ENFORCEMENT

Prioritize Crimes with the Most Significant Community Impact

Solving Murders

Far too many people are murdered in our City, almost all of them with a gun. The Police Department's Analytics Unit has put together some sobering data.

While many City neighborhoods have no violence, some resemble war zones. Fifty percent of homicides and gun violence happen in 5% of the City's geography. In addition, 57% of homicides and violence happen between 7 p.m. and 3 a.m. Eighty-three percent of homicide victims have criminal histories themselves.

And, the conviction rate is also too low. Only 25% of homicides result in the perpetrator being convicted and sent to prison, which means some people may rightly think they can get away with murder -- sometimes because police cannot find willing or credible witnesses and others with useful information.

Solving murders and aggravated assaults does not mean just making an arrest. It means a conviction with long jail time.

If criminals believe they can get away with murder, they will be more likely to try, but violent criminals cannot harm anyone when they are behind bars.

So, the City:

- Takes every gun case possible to federal prosecutors to ensure that convicted suspects get the prison sentences they deserve;
- Added five detectives to the homicide unit, and seeks assistance from the FBI through its Mission SAVE program, to solve more homicides and violent crimes;
- Seeks to increase fundraising for CrimeStoppers for more money for tips and witnesses with information that lead to convictions.

Addressing Gun Crimes

The City of St. Louis bears much of the burden of the State of Missouri's already lax gun laws by experiencing the detrimental impacts of gun violence. Guns are prevalent in the City. In the past five and a half years, the St. Louis Metropolitan Police Department (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 is striking and clear. Since the beginning of 2015 through July 8, St. Louis has seen 89 murders involving a firearm. 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.

Gun Court

According to criminologists, the fear of long sentences imposed years after a gun crime has little deterrent effect. They do say that quick arrests and immediate consequences do. In 2011, the St. Louis Circuit Courts imposed $30,000 cash-only bonds on most suspects facing gun charges. That year, homicides dropped by 21%.

St. Louis needs a gun court to ensure that gun crimes are given the special treatment they deserve. A gun court would allow police and prosecutors a chance to demonstrate on a systematic basis why individual suspects should get higher bonds; stop the practice of defense attorneys shopping around for judges to give them lower bonds; and, allow the City and the justiciary to track data to find what works to reduce gun crimes within the parameters of the constitution.

Gun Stores

Most of the criminals doing the shooting have felony convictions. They cannot legally buy or carry a gun. There is no secret factory manufacturing guns for criminals. That means that they are getting their guns one way or another from a law abiding source. We will ask ATF to identify where the recovered guns used in violent crimes originated, and publish the data. The goal is to identify whether any gun stores, shows, or straw purchasers are responsible for a high number of guns used in violent crimes.

Gun Laws

When Missouri voters approved Amendment 5 in 2014, they did not intend to make it easier for criminals to use guns to rob or hurt people. But, under some interpretations, that is a real risk. So, the City has joined with leaders in the business, religious, health, and non profit sectors to fight in court against an interpretation that protects the gun rights of criminals. So far, our legal strategy is working. But, there will be more court cases ahead. We are working with the Circuit Attorney and other prosecutors.

Right now, Missouri law does not require a conceal carry permit for a gun in a car. Even though convicted felons are not allowed to carry guns, when St. Louis police stop a car with a gun and a convicted felon in it, they cannot do anything about it unless the felon admits that the gun is his. We will seek legislation to make it clear that a convicted felon with a gun in the car is a violation of state law.

We will also seek legislation at the City level that will update the City's gun laws, to ensure the City has the most up-to-date, expansive gun laws possible.

Addressing Gang Violence

Elsewhere in the PIER Plan, we lay out a more comprehensive approach to youth violence. From a law enforcement point of view, we will do the following to address gang violence:

- Build a Gang Database to inform investigations and prosecutions of gang members;
- Utilize the Intelligence Division's Social Media Investigation Group to better understand gang violence activity and to build the Gang Database;
- Foster collaborations with the Circuit Attorney's Office, the FBI, and the US Attorney's Office to accurately track gang members;
- Reach out to "at risk" youth by collaborating with St. Louis Public Schools to educate them on the dangerousness of gangs.

Remedying Quality of Life Offenses

This is a complex issue. On the one hand, ignoring aggressive panhandling, public drunkenness, public urination, and low-level drug dealing leaves law-abiding citizens feeling like their neighborhood is out of control. It can make some people feel unsafe. On the other, jail time for low-level offenses can be too harsh, and the punishment can, in some cases, result in a suspect losing control of his life and committing more crime.

