Those Most at Risk

Both practice and research experience has shown that identifying individuals who are likely to commit crime and directly connecting them to social services is a smart investment that lowers the crime rate. Intervening in individuals' lives before they engage in crime or delinquency is an effective approach – and a key strategy involves identifying those individuals and groups most likely to commit a crime (see Violence Risk Factors).²⁸

Societal and Community Interventions

Improving educational systems are a key strategy as high educational attainment is a key resilience factor to avoid delinquency and crime. At the same time, poor performing schools lead to poor academic performance, which often increases the risk of a youth to engage in antisocial behavior and crime.

Mayor Slay and the City have been strong supporters of both St. Louis Public Schools (SLPS) and the robust and innovative charter school movement that has expanded over the past decade in St. Louis. Through partnerships with SLPS and the 22nd Judicial Court, the City has worked to reduce truancy, provide financial support to SLPS, and strengthen and expand the capacity of alternative schools that address the cognitive, social, and emotional needs of challenged youth and young adults.

Finally, a unique partnership between the public school, the court system, and juvenile division in the family courts has allowed for the creation of the Innovative Concept Academy, an alternative school program that strives to keep young people who have been suspended or are at risk of being expelled off of the streets and in a safe environment where they can continue their education, learn better behaviors and life skills, and become successful, contributing members of the community.

Family and Individual Interventions

The City is working to create and distribute an inventory of youth development and intervention services. In 2014, a survey was distributed to key service providers to identify those organizations providing prevention, intervention, and

VIOLENCE RISK FACTORS

These factors increase the likelihood of violence:

Society and Community Factors

- Norms that support aggression toward others
- Societal inequities
- Weak health, educational, economic and social policies and laws
- Neighborhood poverty
- Diminished economic opportunities; high unemployment rates
- High alcohol outlet density
- Poor neighborhood support and lack of cohesion
- Community deterioration
- Academic failure and failure of the school system
- Residential segregation
- Incarceration and re-entry
- Media violence
- Access to weapons

Relationship and Individual Factors

- Poor parent-child relationships; family conflict
- Low educational achievement
- Lack of non-violent social problem-solving skills; impulsiveness and poor behavioral control
- Experiencing and witnessing violence
- Mental and behavioral health problems

reentry services to youth in the City. The survey also broke down the results by zip code – the results will be used to prioritize neighborhoods for additional programming as well as guide nonprofits in expansion or reallocation of staff and services. No one should have trouble finding social services. Social services can prevent crime, but only if residents use them. This inventory will connect the people of St. Louis to the programs that prevent crime.

Mental and behavioral health interventions and services have excellent results when delivered in a timely fashion to those in crisis or showing signs of trauma.²⁹ Even with a robust system of early intervention services, there is still a need to equip first responders and police officers with the skills and support to engage effectively with individuals in crisis. The City is working to develop policies that encourage and facilitate the referral of first responders and other City staff and partners who interact with residents at risk or in crisis. While the City and its partners also are working to establish formal diversion programs for individuals with mental health needs, the immediate interaction of first responders and police with residents can result in referrals instead of arrests.

System-level Interventions

Ready by 21

Ready by 21 St. Louis is a collaborative effort to ensure that all young people in the St. Louis region have the supports they need to be productive, connected, healthy and safe. Key organizations and leaders will join together to improve the quantity, quality and consistency of services and opportunities for children and youth.³⁰ The City provides data and participation to Ready by 21, a national, cross-sector collaborative effort to increase the odds that every student is ready for college, work, and life by age 21. The United Way of Greater St. Louis is spearheading the collective effort in the region.

Insurance Parity for Mental and Behavioral Health

While almost two-thirds of states have expanded Medicaid under the Affordable Care Act (ACA), Missouri has yet to do so. Because of new requirements included in the ACA, all plans offered through the Health Insurance Marketplace include coverage for mental and/or substance abuse disorders. This will allow for both the expansion of health insurance for more residents and the mass expansion of coverage for mental health and substance abuse. As health insurance is the major predictor of usage of health and mental health services, this will greatly impact the number of individuals who access services for mental health and substance abuse – significant predictors of violence.

The City will continue to advocate for Medicaid expansion at the State level, as the Mayor believes that it is fundamentally unfair that poor Americans do not have health insurance. Mayor Slay also continues to support the stopgap efforts of the regional Gateway to Better Health insurance plan.

The City is funding expanded psychiatric services in neighborhoods underserved by health care services, including a \$1,000,000 investment in a child psychiatric clinic in North St. Louis City.

The City will work to support and encourage schools, pediatric hospitals, and medical schools to imbed mental and behavioral health professionals in early childhood, elementary, and secondary education settings. The expansion of existing school health education curriculum should include mental and behavioral health education for all children.³¹

The City is committed to working with schools to place an emphasis on reducing and restricting the use of out of school suspensions, as schools across the nation have struggled to reduce suspensions of students of color at all levels.³² The City will work to support and build relationships with schools in the City to assist in funding mental and behavioral health programming for students, including students under in-school suspensions and other at-risk students.³³ The City is committed to helping schools develop and implement alternative discipline strategies.

Divert low-risk individuals in crisis to social services and away from arrest and confinement.

Help finding employment, steady housing, or mental health services can often turn a minor offender into a safe citizen. Focused intervention in specific low-risk cases can reduce and support all residents.

The Juvenile Jail Diversion Project provides alternatives to confining juveniles through Juvenile Court division programs.

Getting youth off the streets and into safe, constructive spaces can keep our whole city safe. Youth should be able to easily access a complete list of safe places, so that residents don't feel trapped by the streets. The City will work to implement its Blueprint for Youth Recreation to ensure that all youth have safe places. Also, a project with Washington University in St. Louis is conducting a safety inventory of all playgrounds in order to ensure that there is access to quality facilities for youth and their families.

The City is working with its partners to strengthen the referral system connecting emergency health care providers to youth and family services to ensure youth know of other safe places besides emergency rooms. Currently, both hospitals for children – Children's Hospital and Cardinal Glennon Hospital – connect at-risk youth in the emergency room with social services case managers so that they are empowered to turn their lives around and meet their and their families' basic needs.

ENFORCEMENT

The St. Louis Metropolitan Police Department (SLMPD) is internationally accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). As of 2015, the SLMPD is a recipient of the TRI-ARC award. This prestigious award is given to agencies that have concurrent CALEA® accreditation for their law enforcement, public safety communications and public safety training agencies. The department is only the 12th agency internationally to receive this award.

The City and its Police Department strategically approach law enforcement with several important objectives: stabilizing high-crime areas, focusing attention on the groups and individuals responsible for the majority of violence, prioritizing the crimes with the greatest community impact, deploying innovative technology to prevent and solve crimes, and improving collaboration among federal, state, and regional law enforcement agencies. This is conceptualized through three focused areas: data-driven policing, partnerships with internal and external organizations, and service enhancements (e.g., internal reforms, body worn cameras).

Data-driven policing

Data is at the core of the SLMPD's crime reduction strategy. By comparing statistics from one period to another, and from one area to another, the agency is able to identify crime patterns and trends throughout the City. This information, shared with district commanders, as well as state and federal law enforcement partners through a process called CompStat, is then carefully applied to yield strategic and operational guidance in the field. Officers are dispatched to the "hot spots" where crime is most heavily concentrated, because it is in these locations where their collective effort can produce the greatest positive results for public safety.

Each week, the Department uses data gathered from the week before to measure those results and give feedback and exchange ideas among Department leaders. It is also used to refine its strategies for the week ahead. The overall goal is to make sure SLMPD resources are concentrated in the places and times where crime itself is concentrated. This simple but powerful idea helps the City send resources where they are most needed, when they are most needed.

The basic philosophy behind this system was developed in New York during its highly successful crime reduction initiative of the mid-1990s. Since then, the Compstat Paradigm³⁴ has been improved and adapted to a variety of different contexts, and is currently used by major cities across America. The version SLMPD uses has been specifically adapted to St. Louis, in order to reflect our City's role as the urban core of a large metropolitan statistical area.

Hot Spot Policing

Background

- Crime is spatially concentrated
- Criminals tend to avoid the police
- Increase police presence where crime is heavily concentrated

Role of Police

- Sentry role
- Apprehension role

Outcomes

- Significant reduction in firearm assaults
- No displacement of crime to other areas

In addition to considering such variables as time and place, the SLMPD’s version of Compstat also focuses on the crucially important factor of harm. The idea is to go beyond raw numbers, and target for reduction those crimes which pose the greatest threat to public safety. The Department uses its statistical data to target violent crimes - or what the FBI calls "Part I" crimes - because they are the most serious, and have the most damaging impact on individual lives. In cases where competing priorities developed, such as a concentration of larcenies in one place and of aggravated assaults in another, SLMPD uses Compstat to make sure the violent crime is tackled first.

