

1. Program Overview

In 2016, the TEMPO (Technology-Enhanced Modern Policing Operations) Marketing Committee was looking for ways to engage the community and spread our message about TEMPO, the Henrico County Police Division's brand of policing, in a fun, family-friendly way. The committee developed several ideas to include hosting a "TEMPO Movie Night" in the areas served by each of Henrico County's three Police stations and participating in established local events. Since this initiative would incur expenses, the committee enlisted the support of internal and external partners who agreed to provide financial assistance. With this commitment, the TEMPO Marketing Committee moved forward with the events.

The concept behind a TEMPO Movie Night is to provide a safe environment for children and their families to interact with local police officers and to learn about TEMPO and how the Police Division keeps Henrico County safe. Each of these events incorporated a static display before and after the movie. The program also featured an interactive TEMPO computer display, which showcased the TEMPO Dashboard, an intuitive display of crimes in a real-time map, all created in-house. Other displays included emergency response vehicles, the Explosive Ordnance Disposal (EOD) robot, and community-based programs such as Police Explorers and the Police Athletic League, etc.

TEMPO Movie Nights provided citizens an opportunity to interact with Police officers on several levels. Officers were able to connect with children and their parents or guardians to build trust and understanding through games, entertainment, and education in a relaxed setting. TEMPO Movie Nights and "Connect with a Cop", a game used as an ice breaker with children by police at local events, allowed officers to provide crime prevention and safety information while showing how the Police Division is attempting to make Henrico County a safer community for all ages.

2. Problem/Challenge/Situation Faced by Locality

Over the past several years, law enforcement agencies across the nation have faced questions about how they are policing communities and have seen the trust between police and citizens erode. Through nationally-reported events, law enforcement was questioned about how they carried out their mission, and concerns about police actions and incident response grew. Law enforcement needed a way to better engage with citizens to continue building partnerships and to understand communities' problems in order to address crime and quality of life concerns more effectively and efficiently.

At this same time, the Henrico County Police Division began implementing its TEMPO brand of policing, which focuses on policing the community by effective utilization of technology and improving internal and external communications. During this process, the Police Division realized it needed a way to interact with citizens to better inform them of what the Police Division was doing and how officers were a part of the community. Strengthening the partnership between citizens and police was critical for the good of the community as a whole.

3. How Program Fulfilled Awards Criteria

Every police agency is looking for new and innovative ways to improve community relations, increase recruiting, and lower the overall crime rate. The Henrico County Police Division continues to achieve all of this while also minimizing costs to taxpayers. The Henrico County Police Division's TEMPO Marketing Committee has excelled in developing innovative programs that send officers out into the community, reaching people in comfortable environments in non-enforcement encounters. They have spread the word about how and why Henrico Police is different and committed to making Henrico County safer. This not only enhances the residents' perceptions of the Henrico County Police Division and Henrico County, but it also improves their

perceptions of police across the country. Our officers are empathetic and are a part of the community, striving to be a solution to problems. We are engaging our citizens in unique ways that remove barriers and lead the way to constructive conversations. Henrico Police try to learn more about what the community wants to see done and how we can help accomplish it.

The TEMPO Marketing Committee is using outreach efforts not only to impact citizens today but also to help build the Division for years to come by recruiting new and diverse people. Henrico Police achieves this by reaching communities that may not be as trusting of law enforcement and trying to change their perspectives. The Police Division's number one goal is preventing and solving crime. Through the committee's outreach initiatives, we are showing the community that they are a part of the solution and that we are here to work with them. We are an agency that is doing right things in the right way.

The TEMPO Marketing Committee set out to create unique ways to reach more people and engage them on different levels, which they clearly have. They set out to inform our communities of how we're policing and how that benefits the citizens and guests of Henrico County. The TEMPO Marketing Committee achieved this and did so in non-traditional ways, with no additional costs to taxpayers. The committee created partnerships along the way, and it continues into 2017, by developing new relationships to enhance future outreach initiatives. The program focuses on public perception and building partnership with police to enhance their, crime prevention, recruiting, and crime-solving abilities. It can be easily replicated by other localities to shine a favorable light on the both the locality and its law enforcement.