So, the City will make arrests for quality of life offenses. But, it will treat them differently by re-imagining quality of life charges in Municipal Court as a pathway to social services that people need. The Municipal Court will oversee a Quality of Life docket, and the judge overseeing that docket will work with the City Department of Human Resources and the Missouri Department of Mental Health to give offenders a chance to get needed services to get them off the streets, and, where necessary, utilize community service instead of fines or jail time.

We will also streamline the neighborhood "order of protection" process in the municipal courts, and seek the same thing from the circuit court.

Liquor License Enforcement

You've heard the adage "nothing good happens after midnight." In some neighborhoods, night clubs with late hours have caused a great deal of havoc, and sometimes even violence. To ensure 3 a.m. liquor licenses do not harm the quality of life in our neighborhoods, we will do the following:

- The City will review all 3 a.m. licenses that have expired to make sure those that are disrupting their neighborhood are not renewed. Where necessary, the City will impose requirements like requiring off-duty police officers for security;
- Any new 3 a.m. licenses will be given probationary status during which time they must demonstrate that they can operate without hurting their neighborhood;

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- Owners, managers and barkeeps should be certified by the Excise Unit. They must attend alcohol and hospitality training. Those guarding the door must get additional training;
- We will seek an ordinance prohibiting loitering within 100 feet of the entrance to an establishment with a liquor license;
- Oversight of the Excise Division will be transferred to the police department.

Increase the Capabilities of the Police Department

To reduce crime, our City needs more police officers. We also need to use the police we have in the best way possible. The good news is that we are preparing to add two new classes in the coming weeks to fill vacancies. But, that is not enough.

So, we need to do the following:

- Expand the number of police officers above current authorized strength.
- Conduct a Patrol Allocation Study to ensure that all of the Department's resources are allocated to support the strategic plans of reducing, preventing, and solving crime;
- Reevaluate police districts to ensure that the Department's organization reflects changing crime dynamics, devotes more resources to high-crime areas, and supports the strategic plan;
- Increase officer visibility by deploying more bicycle and beat patrols on community streets through the SLMPD's Community Engagement Bike Unit.

Putting more officers on the beat will give them time to get to know and build trust with the people of our neighborhoods, which is a critical component of any crime fighting plan. More police in our neighborhoods will also increase response times when shootings do occur, making it more likely that an arrest will be made immediately.

Strategically Concentrate Resources in High-Crime Areas

Hot Spot Policing has been shown by studies from criminologists and other social scientists to be an effective policing strategy. It is even more effective when combined with Hot Criminal Policing. In the 5% of the City with 50% of the crime, officers as part of their routine patrol will visit ex-convicts with extensive arrest records. The patrol officers will remind them of the terms of their probation or parole, and offer assistance with services to help them go straight.

UMSL Criminologist Dr. Richard Rosenfeld believes Hot Spot Policing combined with Hot Criminal Policing will have a deterrent effect.

To avoid the so-called "whack a mole" effect in which crime is simply displaced by hot spot policing, it is important that the St. Louis Police Department put its officers in high crime neighborhoods using information that is as close to real time as possible.

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 through a process called CompStat, is then carefully applied to yield strategic and operational guidance in the field, and to make sure SLMPD resources are focused in the places and times where crime itself is concentrated.

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 and of itself. In fact, since 2013, St. Louis police officers have operated on the premise that preventing crime is more important than only making arrests. This theory finds strong academic support, having recently been the subject of a research by Professor Rosenfeld. By implementing an increased presence in neighborhoods and microgeographies (single blocks or intersections), crime has been reduced significantly. In his research, he found that 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.

To improve the way data and other intelligence informs the deployment of law enforcement resources, the SLMPD will do the following:

- Allocate district and specialized law enforcement resources in line with the Intelligence Division's analysis of high-crime neighborhoods;
- Refine the SLMPD's utilization of statistical analysis to improve efficiency and turnaround time to more quickly turn statistical analysis into tactical adjustments and resource reallocation on the ground;
- Increase the Intelligence Division's integration of qualitative and quantitative data by improving collaboration and real-time sharing of information between the Intelligence Division and police officers in the neighborhoods;
- Utilize the Special Operations Unit to respond immediately to spikes in dangerous and violent crimes.
- Concentrate deployment of City-funded Real Time Crime Center cameras in high-crime areas.