One of the most important tools used to accomplish this is also one of the oldest and simplest: visibility. In many cases, the mere presence of a police officer in a given area can deter crime. On a street level, matching the degree of

police visibility to the degree of expected crime is a highly effective tool. In fact, since 2013, St. Louis police officers have operated on the premise that preventing crime is more important than solely making arrests. This theory finds strong academic support, recently having been the subject of research by University of Missouri – St. Louis criminology Professor Richard Rosenfeld.³⁵ By implementing an increased presence in neighborhoods and microgeographies (single blocks or intersections), crime has been reduced significantly. In the previously cited paper, firearm assaults were reduced by almost three-quarters (71%) in areas that received “hot spot policing” or an increased police presence, compared to a drop of less than a fifth (14%) in areas that did not receive an increased police presence.³⁶

Another equally important tool, the Real Time Crime Center (RTCC), is a product of recent technological innovation. The center is integrated into the SLMPD's Compstat process and works along similar lines, in the sense that it is also part of a data-driven approach to modern law enforcement. But where Compstat deals with intermediate and long-term trends, the RTCC focuses on tracking crime as it happens. Information is sent to the center from a variety of sources at key points throughout St. Louis. Once there, it is analyzed, interpreted and evaluated for possible operational use. As the Department moves forward, it will rely more and more on this new technology to direct resources on the street. The RTCC and the corresponding intelligence unit includes social media analytics to track and monitor suspects via social media platforms. It also includes predictive analytics to proactively respond to trends about the location of crime and individuals most likely to reoffend, as well as License Plate Recognition (LPR) cameras in high-crime and high-traveled areas so that police can quickly apprehend wanted criminals and those who flee the scene of a crime in a car.

The most effective way to invest law enforcement resources is to focus on the blocks where increased police presence will have the greatest impact. A recent analysis by the SLMPD and its research partners at University of Missouri – St. Louis found that crime in St. Louis is strikingly concentrated, identifying that 5% of all City blocks are responsible for 50% of violent crime. So, focusing on the 5% of blocks with the most violent crime will make a difference in a significant number of residents' lives.

The City has applied for technical assistance through the Department of Justice's Diagnostic Center, which will support cutting edge strategic planning around data, evidence-based interventions, and community and partner engagement.³⁷ This will allow for the various internal and external data systems to effectively work together and both reduce manpower and allow for near real-time analysis of weekly, monthly and annual crime trends both by groups and geographies.

Gun crimes are one of the most severe and pressing issues the SLMPD faces. Guns are prevalent in the City. In the past five and a half years, the SLMPD has taken more than 8,424 illegally owned firearms off the streets. In 2015 alone, the SLMPD has already seized more than 900 firearms.

The results of guns' ubiquity are striking and clear. Between January 1, 2015, and October 13, 2015, 151 people were killed with firearms in St. Louis. Through the end of May, there were already 876 aggravated assaults involving a firearm in the City. In 2014, the City saw a total of 1,844 aggravated assaults involving a firearm. According to criminologists, the fear of long sentences imposed years after a gun crime is committed has little deterrent effect. They do say that quick arrests and immediate consequences do. In 2011, the St. Louis Circuit Courts imposed \$30,000 bonds on most suspects facing gun charges. That year, homicides dropped by 21%. The development of a Gun Court, or Armed Offender Docket, will allow police and prosecutors a chance to demonstrate on a systematic basis why individual suspects should get higher bonds. It also would stop the practice of defense attorneys shopping around for judges to give them lower bonds, and allow the City and the judiciary to track data to find what works to reduce gun crimes within the parameters of the constitution. The City's Gun Court proposal can be found in Appendix B.

Partnerships

Valuable as these tools and technologies are, they are not sufficient alone but merely allow for increased efficiency in the use of resources. Law enforcement in a modern urban context requires extensive cooperation, not only between different government agencies, but also between the police and the people they are sworn to protect. A truly progressive crime strategy depends on the development and nurturing of partnerships.

A unique partnership is that between the SLMPD and UMSL, led by criminologist and Professor Richard Rosenfeld to analyze data on profile, resource allocation, and other community issues and make recommendations for improvement. He is a national expert on law enforcement, and UMSL's Department of Criminology and Criminal Justice is ranked number four in the nation, bringing an unparalleled level of expertise to the SLMPD.

One of the most successful and long-established examples of partnership is the SLMPD's Crisis Intervention Team. Now entering its 10th year, the team is a model for creative collaboration, in which police work together and train with professionals from the National Alliance for the Mentally Ill. Its mission is to give officers the understanding they need to deal constructively with citizens in mental health crisis, leading them away from the path of incarceration and toward that of treatment.

The City of St. Louis recently was awarded a highly competitive Byrne Criminal Justice Innovation (BCJI) grant to implement the Near North Side Stabilization Initiative. From October 2015 through October 2018, the City of St. Louis Department of Health (DOH) will plan and implement comprehensive place-based strategies to reduce crime and support the revitalization of the Near North Side of the City. The DOH will work with residents and community stakeholders to: (a) plan and implement built environmental changes to reduce crime in the neighborhood; (b) coordinate

Near North Side (NNS) Stabilization Initiative

Goals

- Create of a safe, stable physical environment for residents of the project neighborhoods through environmental changes;
- Reduce the number of repeat offenders in the neighborhoods through restorative justice opportunities;
- Prevent and deter crime by implementing workforce development strategies.

Environmental Strategies

Building on existing safety enhancement and crime prevention efforts through the Choice Neighborhood Planning grant award, the DOH will coordinate bi-weekly meetings among the St. Louis Metropolitan Police Department, Urban Strategies, and neighborhood property managers to discuss crime and nuisance complaints, and coordinate the implementation of Crime Prevention Through Environmental Design (CPTED).

Crime Reduction Strategies

Enhance existing restorative justice programs through the Division of Family-Juvenile Courts and the Division of Probation and Parole, create new restorative justice opportunities through implementation of CPTED and through activities surrounding the creation of a Transformation Plan for the NNS as part of the Choice Neighborhoods Planning grant award.

Crime Prevention and Deterrence Strategies

The DOH will engage Urban Strategies to enhance existing workforce development efforts as part of its Choice Neighborhood Planning grant activities. Efforts will include working with residents to set individual goals, and strengthening and creating partnerships with local workforce agencies and organizations to increase employment training and job opportunities for residents of the NNS.

restorative justice opportunities for existing offenders in the neighborhoods; and (c) coordinate workforce development strategies to reduce the unemployment rate in the neighborhoods. The City will then work to expand these interventions to the rest of the City of St. Louis.

The SLMPD will provide and analyze crime data, and establish place-based law enforcement efforts within the BCJI framework. The City of St. Louis will help to align BCJI efforts with existing community interventions, jail diversion, drug and family court, mental health programs and other re-entry initiatives. Urban Strategies will lead on community engagement and workforce development efforts, in collaboration with St. Louis Agency on Training and Employment, among others.

The DOH will work with the Department of Criminology and Criminal Justice at UMSL to gather and assess crime data, define and confirm hotspot dynamics, and develop a data-driven approach to building a continuum of strategies to ensure the needs of the community are consistently being addressed. UMSL will provide research and technical assistance with planning and infrastructure start up, refinement and strengthening of strategy implementation. The DOH will also coordinate all activities with the Youth Violence Prevention Partnership, an existing group receiving intensive training and technical assistance from the Centers for Disease Control and Prevention and its consultant, American Institute for Research. The YVP Partnership includes the SLMPD, St. Louis Public Schools, Probation & Parole, Juvenile Court, the St. Louis Mental Health Board, and the St. Louis Agency on Training and Employment. Through the YVP Partnership, the Near North Side project will have access to extensive technical assistance, community and practitioner access, and membership in a nationwide violence prevention effort: STRYVE (Striving to Reduce Youth Violence Everywhere).

Mission SAVE (Striking Against Violence Early) is a collaborative initiative between local and federal law enforcement. The program combines the skills and resources of the City of St. Louis and the SLMPD, St. Louis County Police, FBI, DEA, and Probation and Parole to get the most dangerous criminals off the street through coordinated crime fighting tactics and focused deterrence. The SAVE team also includes the United States Attorney, Circuit Attorney, and County Prosecutor, and employs the office that is best equipped to deliver the appropriate justice for a specific crime.