4. How Program Was Carried Out

Law enforcement agencies are always looking for new and innovative ways to have more positive contacts with the communities they serve. Most of these interactions come during Neighborhood Watch Programs, town hall meetings, or other types of community meetings. The TEMPO Marketing committee focused their efforts on finding a way to engage people of all ages at one time, but on different levels. The idea was to create a program geared towards youth that would also include parents or guardians. This program's goal was for parents to attend with their children and not just drop their child off and pick them up at the program's conclusion. The program agenda had to be one that connected with attendees on different levels but delivered the same message: The Henrico Police Division is there to help, become a partner, and be a trusted part of the community. The objective was to conduct several outreach initiatives throughout 2016, to reach as many people as possible, in a positive way.

The first idea developed by the committee was called, "TEMPO Movie Night." The thought was to host a movie night at a county facility. The movie would be a popular, current children's movie and would attract young children with their parents or guardian. As the group put the plan together, they discovered showing a movie required them to pay a licensing fee to the company that produced it.

With no funding available from the Police Division, the committee searched for sources of funding to support their idea. The first source members worked with was Target. Target provided the Police Division a grant for community outreach. The committee was awarded \$300 for the first movie night. Sergeant Colin Rooney and Officer Kenny Lucord then met with the Henrico Police Foundation and presented their ideas of marketing TEMPO and the Police Division to the community. Their efforts resulted in the Police Foundation pledging \$5,000 to their effort.

Committee members continued to identify partners willing to participate in the movie night. Sergeant J. O. Alley worked closely with community leaders in his assigned area as a Community Officer and enlisted the help of the 30 Zone TOPS (Taking our Places Seriously) group, a Neighborhood Watch Group, that was looking for ways to reach families in their area. They joined the effort and provided pizzas for the first Movie Night. Henrico Police Athletic League (PAL) was contacted and agreed to help advertise and participate in the initiatives. The Henrico Police Explorers also joined the effort to provide support for the outreach. This provided them with an opportunity to help with the program and to recruit new youth to join their ranks.

The Henrico County Police Division has three Patrol Stations that serve different areas of the county: South, Central, and West. The committee wanted to conduct a movie night in each of these three stations during 2016. The first movie night was held in a service area of the Central Station.

On January 29, 2016, the first TEMPO Movie Night took place at the Eastern Henrico Recreation Center. The recreation center is a new facility serving the eastern part of Henrico County and was provided for the group to use by Henrico County Recreation and Parks. Children and their parents arrived and were treated to pizzas, drinks, snacks, and a joint display by local community leaders and police to educate them on what was happening in the community. The Police Division had officers from various units at the event to meet with attendees while children got to see the Henrico Police EOD Robot on display as well as police vehicles. Prior to starting the movie, a Henrico Police Officer conducted a “bullying” talk for the children. Once the movie started, the parents and adults were taken to another room where the 30 Zone TOPS group made a presentation on how they were trying to make a difference in their community. Henrico Police Officers were also present and discussed crime issues in the area and crime prevention efforts.

They also demonstrated the NACo-award-winning TEMPO Dashboard. The program concluded with a question and answer period.

The first movie night was deemed a success since the committee was able to partner with a community group, engage Henrico residents of all ages, and openly talk about police, crime, and the necessary partnership between police and the community to keep Henrico County safe. Approximately 40 people attended this first event.

Learning from the first event, the group set out to conduct their second movie night in the area served by the South Station. Instead of a community group partnering with the committee, Chick-Fil-A stepped in and provided chicken sandwiches for attendees at a reduced rate, which was paid for by the committee. On April 1, 2016, the second TEMPO Movie Night was held at Henrico County's Dorey Park Recreation Center, with a showing of "The Good Dinosaur." Like the first event, there was a brief talk by a Police officer prior to the screening. Crime prevention information geared towards both youth and adults was handed out. Officers were able to talk with the parents about more specific crime information and prevention ideas while the children were watching the movie. Officers again highlighted the TEMPO Dashboard and its benefits. The estimated attendance again was about 40 people.