Deter Crimes by Those Most Likely to Offend

Focusing law enforcement resources on high-crime areas is not enough; we must also deter crimes by those "hot people" who are most likely to offend. And we must work with other law enforcement partners and community members to identify alternative

pathways for the "hot people" to ensure that they have an opportunity to choose a better life for themselves.

Mission SAVE (which stands for "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 (including the Mayor's Office, the SLMPD, the Department of Public Safety, and the Problem Properties Unit of the City Counselor's Office), Probation and Parole, the FBI, the DEA, and other law enforcement agencies to get the most dangerous criminals off the street through coordinated crime-fighting tactics and focused deterrence.

The partnership has two main activities directed by the enforcement and social service teams. The enforcement team identifies people to call-in and then plans any enforcement follow up necessary. The social service team plans, implements and follows up on call-ins to ensure delivery of needed social services. This unified approach between law enforcement agencies, as well as integration with social services, is a first for St. Louis.

Stabilize the Safety of Playgrounds, Parks, and Business Districts

A safe place to take your children to play on Saturday morning is critical to quality of life in our City. And ensuring that business districts are stable is important to recruiting the types of businesses that will make long-term investments in our City and give people jobs. To make sure that these public spaces are safe and stable, we will:

- Begin the development of neighborhood-specific public safety plans working with neighborhood leaders;
- Evaluate studies focused on the safety of playgrounds and parks throughout the City;
- Prioritize enforcement of quality of life offenses around playgrounds, parks, and business districts.

Utilize Cameras to Support Law Enforcement

The police department can maximize its human resources by buttressing with cameras and other technology. A camera watching a known street corner where guns are sold can help catch gun criminals. A camera recording those who run red lights can deter dangerous driving behavior that kills pedestrians and bicyclists. All law enforcement cameras allow the police department to allocate its human resources on crime, rather than sitting at dangerous intersections waiting on something to happen.

The City is currently planning to deploy cameras in two key ways to improve public safety: as part of the Real Time Crime Center and in a renewed Red Light Safety Camera program.

Real Time Crime Center

Anti-crime cameras work under the right conditions. To better understand how to deploy them, we asked the University of Missouri – St. Louis criminologists to advise us. They told us static cameras – those that are not monitored live – will cause an immediate reduction in crime but that the deterrence doesn't last long.

Criminologists researched the cameras' effectiveness and concluded that anti-crime cameras work best when they are monitored live.

So, the PIER Plan proposes that the City and its partners add 2,000 cameras throughout the City over the next 3-5 years. We will ask individual aldermen to invest their ward capital to pay for those cameras. Those cameras will be connected to the SLMPD's Real Time Crime Center to be monitored live. In addition, the City will allow cameras owned privately that adhere to the Board of Public Service's Video System Policy to be tied into and monitored by the Real Time Crime Center. BPS's plan was written to ensure that privacy will be protected, and that the police department will only use private cameras to improve public safety.

Red Light Safety Cameras

It is important that there be a consequence for running red lights to protect public safety. But, diverting police officers from neighborhood patrols and anti-violence units to traffic is not the best use of resources. Red light safety cameras can be an important public safety tool, by allowing an additional set of eyes at key intersections around the City. So, we are rewriting the ordinance to comply with recent court rulings.

Use Innovative Analytical Tools to Prevent and Solve Crimes

Predictive analytics and visual technology, including cameras and license plate readers, provide police with nearly real-time information to put their resources, time and energy where it will do the most good, and make more arrests in real time.

The City has already made significant investments in the Real Time Crime Center, which connects video and other electronic data to law enforcement resources as a way to detect, prevent, and solve crimes more effectively. Building on the new Real Time Crime Center, we will:

- Increase the live monitoring of thousands of cameras directed at streets, sidewalks, and other public locations throughout the City;
- Expand a City Video System to prevent, detect, investigate, and solve crimes;
- Integrate privately-owned cameras as part of the City Video System;
- Expand use of license plate readers at fixed locations around the City;

- Integrate data from disparate crime databases into a single search system to get a better picture of crime and effectiveness of enforcement strategies;
- Expand use of predictive analytics software to predict where and when crimes will occur;
- Use graphic visualization models to better understand crime trends;
- Deploy Shot Spotter technology, which will respond to a gunshot within 15 seconds and send real-time information – including the location of the shooting, the number of shots fired, and type of gun used – to a Police Dispatcher. Officers can respond to violence immediately and have a much higher likelihood of apprehending the criminal;
- Introduce body-worn cameras to gather additional evidence of crimes witnessed by police officers.

Provide More Useful Information To Law-Abiding Citizens

Our best partner against crime are our residents. To help them do their part, they need more and better 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 and understand.