It also employs Focused Deterrence,³⁸ a strategy that has had great success in many cities across the nation, including Kansas City, Boston, Chicago and Seattle. The Police Department identifies criminals who have the highest chance of turning their lives around, and focus enforcement efforts on these criminals while at the same time offering social services to help them leave a life of crime behind. It is designed to reduce street group-involved homicide and gun violence and has a strong formal evaluation record. Reductions in homicide numbers from 25% - 66% are common when implemented with fidelity over 1-2 years. The City and its

law enforcement partners, including Circuit Attorney Jennifer Joyce, have begun to implement a focused deterrence program, including "call-ins," a proven strategy that has lowered crime rates in many cities.

The aim of the Focused Deterrence strategy is (1) to reduce peer dynamics in the group that promote violence by creating collective accountability, (2) to foster internal social pressure that deters violence, (3) to establish clear community standards against violence, (4) to offer group members an “honorable exit” from committing acts of violence, and (5) to provide a supported path for those who want to change. Mission SAVE will conduct call-ins where violent offenders not currently incarcerated are brought in and told that they are known to law enforcement, have one last chance to access social services to change behavior, and promised swift and decisive action if they commit a violent crime. As only 25% of homicides result in the perpetrator being convicted and sent to prison, some people may believe they can get away with murder.

The call-in invitees are also told that their entire violence social group will be targeted for enforcement if they commit a violent crime. The first call-in happened in late August, and 85% of invited individuals (identified because of association with gang violence) attended.

Still other partnerships arise from an improved cooperation between government agencies, and a common sense of purpose which cuts across administrative boundaries. Nearly every facet of government has something to contribute and hot spot policing efforts also will be supported by partnerships with neighborhoods currently receiving intensive police presence through City services historically operated independently of the SLMPD. These include:

1. The Streets Department will build safe conditions -- clear, unbroken, well-lit roads and sidewalks -- in dangerous neighborhoods.
2. The Forestry Department will dedicate resources to tree trimming in violent areas to increase lines of sight, a technique proven to lower crime rates.

Mission SAVE

Objective

Reduce crime through focused deterrence – opportunities for violent individuals and groups to participate in pro-social behavior combined with swift and effective punishment for those that do not.

Key Partners

City of St. Louis (Mayor’s Office, SLMPD, Department of Public Safety)
 Circuit Attorney’s Office
 Federal Bureau of Investigations (FBI)
 Drug Enforcement Agency (DEA)
 State Probation and Parole
 United States Attorney

Outcomes

1. Reduce homicides;
2. Reduce gun assaults;
3. Identify top violent offenders;
4. Increase individuals accessing social services.

3. Un-boarded vacant buildings are safe havens for crime. The Building Division and the Problem Properties Unit will collaborate to make sure all LRA-owned vacant buildings are boarded and impenetrable.
4. Most serious and violent crimes are committed by un- or underemployed residents. SLATE will focus its employment services on the most dangerous areas where they will have the greatest impact.
5. Barriers to success include homelessness, health issues, and a lack of social services beyond those mentioned above. The City's Health Department and Human Services Department will both focus on those areas of higher crime and bring their resources to bear to support residents in those neighborhoods.

The Neighborhood Ownership Model is a citizen-led program that receives considerable resources from the Circuit Attorney's Office, the St. Louis Metropolitan Police Department, and the Problem Properties Task Force. It empowers neighbors to work together to help police, prosecutors, and the courts to reduce crime and increase the quality of life in their neighborhoods.

To increase visibility and integration with the community, the SLMPD deploys more bicycle and beat patrols on community streets. In 2015, the SLMPD formed the Community Engagement Bike Unit, which is focused solely on community policing and cultivating trust and respect between officers and the people they serve.

On a different level, and with a more long-term view, the City is committed to integrating its social policy with the crime reduction efforts of the SLMPD. Broadly speaking, the causes of crime are well known: concentrated poverty, chronic unemployment, and the powerful strain these things can create in a family, a block, and even an entire neighborhood. For this reason the City seeks to integrate its social programs into its crime strategy, making investments designed to break the cycle from which criminal behavior emerges. The St. Louis Agency on Training and Employment (SLATE) directs its services to the places where they can have the greatest possible impact, helping young people find a path into the labor market, and away from the tragic temptations of crime. At the same time, the City also seeks cooperation from the many non-governmental organizations that serve St. Louis in different capacities, helping them to match their resources with the community's most urgent needs.

Indeed, to foster that sense of cooperation and channel it toward practical results, the SLMPD recently created an entirely new function, the Community Engagement and Organizational Development Unit. By design, the unit has no enforcement obligations. It is not expected to make arrests nor investigate cases. Its sole purpose and full-time job is to build bridges between the police and the people who live, work and visit the City of St. Louis.

Other partnerships between the SLMPD and other organizations include: engagement with neighborhood associations and business districts to tackle

specific crime and crime-related issues; partnerships with faith-based institutions; and, participation with the St. Louis Housing Authority. The Police Department is also developing neighborhood-specific crime fighting strategies and sharing them with neighborhood leaders to encourage collaboration between neighborhoods and the Department. The success of these are often incumbent upon active neighborhood associations and aldermen, but have also been convened through faith or other community-based leaders with success.

Specific youth programming and partnerships also are key to building trust between the young people of St. Louis, as well as showcase a possible career pathway for residents.³⁹

The SLMPD supports youth sports with the Police Athletic League (PAL), which pays for the equipment, uniforms, league fees, registration fees, and insurance for more than 700 youth in the City. Each of the 40 teams is partnered with an officer who gets to know the City and youth better while working with PAL.

The Do The Right Thing program recognizes children who have been nominated by teachers, parents and neighbors based on their good behavior, laudable acts, and service to the community. The SLMPD, along with regional partners, honors 10 children each month.

Books and Badges is an innovative tutoring program that provides a unique learning experience for children and St. Louis police recruits. Recruits from the Police Academy tutor elementary school students in reading and writing for one hour per week. The goal of Books and Badges is not only to improve the reading and language art skills of elementary school students, but also to promote the image of police in the community by presenting police officers as positive role models to school children.

The annual Cops 4 Kids: Patrolling for Presents is held every December in partnership with Big Brothers, Big Sisters (BBBS) and Target Department Stores. More than 30 police officers and employees team up with St. Louis City children who are “Littles” with the BBBS. The officers and employees act as mentors to the children as they shop for holiday gifts for their family and themselves. The children are selected for this event based on need during the holiday season.

Every summer the SLMPD teaches children important safety lessons while having fun at the Safety Outreach Summer Camp. The camp is free and children learn about fire safety, gun safety, bicycle safety, and the proper use of 911. Safety professionals, including Police Officers, Firefighters, and others, teach each of the lessons and get to know St. Louis youth.

The Citizens Academy is a 12-week course offered to citizens of St. Louis that provides an insider’s view into the day-to-day job of a St. Louis Police Officer. During the course, citizens gain a better understanding of the inner workings of the Department through instruction in the Department’s history and structure,

predicting and analyzing crime patterns, gang intelligence, homicide investigations and community policing techniques. Nearly all of the instruction is provided by commissioned police officers. The course is designed to strengthen the bond between the department and the community.

The St. Louis Police Explorers Unit is an opportunity for young adults to work together with SLMPD officers to learn about the history and mission of the Department, gain practical working experience, and serve the community alongside a uniformed police officer.

The SLMPD partners with Urban League's Public Safety Council to foster respectful, collaborative discussions between concerned citizens and police to further the cause of public safety. This group advocates for improved policies at the local, state and federal level to achieve social justice goals that improve outcomes for African Americans. It also works to improve relations between the African American community and SLMPD.

The common theme and the underlying theory behind all of these collaborations is community ownership. The goal is to create an atmosphere where public agencies work together, with each other and with their private sector allies; an atmosphere where everyone feels involved, and no one feels alienated. The SLMPD seeks to be a partner with community members and other stakeholders – their policing efforts will not be successful in isolation and partnerships are the key to reducing crime and violence throughout the entire City.

Service Reforms

One important way to promote community ownership and trust is by continuously striving to improve the Police Department as a service organization. Positive results in terms of crime reduction are not enough. The Department is also rightly expected to accomplish that goal, and provide its vital service, in accordance both with the industry's best practices and with the community's deeply held values.

Residents are a key partner for the SLMPD in reducing crime. To improve collaboration, residents require timely and accurate information. Plus, transparency builds trust. So, to communicate better, the police department will:

- Devise a Strategic Communications Plan;
- Improve communications with reporters;
- Push out more useful information through social media;
- Engage more citizens in neighborhood meetings;
- Improve responsiveness to constituents' requests for information;
- Make the data on the City website easier to use.

The Board of Aldermen is currently reviewing nominees by the Mayor's Office to fill the Civilian Oversight Board. This Board will ensure that officers are

accountable to the people they serve. This level of transparency is rare in many large metropolitan cities, and the City of St. Louis will use this body to demonstrate the effectiveness of the SLMPD as well as identify challenges and officers in need of retraining or discipline to ensure the community's trust.

