

# ALL in LEON

*Working together to make Leon County safer*



**2017 - 2020**

*Progress Report*

**Leon County Sheriff's Office**

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# ALLinLEON

*Working together to make Leon County safer*



# What is ALL in LEON?

“ALL in LEON” is a comprehensive framework designed to unify people, agencies, and organizations to work collaboratively to reduce crime in Leon County. It is a partnership which allows all stakeholders to work toward a common goal. “ALL in LEON” is comprised of four components: prevention, re-entry, enforcement, and community involvement. Each component seeks to use reliable data to implement proven strategies.

In 2017, Sheriff Walt McNeil’s administration began formulating a plan to reduce crime in Leon County. The Leon County Sheriff’s Office’s (LCSO) “ALL in” campaign was established through strategic planning sessions and implementation of crime fighting tactics.

After months of research and planning, LCSO devised a comprehensive plan for law enforcement partners and community stakeholders to collaborate on strategies to reduce criminal activity in Leon County. On May 14, 2019, Sheriff Walt McNeil, leaders from local, state, and federal law enforcement agencies, the U.S. Attorney for the Northern District of Florida, the State Attorney for the 2nd Judicial Circuit, faith leaders, and community members convened on the lawn of the Leon County Courthouse for a press conference. The press conference introduced the “ALL in LEON” initiative to Leon County. Community stakeholders pledged to support the “ALL in LEON” initiative and work cooperatively to reduce crime in Leon County. On May 28, 2019, the Leon County Board of County Commissioners issued a proclamation to Sheriff Walt McNeil applauding the “ALL in LEON” initiative.

Goals and objectives were established to measure the success of each “ALL in LEON” component. This document outlines the overarching goal for each component, cites the objectives established, and highlights the accomplishments made since 2017.

Through collaborative efforts with our law enforcement and community partners, the primary goal of “ALL in LEON” is to reduce the crime rate in Tallahassee-Leon County.



ALL in LEON became a public initiative on May 14, 2019, however, the work began long before that date. Below is a timeline of events and accomplishments, starting in 2017 when Sheriff McNeil took office, across all four branches, that led to the inception of ALL in LEON.

● Re-Entry
 ● Prevention
 ● Enforcement
 ● Community Involvement

DATE	DESCRIPTION
<span style="color: red;">●</span> 2017   May	Property Crimes Task Force formed
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2017   September	Re-entry seminar
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2017   December	Re-entry seminar
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2018   March	Re-entry seminar
<span style="color: green;">●</span> 2018   April	Juvenile GED graduation
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2018   June	Re-entry seminar
<span style="color: red;">●</span> 2018   October	S.P.I.D.E.R. Unit assigned as a Specialty
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2018   September	Re-entry seminar
<span style="color: red;">●</span> 2018   November	Real-Time Crime Center Ribbon Cutting
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2018   December	Re-entry seminar
<span style="color: gold;">●</span> 2019   February	Back on Track launched
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2019   March	Re-entry seminar
<span style="color: red;">●</span> 2019   May	Operation Strike Force with the US Attorney's Office Initiated
<span style="color: gold;">●</span> <span style="color: blue;">●</span> 2019   June	Worship with Me Initiated
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2019   June	Re-entry seminar was held
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2019   September	Re-entry seminar was held
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2019   December	Re-entry seminar was held
<span style="color: green;">●</span> 2019   December	Female inmate graduation
<span style="color: green;">●</span> 2019   December	Male inmate graduation
<span style="color: green;">●</span> 2019   September	Expansion of programs staff
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2019   June	SPIRIT implementation
<span style="color: green;">●</span> 2019   September	Adult needs and strengths assessment
<span style="color: gold;">●</span> 2019   June	First Wake-up Call Teen Rally & Forum
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2019   June	Career Source partnership
<span style="color: gold;">●</span> <span style="color: blue;">●</span> 2019   August	CeaseFire launched
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2019   September	Aramark (In2Work) partnership
<span style="color: red;">●</span> 2019   October	Project Safe Neighborhood Grant awarded
<span style="color: green;">●</span> 2019   October	Detention Facility Educational building opened
<span style="color: blue;">●</span> 2020   January	Leon County Today weekly tv show on FOX debuts
<span style="color: gold;">●</span> 2020   January	Prevention Needs Assessment was disseminated to students
<span style="color: gold;">●</span> <span style="color: blue;">●</span> 2020   January	Second Wake-up Call Teen Rally & Forum
<span style="color: green;">●</span> 2020   February	Inmate driver's license re-instatement workshop
<span style="color: red;">●</span> 2020   April	Leon County receives HIDTA designation
<span style="color: green;">●</span> <span style="color: blue;">●</span> 2020   June	Division of re-entry and inmate programs
<span style="color: green;">●</span> 2020   June	"Pathways" program replaced the Inmate Work Camp
<span style="color: gold;">●</span> <span style="color: blue;">●</span> 2020   October	Youth Advisory Council was initiated