While the movie night idea was proving to be successful, the committee was looking for alternative ways to interact with citizens. They were looking for opportunities to reach a bigger crowd. From past experiences, the committee was seeing that events hosted solely by Police typically only reached people who had a favorable opinion of law enforcement. The committee wanted the opportunity to interact with a wider array of people and those who may not view the police as favorably. West Broad Village, a new mixed use community, hosts a free outdoor concert series

in the summertime geared towards family entertainment. Committee members worked with the event planners and were provided a space at the concert venue to set their display.

Officer K. W. Lucord developed an idea, "Connect With a Cop," to attract more people to the police display and serve as an "ice-breaker" for conversation. Connect Four, a board game, was set up at the Police Divisions display table, next to a brand-new Henrico County Police marked Ford Police Interceptor SUV and a computer with the TEMPO Dashboard operating. "Connect with a Cop" was a hit! Not only did people want to see the car, but they wanted to play the police officers in Connect Four, which broke the ice and started conversations. Once the kids were engaged in the game and conversation, the parents were shown how Henrico Police uses TEMPO. This event drew an estimated crowd of 1,500 people, and officers were able to connect on various levels with a good percentage of those in attendance. The connection not only provided citizens with information about their police agency, it broke down barriers and allowed officers and citizens to have interactions that would not normally occur.

Riding on this success, the TEMPO Marketing Committee participated in the Gayton Crossing Fall Festival by entering into the "Trunk or Treat" event. Each year, it is estimated this event draws in excess of 2,000 people. Due to the large demand for "Connect with a Cop", several games were set up for citizens to play officers. The Police Division provided its Mobile Community Response Vehicle, police motorcycles, and several other police vehicles to be included in the Trunk or Treat. With the financial assistance of the Henrico Police Foundation, the vehicles were decorated and officers were provided with candy to hand out. The police display was the hit of the event, not only because of the display but also because of "Connect with a Cop" and the interaction the attendees had with officers.

The following Monday, the TEMPO Marketing Committee had 500 customized goody bags made with the TEMPO logo and safety tips on them. Each of the bags was filled with candy and distributed among the three Patrol Stations. Officers assigned to the evening shift were provided with the bags and candy to hand out during their tour. This initiative got the officers out of their cars and into the community by participating in Halloween events. All 500 bags were distributed.

Finally, on December 2, 2016, the third TEMPO Movie Night was completed in the area served by the West Station. This one was geared around the movie "Polar Express." The static display featured Henrico Police EOD truck and robot, police canine, and, through our partnership with the Henrico Fire Department, a fire truck. Attendees played "Connect with a Cop", ate pizzas, and had refreshments before the movie. Each attendee was provided a silver bell and a "golden ticket" to participate in the movie. A short bullying presentation was followed by the movie. At the appropriate time in the movie, attendees rang their bells in conjunction with the main character hearing the bells and starting to believe. Everyone was provided a cup of hot chocolate as they were leaving. Approximately 60 people attended this event.

5. Financing and Staffing

Due to tight budgetary restrictions, the TEMPO Marketing Committee was unable to use county funds allocated to the Police Division. Members of the Marketing Committee presented their ideas for outreach and the need for funds to the Henrico Police Foundation, which graciously agreed provide \$5,000. This source of funding was used not only for the TEMPO Movie Nights but also for additional marketing events.

The Marketing Committee was also able to make use of a Target Community Grant for the first movie night, which covered the movie license fee and some treats for the children. The Chick Fil-

A at White Oak Village assisted by offering food at a reduced rate to feed attendees. Finally, management at West Broad Village and Gayton Crossing Shopping Center provided spaces for the TEMPO Marketing Committee to set up displays at their events at no cost. No public funds were used to conduct these events.

The costs for the various outreach programs are as follows:

1st Movie Night = \$314.13

2nd Movie Night = \$301.62

3rd Movie Night = \$567.61

Gayton Crossing Trunk or Treat = \$705.26

Halloween Outreach = \$464.51

West Broad Village Summer Concert Series = \$0.00

Staffing was handled by using on duty sworn and civilian personnel so that no additional costs were incurred by the county.