One step in that direction is the Department's training curricula for Conflict De-Escalation. This multi-phase training program, launched in fall 2014, is designed around one key learning objective: teaching officers how to resolve disputes with the minimum necessary amount of force, and with the greatest possible reverence for the value of human life. The first phase of the program was completed in early summer 2015, and the second phase is already underway, to be finished before year's end. By that time 1,000 officers will have received an average of eight hours each. Phase three will begin in 2016, as de-escalation becomes a permanent and recurring part of the SLMPD's training requirements.

Another is its extensive effort to train officers against the use of racial or bias-based profiling, which has an impact on community trust and effective policing.⁴⁰ Although anti-bias training has been an ongoing part of the SLMPD's re-training curriculum since 2000, the Department has recently and dramatically increased its prominence on the in-service calendar. By the end of 2015, each officer will have received two courses in this area, with a combined average of six hours per officer for the year. The first program introduced officers to the academic consensus on Implicit Bias in Policing, challenging each participant to identify and grapple with his or her own subconscious beliefs. The second course focused on building Cultural Competencies tools, teaching officers how to understand, empathize, and interact with people from different groups. Anti-bias programs in 2016 will build progressively on these foundations.

Closely related are steps the Department has taken to de-militarize its posture, to the greatest extent still consistent with general public safety. In the past year all members of the agency's Civil Disobedience Team have been re-trained and re-oriented with a new approach to such events. There is a strong focus on the primacy of constitutional rights and the pressing need to make certain that, in tense situations, the Police do not themselves create the need for escalating force. Key policies have been re-written, with tighter command and control over critical scenes, and with strict limits on discretion in the use of munitions like tear gas.

Implicit Bias Training

Implicit Bias Definition

Judgment biases that result from implicit stereotypes that exist below consciousness but impact behavior.

Training

Six hours of coursework for all SLMPD officers including cultural competence module.

Course Overview

Promote understanding and respect for racial and cultural differences and the use of effective, non-combative methods for carrying out law enforcement duties in a racially and culturally diverse environment.

Matching this development are several important changes in how the agency approaches use-of-force events, and especially how it handles critical incidents arising from them. For the first time since its inception, the SLMPD has a dedicated review committee, whose two-fold purpose is a) to investigate uses of force, and b) to develop better policies and protocols, in part based on the practical lessons learned from those investigations. The ultimate goal is to give the City of St. Louis a Police Department that is able not only to control and reduce crime, but able to do it using the least amount of coercion required, and with the greatest possible transparency about both its results and its methods.

An even bigger step in that direction will come from the introduction of body-worn cameras to the SLMPD. A national movement is already underway, favoring this as one of the most promising answers to the challenges posed by recent events.⁴¹

The City and SLMPD support the judicious use of body-worn cameras (BWC). At the same time, implementation is a challenge - SLMPD had 534,422 events (calls for service and self-initiated activities) in 2013 that would have required a BWC to be recording. With an average event time of 35 minutes, 2013 would have generated 18,704,770 minutes of recorded video. Given the evidentiary requirements from the Secretary of State requiring video to be retained for at least 30 days and evaluated prior to purging, the Department would need to dedicate staff to managing and reviewing the digital evidence created by the BWC program. The City will pursue a pilot program to understand how best to train, deploy, and manage BWC among more than 1,000 officers.

Body-Worn Cameras

Potential Benefits

- Increased transparency and police legitimacy
- Civilizing impact on behavior
- Evidentiary benefits for arrest and prosecution
- Police retraining opportunities

Potential Risks

- Privacy concerns
- Officer health
- Investments in training, policy change, and procurement

At a level that goes deeper than any of these projects and initiatives, there is the question of recruitment and selection. In modern police work, diversity is not a luxury, it is a necessity. That has always been true, but recently it has become undeniable. Recognizing this, the Department has re-doubled its commitment to fielding a police force that looks like, and more importantly feels a sense of kinship with, the community it serves. In the end, everything described here - crime reduction plans, neighborhood partnerships, service improvement programs - depends on the qualities of the people the City hires. Internal and external efforts are underway to improve the recruitment of a high-quality police force that is familiar with St. Louis and is demographically similar to the City's residents and visitors. The City is partnering with the Ethical Society of Police to recruit, mentor and train the best available minority candidates for the Police Academy in order to better reflect the community police serve. The City is proud to report that the last four Academy classes were 50 percent African-American, reflective of the City and its residents.

Finally, the SLMPD has been engaged with the national conversation over the past two years about needed reforms to law enforcement. Based on community feedback, the SLMPD has also focused on three major areas to improve: pre-arrest interventions, interactions between police and residents, and transparency. While the below highlights are important, the SLMPD is working to continually improve and meet the needs of all its constituents in order to improve relationships and trust with community members. Ultimately, evidence and effectiveness in crime reduction will be the Department's guide, informed in part by the very interventions proposed by others.⁴²

Interventions

The City of St. Louis offers warrant forgiveness as matter of routine for hardship cases, but also conducts forgiveness for individuals with outstanding warrants at regular periods. For example, in 2015, the City allowed individuals in warrant to cancel warrants and get a new court date at no cost. More than 1,500 individuals participated in this program in 2015, and the program shall be repeated annually.

In 2015, SLATE began a new program called the Civil Liberties program, designed to assist young people who are unemployed yet have been given a fine from the City's municipal courts. The president judge mandates that young people ages 16-24 that are unemployed but have fines to pay to participate in the jobs program. The young person will receive a job through SLATE a week after they have appeared in court. The participant will receive job readiness training, leadership development, classes in social responsibility and citizenship, a free checking and savings account and can elect to have their court fee and fines directly taken out of their paycheck. As an added incentive, provided the young person completes the program, the judge will reduce their fines or court fees. The program promotes social responsibility, financial empowerment, and gives the young adult a step into the job market. This is an amazing and innovative program. We are truly helping young people get their life back on track by giving them the means to take care of their responsibility. This program promotes self-integrity, social responsibility, guides better decisions making, and creates a better overall citizen.

Program Goals:

- Help unemployed young people 16-24 find and job and pay fines
- Decrease the amount of warrants and fines issued for young adults ages 16-24
- Connect young adults to jobs and job training
- Connect young adults to checking, savings accounts, and financial empowerment
- Promote social responsibility

The City also has worked to de-prioritize harmless offenses such as possession of small amounts of marijuana. The City decriminalized up to 35 grams of cannabis in 2013, with an arrest for possession leading only to a fine of \$100 or community service.

The City for several years has been providing implicit bias training to its police officers. All officers participate in two courses per year and the Police Academy provides additional training and support around cultural competence.

The SLMPD also works with representatives from the National Alliance on Mental Health St. Louis (NAMI) to deliver Crisis Intervention Team (CIT) training. Currently, more than 700 officers have gone through CIT training, and it will be delivered at the Academy to include all future officers. CIT trained officers are able to deal positively and deescalate situations involving developmental disabilities or mental illness.

Interactions

The City holds press conferences after all officer-involved shootings and disseminates information via social media and press releases. Additionally, the Force Investigative Unit and the Audit Advisory committee collect information about use of force to determine appropriateness and, if unnecessary force was used, how to improve training and policy to avoid such situations in the future. The Department also turns over all findings for independent review by the Circuit Attorney's Office.

The SLMPD uses the RAMS early warning system in conjunction with progressive discipline to identify problem behavior before it manifests itself in unsafe behavior. This data-driven approach monitors signs that training or counseling may be necessary for an officer before it begins to impact his or her behavior in the field.

SLMPD officers receive two annual trainings on de-escalation techniques. The Academy – the training and education center that all police officers attend – also emphasizes de-escalation techniques in their trainings and classes.

The City forbids the use of unnecessary force. Lateral vascular neck restraint (commonly known as chokeholds) have been banned from use by the SLMPD. The SLMPD also forbids any abuse to prisoners or individuals in custody. The police department takes all such allegations seriously and investigates by the Internal Affairs Division.

The City has strengthened its restrictions on the use of less-than lethal force as well. Chief Dotson has required that use of chemical agents (e.g., teargas) get approval from the Chief of Police or Assistant Chief of Police before being used for crowd control. Documentation of use of chemical agents must also be gathered after any deployment.

The City of St. Louis is a regional leader when it comes to diversity of its police officers – at all levels of command. At the same time, opportunities for improvement exist. The SLMPD will continue to actively recruit

underrepresented individuals including women, racial and ethnic minorities, religious and language minorities, and prioritize and require cultural competency trainings for all officers regardless of their backgrounds.