# CRIME RATE AND TRENDS

2017 - 2020

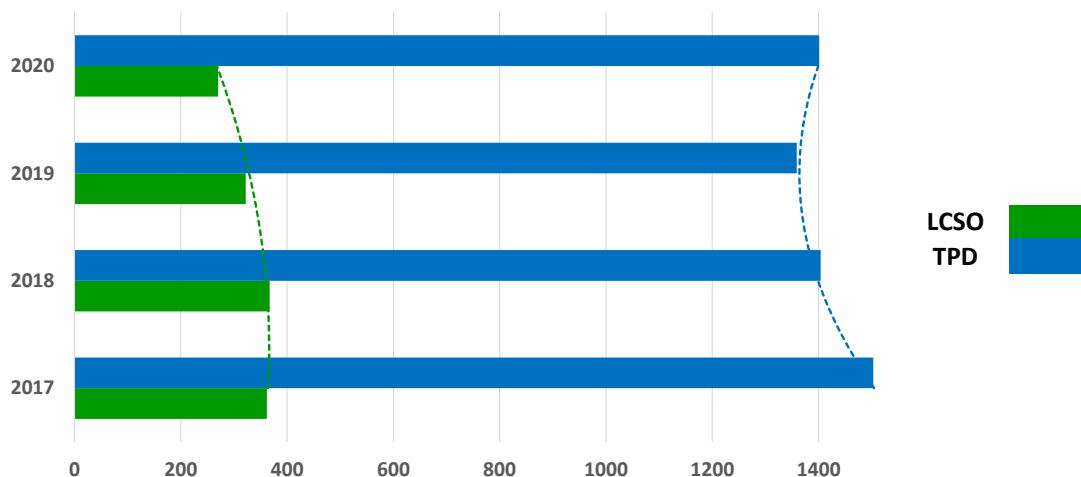
Compared to 2019, the preliminary 2020 Uniformed Crime Report (UCR) data submitted to the Florida Department of Law Enforcement (FDLE) by the Leon County Sheriff's Office, reflects an 10.4% reduction in total Part 1 Index offenses (violent crime) in the unincorporated areas of the county. The Tallahassee Police Department reports a 21% reduction for the same offenses in the city. Combined, the preliminary report shows an overall 18.9% reduction in Part 1 offenses in our community as compared to 2019. The charts below show the percentage change in each PART 1 crime category as reported by LCSO and the Tallahassee Police Department (TPD) from 2017 through 2020.

Leon County Sheriff's Office						
	2017	2018	% Change 2017/2018	2019	% Change 2018/2019	% Change 2019/2020
Murder	5	4	-20.00%	1	-75.00%	300.00%
Rape	36	33	-8.33%	35	6.06%	-22.86%
Robbery	26	40	53.80%	22	-45.00%	31.80%
Agg Assault	295	290	1.70%	264	8.97%	-20.45%
<b>Total</b>	<b>362</b>	<b>367</b>	<b>-1.38%</b>	<b>322</b>	<b>-12.26%</b>	<b>-19.26%</b>

Tallahassee Police Department						
	2017	2018	% Change 2017/2018	2019	% Change 2018/2019	% Change 2019/2020
Murder	17	16	-5.9%	20	25.0%	30.0%
Rape	190	213	12.1%	197	-7.5%	-21.3%
Robbery	348	307	-11.8%	252	-17.9%	8.7%
Agg Assault	948	868	-8.4%	890	2.5%	10.1%
<b>Total</b>	<b>1503</b>	<b>1404</b>	<b>-6.59%</b>	<b>1359</b>	<b>-3.21%</b>	<b>-3.09%</b>

The graph below illustrates the changes in crimes against persons from 2017-2020, pulled from the numbers in the charts above.