6. Program Results

The three TEMPO Movie Nights were successful in that we hosted events that brought in our target audience of families. Officers could meet with several citizens and develop new relationships with both youth and adults. The community was able to share what they were seeing as crime and quality of life problems in their area so the Police Division could provide the appropriate resources to help them. We were able to provide crime prevention information and share with the citizens how we were working to make their community safer through the use of TEMPO by focusing on technology and building stronger relationships in the community. This

type of policing is unique to Henrico County, because it was built in Henrico County based on the specific problems observed and the available resources to address them.

Another success was enhancing our relationship with the Police Foundation. This not only supports the Police Division, but does so in a way that improves our ability to connect with the citizens.

Through these outreach initiatives, we are hoping to see an increase in our recruiting returns for police officers, communications officers, and our Law Enforcement Explorer Post. Recruiting starts at a younger age now, and reaching youth to promote making good decisions is imperative. By including our Explorer Program in our outreach initiatives, we will increase the number of Explorers and to improve the overall sentiment towards law enforcement, which should enhance our ability to attract a larger and more diverse applicant pool in the future.

The "Connect with a Cop" game has far exceeded our expectations. It is used at more events now and has truly been an ice breaker. Where officers would have a hard time reaching shy or untrusting people, the game really serves as an equalizer and opens the door for good interaction. Once the interaction starts, the barriers seem to greatly diminish, and we are able to reach people on a completely different level. The success caused us to purchase more games so that we can accommodate more people at one time.

Attending the Gayton Crossing and West Broad Village events was extremely successful because we reached more people than we could have imagined. Each positive contact at these events was an opportunity to reduce a crime, create a new witness, and solicit support. We were able to show how Henrico Police is different by developing a brand of policing that is unique to Henrico County concerns and by working as a team to develop low/no cost technology that will help us

prevent and solve crime. These venues provided an opportunity for us to show how it takes a partnership to effectively combat crime.

Crime prevention is measured in public perception and crime statistics. For 2016, Henrico County Police maintained a crime rate below 27 Part I crimes per 1,000 residents for the fourth straight year. As for public perception, we continue to receive positive feedback for our interactions with citizens at events and by doing things the right way.

7. Brief Summary

Over the past several years, law enforcement agencies across the country have been scrutinized about their tactics. This comes from several incidents of physical or deadly force encounters that have received national media attention. Anti-law enforcement movements have popped up and public perception of police agencies has diminished in several cases. While none of these encounters have taken place in our community, they certainly have impacted all law enforcement agencies. Law enforcement officers are able to perform their duties when citizens view them as a legitimate organization, but negative sentiment undermines that legitimacy. For this reason, it is imperative for law enforcement to engage with the community, of which they are a part, and build stronger relationships. The Henrico County Police Division is committed to being a legitimate and transparent agency. This is accomplished through marketing, being a part of the community, and innovative policing.

The TEMPO Marketing Committee has endeavored to reach the citizens of Henrico County in very unique ways, with the goal of meeting citizens during good times to build relationships. Law enforcement and citizens must work together and find joint solutions to problems. The TEMPO Marketing Committee has taken this outreach to a new level by implementing programs that reach

citizens of all ages and remove existing barriers between citizens and police. Officers are getting out into the community, engaging people, and providing a better understanding of what law enforcement does and why. Officers are showing our citizens how Henrico County is different by using all available resources to create and maintain a safe community. They are involving youth, adults, and seniors altogether to show that police are not only serving the community but also are a part of the community.

These efforts help build the relationships today that translate into crime reduction efforts, a better understanding of what the community's problems are, and ways those problems can be addressed. Engagement allows for the recruitment of potential officers and a more diverse candidate pool by changing perceptions about law enforcement and showing it is a noble career. The TEMPO Marketing Committee efforts will help prepare the agency for the next twenty years, as today's applicants are next year's leaders in law enforcement.

Most importantly, these efforts contribute to making Henrico County a safe place for everyone, by maintaining a low crime rate. The TEMPO Marketing Committee efforts showcase the Police Division's commitment to operating at a high capacity by being fiscally responsible, working smarter, using technology, and opening new doors to begin new relationships.