Transparency

In June 2015, Mayor Slay signed legislation creating a civilian oversight board (COB) to receive and review complaints about the St. Louis Metropolitan Police Department. The Mayor has nominated seven individuals, who are awaiting confirmation by the Board of Aldermen. These individuals will pledge to be fair and objective, to make decisions based only upon the facts and evidence before them, and help foster trust between residents and the police. They will be fair to citizens and police and protect their rights, ensure that civilians have a role in the police department, and increase transparency.

Independent review of police use of force is conducted, by request, by the FBI and other external reviewers. There are also internal processes by the Internal Affairs Division and the Circuit Attorney's Office. The City is also working to ensure that all complaints are investigated fairly and regularly, including use of force.

REENTRY

Repeat offenders are a major source of all crime. About two-thirds of felons are caught committing a second felony within three years of release.⁴³ This is a sobering truth, but also an opportunity. If the City can successfully reduce the number of reoffenders, it seeks to reason that the crime rate will fall substantially. While a lack of rigorous evidence exists to support many interventions for reentry, the City will work with local academic institutions to ensure that as promising interventions are developed, tested, and deployed, the City moves quickly to adopt those practices.

Community Supervision

Most individuals exiting jails (City or County facilities traditionally used for short term confinement) or prisons (state or federal facilities traditionally used for longer term confinement) are released on some level of supervision. The intensity and length of supervision is contingent upon an inmate's sentence and parole hearings.

Two major probation and parole systems currently exist in the City of St. Louis – the Federal Probation and Parole Office and the Missouri Probation and Parole Office. Both have a long history of collaboration with the City of St. Louis and community organizations in the City.

Current interventions involve the use of Functional Family Therapy, case management, and the referral to social service providers. Deputy Juvenile Officers conduct assessments, regular check-ins, and referrals to service as needed while attempting to minimize this contact has in disrupting parolees' lives.

The City also is working with the court systems to provide alternatives to detention through probation for individuals suffering from mental health or substance abuse disorders.

Programming & Treatment

All reentering individuals should be offered programming and treatment services to ensure that their basic needs are met and they are given opportunities to gain meaningful employment and education opportunities. This programming and treatment ideally is provided from the beginning of their contact with the criminal justice system.

In-Prison Programming and Treatment: Within the City, state, and federal jails and prisons there are a host of programs and treatment opportunities, including substance abuse programming, GED programs, and employment training such as the recent Prison to Prosperity program.

Reentry Services: Once exiting their place of confinement, justice-involved individuals may require specific resources and services. A 2008 report by the Urban Institute highlights eight areas that are required for successful reentry, adapted for summary in Table 1.⁴⁴

Transportation	Ensure releasee will have access to transportation to services, work and other locations as needed.
Clothing, Food & Amenities	Ensure releasees have clean, appropriate clothing and information regarding access to food resources.
Financial Resources	Ensure releasees have enough money to subsidize food, transportation and shelter during the initial days following release.
Documentation	Ensure individuals have a state-issued identification card.
Housing	Ensure access to safe, affordable places where releasees can stay in the days following release.
Employment & Education	Conduct assessments and referrals to appropriate employment/education services.
Health Care	Ensure releasee has access to a health care facility/provider in the community to ensure continuity of care. For individuals with substance abuse or mental health issues, access to counseling services.
Support Systems	Engage family members (when appropriate) to notify them of the release date and release plan, and for releasees without family members, community or faith-based organizations provide social support and case management.

While those recommendations are specifically focused on the role of correctional institutions, there is a need for consistent monitoring and support in those domains from private, public, and nonprofit providers. A key component is continuity of services from within their correctional facility to their transition back into the community. While the City continues to work on all of these core needs, the most progress has been made with housing and education and employment. The City continues to identify partners to provide support around transportation and financial resources, as well as ensuring that all releasees have proper documentation.

Housing: The City of St. Louis is partnering with the Federal Office of Probation and Parole to provide housing and construction training to individuals on probation/parole as they return to the City. Following success in Philadelphia, the City’s Problem Properties division within the Department of Public Safety is providing properties via local landlords,

“What we aim to achieve in this program is providing ex-offenders with an opportunity to gain meaningful job skills that will allow them obtain future employment in the construction industry, while at the same time rehabbing existing properties and neighborhoods, and providing housing to these ex-offenders, or other at-risk community members. We believe that those reentering society fair better when they have job skills, employment, and stable and safe housing.”
 - Federal Probation & Parole

the Carpenter's District Council of Greater St. Louis and Vicinity is providing training, and the Federal Office of Probation and Parole is providing funding for a select group of reentering individuals. These City residents will repair homes that they will then live in with the assistance of housing vouchers provided by the Federal Office of Probation and Parole.

Education and Employment: The City of St. Louis has “banned the box” from City job applications so that people are no longer required to check a box if they have a prior felony conviction.⁴⁵ This improvement gives people who have paid their debt to society to a second chance at creating a stable life. The City also is advocating for a state-wide law banning the box from employment applications in public and private employment.

The City's Corrections Division, SLATE, Ranken Technical College, and partners are training young adults, ages 17-24, incarcerated at the Medium Security Institution to be job and school ready. During the Prison to Prosperity pilot program, state and private funding is being used to connect 130 pre-trial detainees to jobs in the community or classes at Ranken Technical College upon their release. Training includes financial literacy and a connection to social services for both the inmate and his family in an effort to create a realistic path to a constructive life. The goals of the program are to 1) reduce recidivism; 2) provide access to supportive, credentialed job training before and after release; 3) connect participants to real job opportunities; and 4) help them open banking and savings accounts and value fiscal responsibility.^{46 47}

Since late 2013, SLATE has funded through the Department of Justice's Second Chance Act and Department of Labor's Face Forward grant program several programs designed to support young people, aged 16-24.

Finally, for offenders under the age of 17, there are robust restorative justice programs that allow for offenders to repair harm to their victims and build a sense of empathy to reduce risk of re-offending.⁴⁸ Particularly via the 22nd Circuit Court's Juvenile Division, the use of Neighborhood Accountability Boards (NABs) will be expanded.

Next Steps

In my 14 years as Mayor, my administration has dedicated hundreds of millions of dollars and thousands of hours to fighting crime; implemented effective crime reduction programs; expanded the scope, strength, and success of the City's many social services; and began to focus our efforts on easing the difficult transition from prisoner to productive member of society. This holistic, long-term strategy articulates my long-term crime reduction strategy, and the Public Safety Portal on the City's website lays out even more crime policies and programs that currently are working to keep St. Louisans safe. We are doing a very great deal to combat crime. But, we will do more to make St. Louis a safe city to live, work, play, start a business and raise a family. That is my number one priority.

Since I took office in 2001, crime has fallen. I'm proud that our efforts are bearing fruit, but this does not mean we can rest. Too many residents have been murdered. Far too many more have been shot. That is the reason why my staff and I have identified major projects and initiatives that will lower the crime rate. I believe that soon, all over the City, rates of violent crime will fall, and I believe that the fall will be sustained.

Reducing the crime rate cannot be accomplished just by beefing up police departments and advocating for stricter sentencing. Reducing the crime rate will require a systemic, concerted effort to create economic opportunity, connect vulnerable residents to life-changing social services, and empower neighborhoods and individuals.

Expanding economic opportunity is the surest way to lift citizens out of a life of crime. That is part of the reason why I have so strongly supported an increase in the minimum wage to give our hard-working constituents a hand up out of poverty. That is also part of the reason why have made it a top goal to get the National Geospatial-Intelligence Agency to build a new \$1.6 billion facility in Near North St. Louis. Re-investment -- in the form of the \$225 million the NGA pays in salaries each year, as well as the thousands of construction jobs -- can help support residents in Carr Square, Jeff VanderLou, and St. Louis Place. To augment these efforts, the City has been awarded a \$500,000 Neighborhood Choice Planning Grant to develop a strategy to capitalize on the progress we've made in Near North. This initial Planning Grant gives us a big advantage when we apply for the full \$30 million grant from the Department of Housing and Urban Development later this year. We will also be applying for a Community Development Block Grant to train 150 new construction workers, who will be guaranteed a job once they graduate from intensive training. These efforts will

support residents and partners in North St. Louis who are already working to improve their neighborhoods.

Beyond creating jobs, we must support our workers. The City's social services, organized and implemented by the Health Department, the Human Services Department, and SLATE, support St. Louisans from the cradle to old age. They keep children active in safe spaces, they heal our citizens afflicted with physical and mental illness, they train our workers in the skills of the present and the future, and they respect our elderly by keeping them safe and secure. On top of all of that, social services intervene in lives that are headed toward crime to turn them around. We all benefit when we support one another.