Recruit and Retain the Best Police Officers in the Region

We want the very best police officers who excel at law enforcement, win the support of all law abiding citizens, and who understand modern tactics and strategies.

Police Pay

To get them, we must pay them a competitive salary. So, we will do a salary study for police officers to determine the rate at which we need to pay them.

Additionally, the City's antiquated Charter requires the City to pay firefighters the same raises police officers get. (Although, it should be noted that it does not work the other way around.) If we are going to be strategic about crime, we need our investments to be pinpointed. Paying firefighters more may be a good thing in itself. But, it has nothing to

do with reducing crime. So, we will seek a Charter Amendment decoupling firefighter pay raises from police pay raises.

Training

We will also ensure our Police Department uses the most sophisticated training protocols available. For example, police officers receive two 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.

Diversity

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 Academy and 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.

Collaborate with Community Partners

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.

Neighborhood Ownership Model

The Neighborhood Ownership Model is a citizen-led program that receives considerable resources from the Circuit Attorney's Office, the SLMPD, 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.

Interdepartmental Collaboration

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. The Streets Department works to support crime reduction by creating safe conditions on our most at-risk streets, by providing well-lit, unbroken roads and sidewalks. The Forestry Department helps by giving key neighborhoods a clear, high-visibility atmosphere, which is open and welcoming to law-abiding citizens but discouraging to criminals. The Building Division joins in the fight by securing or demolishing vacant buildings, which might otherwise serve as sanctuaries for crime. The Problem Properties Unit of the City Counselor's Office is the intersection of these efforts and leads the coordinated efforts to reduce the

risk to neighborhoods by individual buildings and properties that have contributed to crime and unsafe living conditions.

Beyond operating through the Problem Properties Unit for specific parcels and units in the City, the hot spot policing efforts will also 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;
2. The Forestry Department will dedicate resources to tree trimming to increase lines of sight – a technique proven to lower crime rates;
3. Unboarded vacant buildings can be 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.

UMSL Department of Criminology and Criminal Justice

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

Wells Goodfellow Model

In 2007, the police department partnered with the Missouri Division of Probation and Parole to reduce crime among ex-offenders in the Wells Goodfellow neighborhood. The national recession and resulting government budget cuts forced the elimination of the program. We want to bring it back.

Probation and Parole had one full time officer dedicated to the program, with an additional parole officer to serve as a back up. The SLMPD committed one full time officer. The probation officer conduct large numbers of home visits to 100 of their clients in the neighborhood (including evening and weekend visits), organized and supervised weekend community service projects, coordinated referrals to community based resources, attended monthly neighborhood ward meetings, facilitated monthly Neighborhood Accountability Board meetings, and provided daily supportive services to the clients and their families.

The City police officer was a full, active member of the supervision team who gathered intelligence and worked with the parole officer to formulate specific plans with and for

their clients. The officer also held clients accountable for their behavior. In addition to the core responsibilities, the officer assisted clients with transportation to treatment, school, and employment. As a result of the police officer's involvement in the project, lines of communication were strengthened, mutual trusting relationships developed, and the officer was considered an integral part of the neighborhood.

Statistics showed a reduction in recidivism among the ex-offenders, and a decrease in crime in Wells Goodfellow.

Near North Side Stabilization Initiative

The City of St. Louis was obtained a Byrne Criminal Justice Innovation (BCJI) grant to implement the Near North Side Stabilization Initiative. From October 2015 through October 2018, the Department of Health (DOH) will plan and implement comprehensive place-based strategies to reduce crime and support the revitalization of the Near North Side. 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 restorative justice opportunities for existing offenders in the neighborhood; and (c) Coordinate workforce development strategies to reduce the unemployment rate in the neighborhood.

As part of the Near North Side Stabilization Initiative, 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 corrections, 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 other workforce development agencies.

The DOH will also collaborate 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 its existing Youth Violence Prevention Partnership, a 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 nation-wide violence prevention effort: STRYVE (Striving to Reduce Youth Violence Everywhere).

Strengthen the Relationship Between the Community and Police Officers

Specific youth programming and partnerships are key to build trust between the young people of St. Louis as well as showcase a possible career pathway for our residents. And, the SLMPD has expanded its efforts to not only build relationships with youth, but to build relationships throughout the community, including:

- 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 our 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 completely 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 all 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 Board of Alderman 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.

Other relationship-building 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 SLMPD 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.

One of the most successful and long-established examples of this is the Police Department'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 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.