We're directing our efforts first at the issues and areas that need them most. That is the reason why my administration brought Project LAUNCH to the 63106 and 63107 ZIP codes to increase support for the large number of young children living in poverty, and I'm proud that we will be building a comprehensive pediatric mental health network to treat poor children with mental illnesses. We will be expanding our mental health system to heal those who are affected and educate those who are misinformed, and we continue to advocate for schools to teach students about proper mental health. In addition to Project LAUNCH, the City treats mental illness through the System of Care expansion initiative and our partnership with the Regional Health Commission's Alive and Well initiative.

Social services have a great impact, but they cannot end crime by themselves. There will continue to be individuals who commit violent crime. These dangerous people must be kept in prisons so that we are safe. But once former offenders pay their debts to society, we should not turn our backs on them as they walk out the prison gates. We do not have to immediately open our arms, but neither can we close our eyes and ears to the struggle of re-entering a society they have been cut off from for years.

The majority of those released from correctional institutions end up back in prison or jail after reoffending. Some of these convicts are lifetime criminals who belong behind bars, but many others are committed to turning their lives around but end up thwarted at every turn. If you come back to St. Louis after years in prison and cannot find a job because every employer makes you check a box that lands your resume in the trash, you won't have many options for income. If you can't live in public housing because of a former felony, you'll be desperate for a way to put a roof over your family's shoulders. If you're one of the many former offenders who didn't finish high school or college, your options for legitimate employment will be few and far between. Many of the remedies to this problem

require state and federal action, but the City can lead the way, as it has many times before.

That is the reason why applicants to the City no longer have to check a box and why we support a state law banning the box. That is the reason why we're working with Ranken Technical College to build a trade school inside the City's Medium Security Institution, so that inmates can become skilled employees. That is the reason why we support and salute the Concordance Academy, which teaches inmates a host of life and work skills so that they don't become recidivists. They are doing difficult and important work.

All of these efforts are individual parts of the crime fighting strategy. Strengthening the City, supporting our citizens, and removing unnecessary obstacles faced by former convicts must be coupled with the best police enforcement possible. The General Obligation Bond issue contained millions of dollars to increase law enforcement capabilities. This money will be spent on cutting-edge technology like the Real Time Crime Center and ShotSpotter, as well as free up other funds to hire additional uniformed cops. Of course, a police department must do more than just catch criminals and work to prevent crime. A truly successful police department has strong ties of trust and respect with the community it serves. Not only is this the moral method of policing, it also leads to more arrests and crimes solved, because cops can keep their ear to the ground and stay informed through trusting community members. These are the reasons why the SLMPD recently created the Community Engagement and Organizational Development Division, which swiftly instituted dozens of community outreach programs.

Ultimately, these innovative and effective programs will be many parts of the overall strategy, which will reduce crime in St. Louis. I believe in the potential of the people of our City, and I believe in the ability of City Government, collaborating closely with constituents and private partners, to make St. Louis a City where violent crime is not an endemic problem, a City where children feel secure at every park, and a City where we are all safe to live out productive and fulfilling lives.

This fall, I will establish a Commission on Crime by executive order. I will appoint 10 members to the Commission to oversee the implementation of this plan, to gather public input for the plan, and to recommend new public safety initiatives for my consideration. The Commission will receive input from an Advisory Committee composed of myself, the Chairman of the aldermanic Public Safety Committee, the Circuit Attorney, the Chief of Police, the Superintendent of

Schools, the Federal Bureau of Investigation, the U.S. Attorney for Eastern District of Missouri, state Division of Probation and Parole, the 22nd Judicial Court, and the University of Missouri St. Louis Department of Criminology and Criminal Justice.

To that end, my office and City Departments and partners will be working toward the following goals:

Prevention:

Short Term (6-12 months)

5. Expansion of early childhood education through upcoming ballot initiative on increasing the tobacco tax;
6. Reinstate the Gang Resistance Education and Training (GREAT) program;

Long Term (12-24 months)

7. Supporting and expanding neighborhood associations through the Department of Public Safety's Neighborhood Stabilization Team. The City will work to have an active, vibrant neighborhood association in each of our 79 neighborhoods;

Ongoing

8. Expansion of quality primary and secondary educational opportunities for youth through additional Mayor-supported charter public schools and resources directed to support St. Louis Public Schools.

Intervention:

Short Term (6-12 months)

6. Increase the number of effective, crime-reducing home visits by SLMPD Juvenile Division;
7. Fully fund and expand the Juvenile Night Watch Program, which focuses on juveniles on probation;
8. The SLMPD is expanding the use of parental consent to search minors' areas, as this tactic has helped get many young violent criminals off the streets;

Long Term (12-24 months)

9. Development of a City Community Mediation Center similar to that in other cities like Dayton, Ohio;⁴⁹

Ongoing

10. Provide robust infrastructure to provide Functional Family Therapy, Cognitive Behavioral Therapy, or Multisystemic Therapy to juveniles and their families as they transition between settings (e.g., correctional to community, out of home foster care placement to home, alternative education school to home school).⁵⁰

Enforcement:

Short Term (6-12 months)

19. The SLMPD will work with the Board of Aldermen to increase officers, and to maximize efficiency, conduct a Patrol Allocation Study and reevaluate police districts;
20. The SLMPD will improve its gang database through the use of social media, training from law enforcement experts, and upgrades to its intelligence division software;
21. Implement an Armed Offender Docket in conjunction with state and local judges so that criminals with guns are given extra scrutiny;
22. The City works to increase availability of gunlock boxes and raise awareness of their importance and proper use;
23. The City will request the AFT to help identify the origin of guns used in violent crimes to identify gun stores or individuals responsible for multiple weapons used in violent crimes;
24. Expand the gun crime database to better track gun crimes and gun criminals through the criminal justice system;
25. Increase effective alternatives to incarceration and detention through diversion initiatives in the Municipal Court and Circuit Attorney's Office;⁵¹

Long Term (12-24 months)

26. Exploratory study to consider removal of small bonds (less than \$1,000) that cost the City money for confinement, do not deter crime, and punish families;
27. The City will seek to prohibit open carry of firearms in St. Louis to the maximum extent allowed under state law;
28. The City will evaluate the zoning code to determine whether it adequately protects residents from businesses and people who traffic in firearms;
29. Coordinate with St. Louis Cardinals, St. Louis Rams, Convention Center, Scottrade Center, parking lot companies, and other large venues to encourage adoption of policies and consumer education that encourage the public to not bring guns to their events and to not leave guns in their cars at the events;
30. Review all 3 a.m. liquor licenses and move day-to-day oversight of the Excise Division to the SLMPD;
31. Rewrite red light safety camera ordinance to comply with recent court ruling;

Ongoing

32. The City and its community partners, including the Archdiocese of St. Louis, the St. Louis Regional Chamber, SSM Health, and the Demetrious Johnson Foundation have advocated defending existing gun laws. Recently, that group filed an amicus brief in the Supreme Court to ask the Court to consider the widespread impact guns have throughout our community and to uphold the Felon in Possession law;
33. Support adoption of laws that require the contractor that provides ankle bracelet services to the state court to notify judges within minutes of an individual violating the terms of their release (for example, house arrest), and then, on every such occasion, require judges to revoke the bond and immediately order their arrest and notify the police;

34. Encourage reforms to the right-to-carry training mandated by state law that would encourage the public to not bring guns to public events in the City and to not leave guns in their cars in the City;
35. The City supports a change in state law that would require an independent prosecutor to investigate all fatal police shootings;
36. Increase fundraising for CrimeStoppers for more money for tips and witnesses with information that leads to convictions.

Reentry

Short Term (6-12 months)

10. Provide increased opportunities for community-based providers to interact with offenders while in jails and plan for reentry as early as six months prior to release;
11. Provide additional housing opportunities to nonviolent offenders returning to the community;

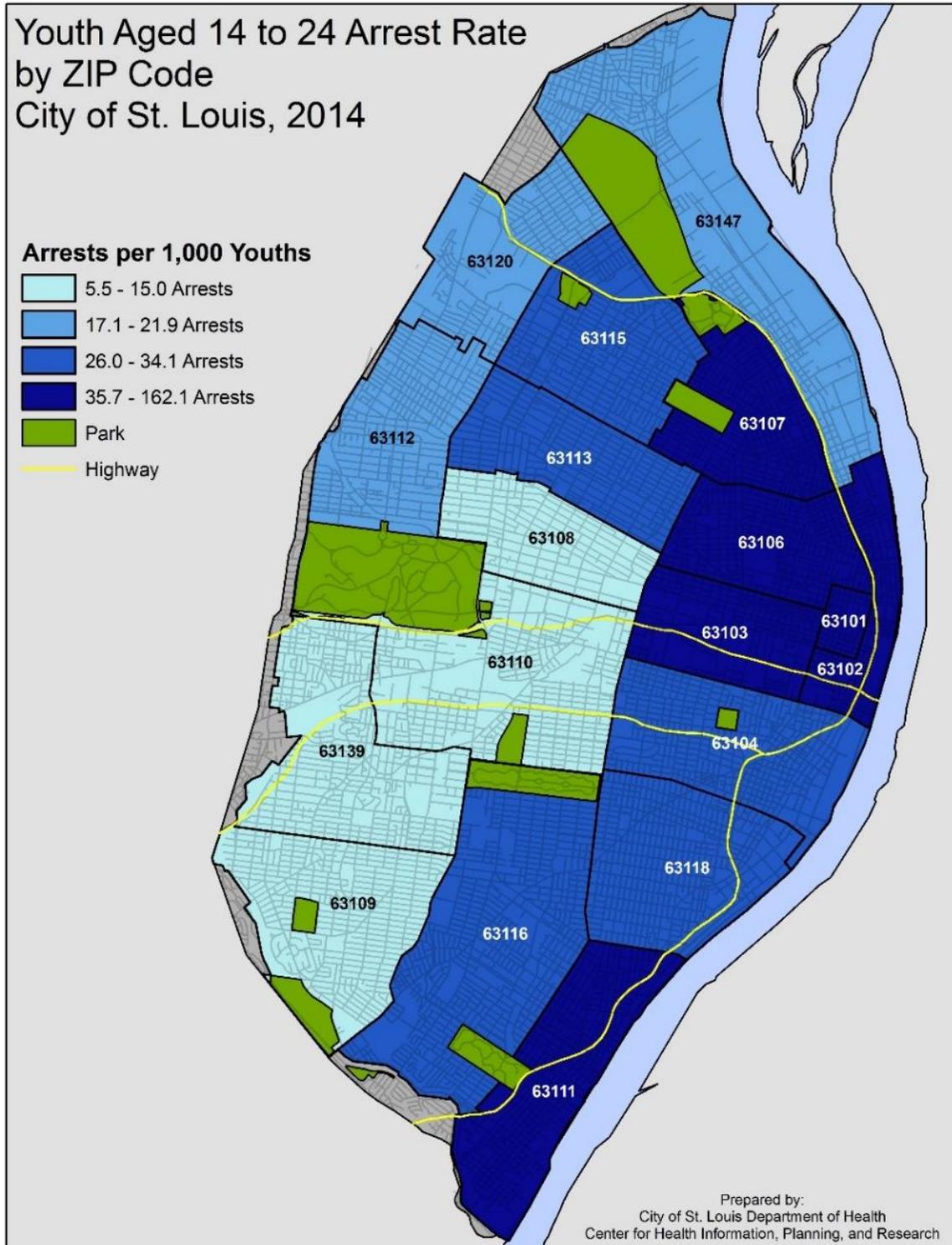
Long Term (12-24 months)

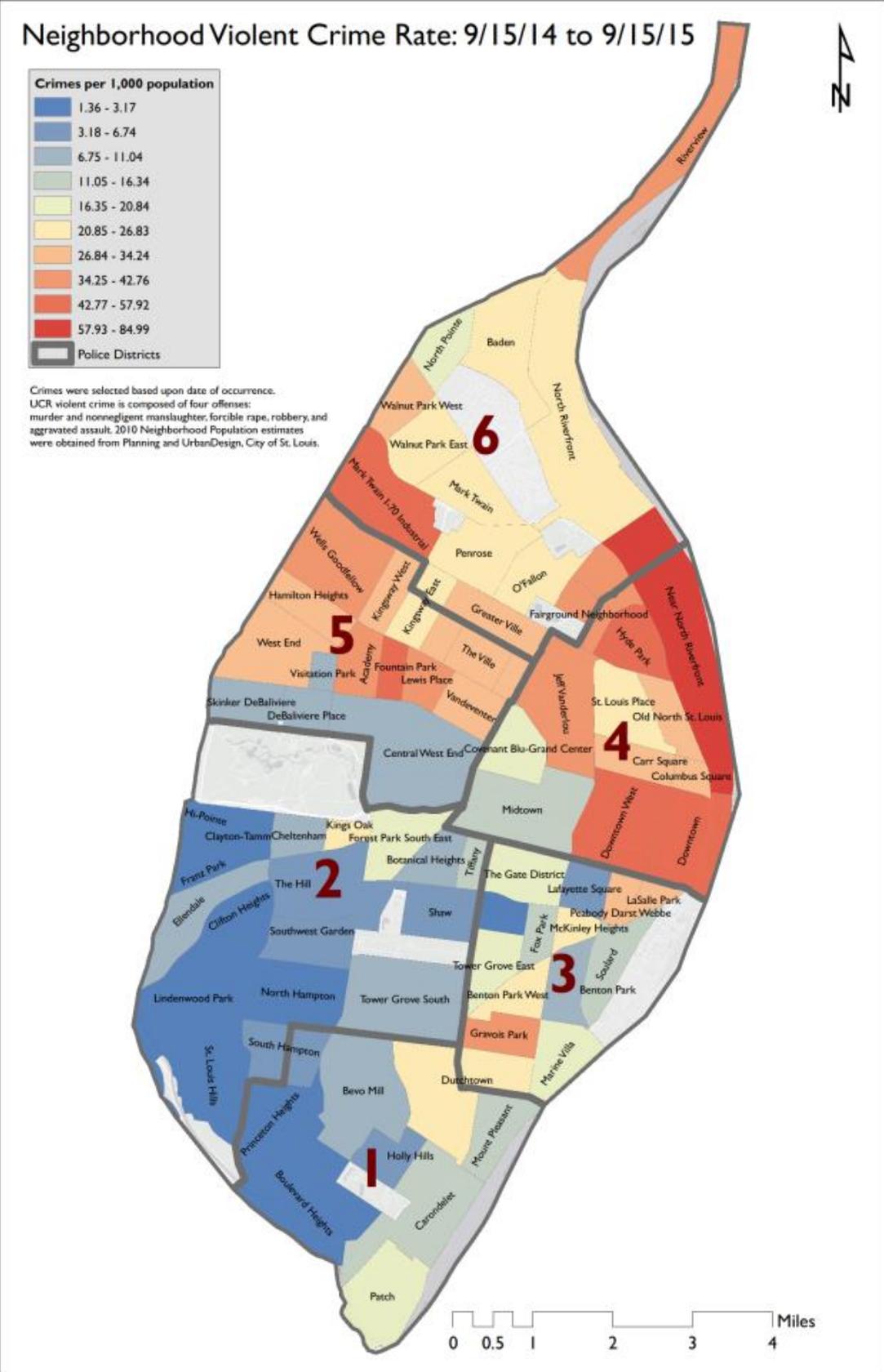
12. Increase number of reentry coordinators in City jails;
13. Expand medical care and continuity of care from confinement to the offender's return to the community, including health insurance;
14. Work with the State to allow ex-offenders with drug-related criminal records to use Section 8 housing;
15. Begin registering inmates for Medicaid/SSI benefits 90 days prior to release;
16. Expand reentry services so that residents returning from City facilities to their community register and apply for all applicable government and needed benefits (e.g., health insurance, SNAP benefits);

Ongoing

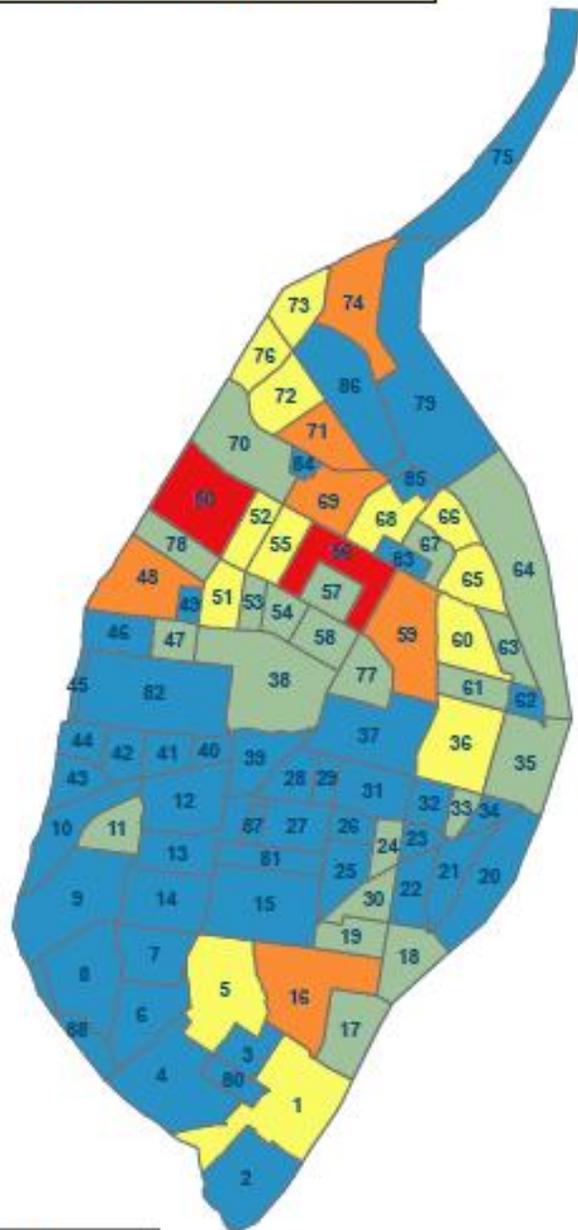
17. Expand education opportunities for reentering offenders;
18. Expand employment opportunities.

Appendix A: Maps





City of St. Louis
Homicides
January 01, 2014 - December 08, 2015

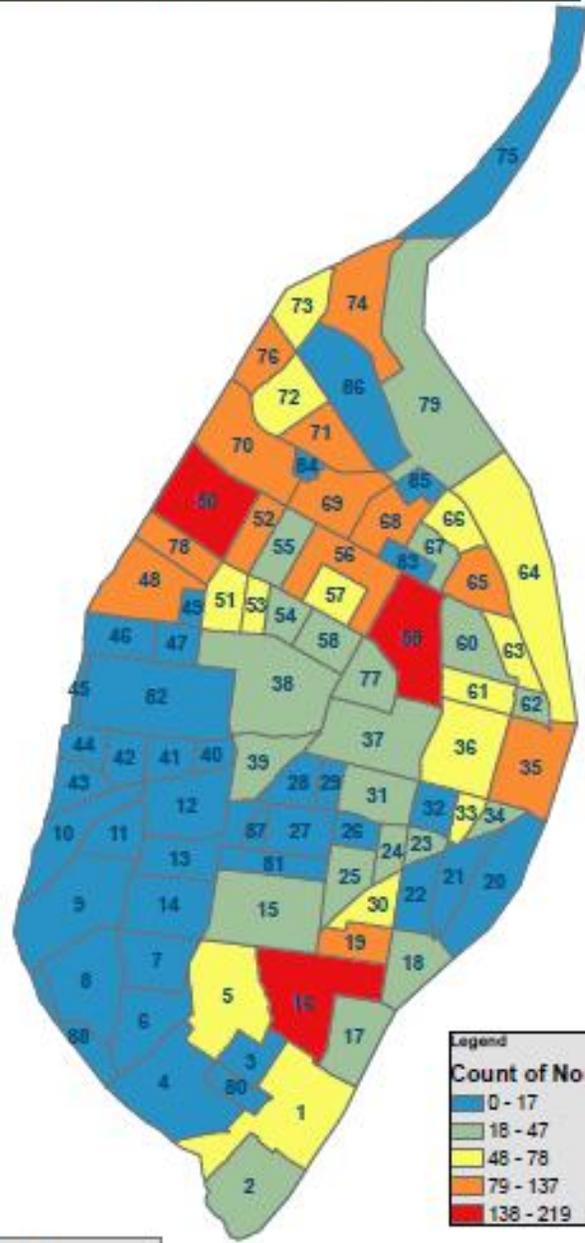


Source: Crime Analysis Unit
Metropolitan Police Department
City of St. Louis
FP: 67265

Note: #s on map
represent N'hood Numbers



City of St. Louis
 Aggravated Assaults - Firearm (Non-Domestic)
 January 01, 2014 - December 08, 2015



Legend

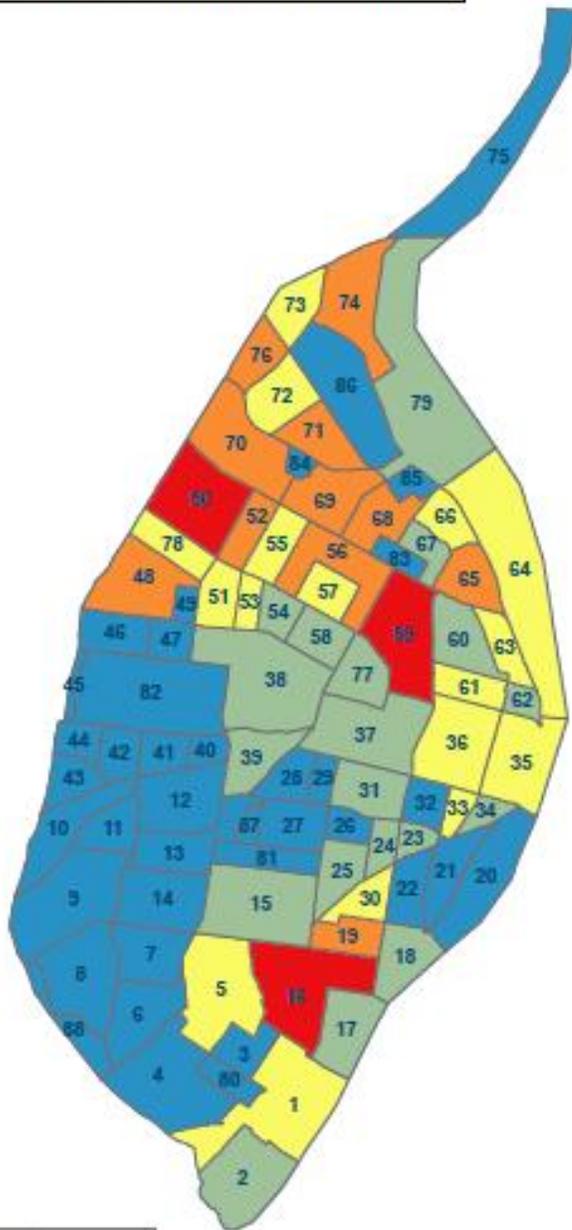
Count of Non-Domestic Firearm Assaults

Blue	0 - 17
Light Green	18 - 47
Yellow	48 - 78
Orange	79 - 137
Red	138 - 219

Source: Crime Analysis Unit
 Metropolitan Police Department
 City of St. Louis
 FP: 67265

Note: #'s on map
 represent N'hood Numbers

City of St. Louis
 Homicides & Aggravated Assaults - Firearm
 January 01, 2014 - December 08, 2015



Source: Crime Analysis Unit
 Metropolitan Police Department
 City of St. Louis
 FP: 67265

Note: #s on map
 represent N'hood Numbers

Legend	
Count of Incidents	
Blue	0 - 20
Green	21 - 56
Yellow	57 - 99
Orange	100 - 158
Red	159 - 260

Number	Name	Number	Name
1	Carondelet	45	Wydown Skinker
2	Patch	46	Skinker DeBaliviere
3	Holly Hills	47	DeBaliviere Place
4	Boulevard Heights	48	West End
5	Bevo Mill	49	Visitation Park
6	Princeton Heights	50	Wells Goodfellow
7	South Hampton	51	Academy
8	St. Louis Hills	52	Kingsway West
9	Lindenwood Park	53	Fountain Park
10	Ellendale	54	Lewis Place
11	Clifton Heights	55	Kingsway East
12	The Hill	56	Greater Ville
13	Southwest Garden	57	The Ville
14	North Hampton	58	Vandeventer
15	Tower Grove South	59	Jeff Vanderlou
16	Dutchtown	60	St. Louis Place
17	Mount Pleasant	61	Carr Square
18	Marine Villa	62	Columbus Square
19	Gravois Park	63	Old North St. Louis
20	Kosciusko	64	Near North Riverfront
21	Soulard	65	Hyde Park
22	Benton Park	66	College Hill
23	McKinley Heights	67	Fairground Neighborhood
24	Fox Park	68	O'Fallon
25	Tower Grove East	69	Penrose
26	Compton Heights	70	Mark Twain I-70 Industrial
27	Shaw	71	Mark Twain
28	Botanical Heights	72	Walnut Park East
29	Tiffany	73	North Pointe
30	Benton Park West	74	Baden
31	The Gate District	75	Riverview
32	Lafayette Square	76	Walnut Park West
33	Peabody Darst Webbe	77	Covenant Blu-Grand Center
34	LaSalle Park	78	Hamilton Heights
35	Downtown	79	North Riverfront
36	Downtown West	80	Carondelet Park
37	Midtown	81	Tower Grove Park
38	Central West End	82	Forest Park
39	Forest Park South East	83	Fairground Park
40	Kings Oak	84	Penrose Park
41	Cheltenham	85	O'Fallon Park
42	Clayton-Tamm	86	Belfontaine/Calvary Cemetery
43	Franz Park	87	Missouri Botanical Garden
44	Hi-Pointe	88	Wilmore Park

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