**Part I Crimes Against Persons**

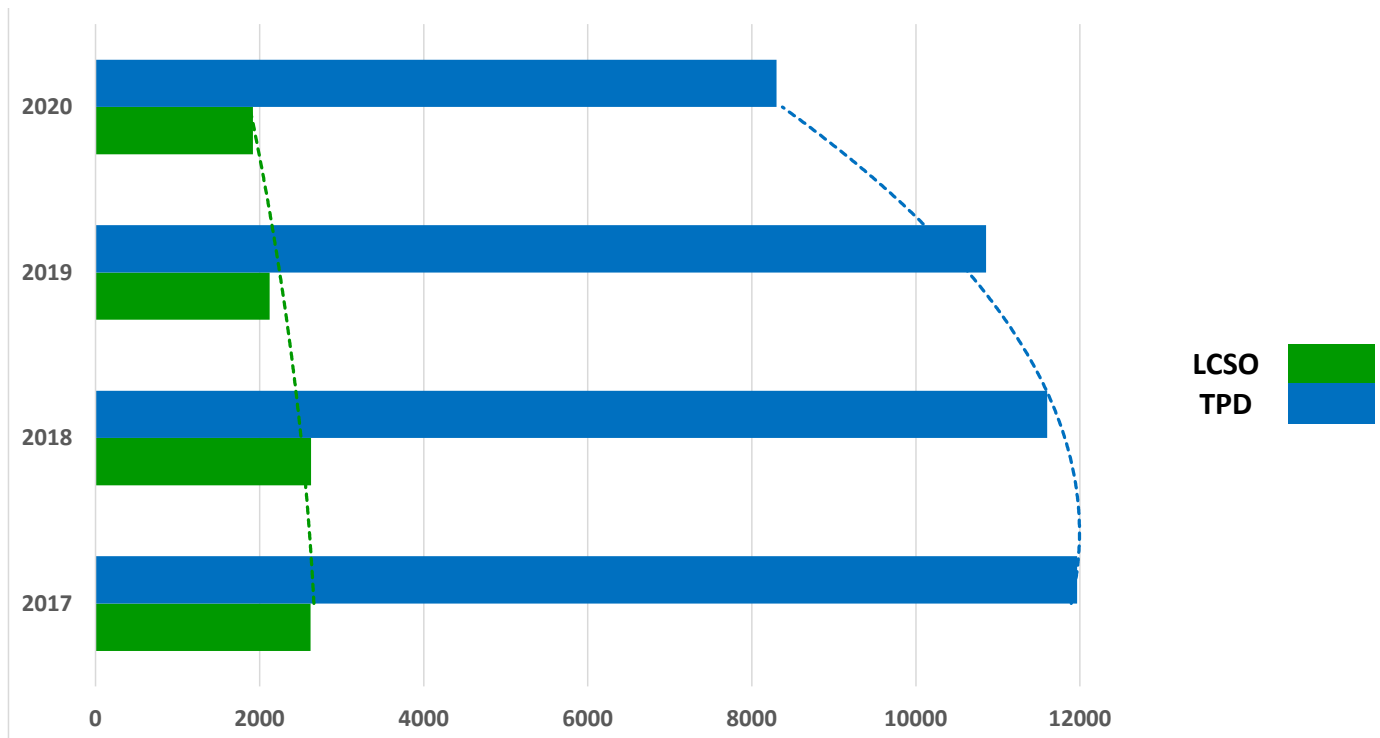


	Leon County Sheriff's Office							
			% Change 2017/2018		% Change 2018/2019		% Change 2019/2020	
	2017	2018		2019		2020		
	Burglary	382	331	-13.35%	273	17.52%	231	-15.38%
	Larceny	1431	1483	3.63%	1059	28.60%	923	-12.84%
	MVT	101	112	10.90%	115	2.68%	113	-1.74%
	Simple Assault	706	702	-0.06%	674	3.99%	652	-3.26%
	Total	2620	2628	-0.31%	2121	-19.29%	1919	-9.52%

	Tallahassee Police Department							
			% Change 2017/2018		% Change 2018/2019		% Change 2019/2020	
	2017	2018		2019		2020		
	Burglary	1519	1379	8.4%	1187	-13.9%	1029	-13.3%
	Larceny	7165	6549	8.6%	5896	-10.0%	3823	-35.2%
	MVT	744	767	3.1%	679	-11.5%	505	-25.6%
	Simple Assault	2536	2906	14.6%	3094	6.5%	2943	-4.9%
	Total	11964	11601	-3.03%	10856	-6.44%	8300	-23.54%

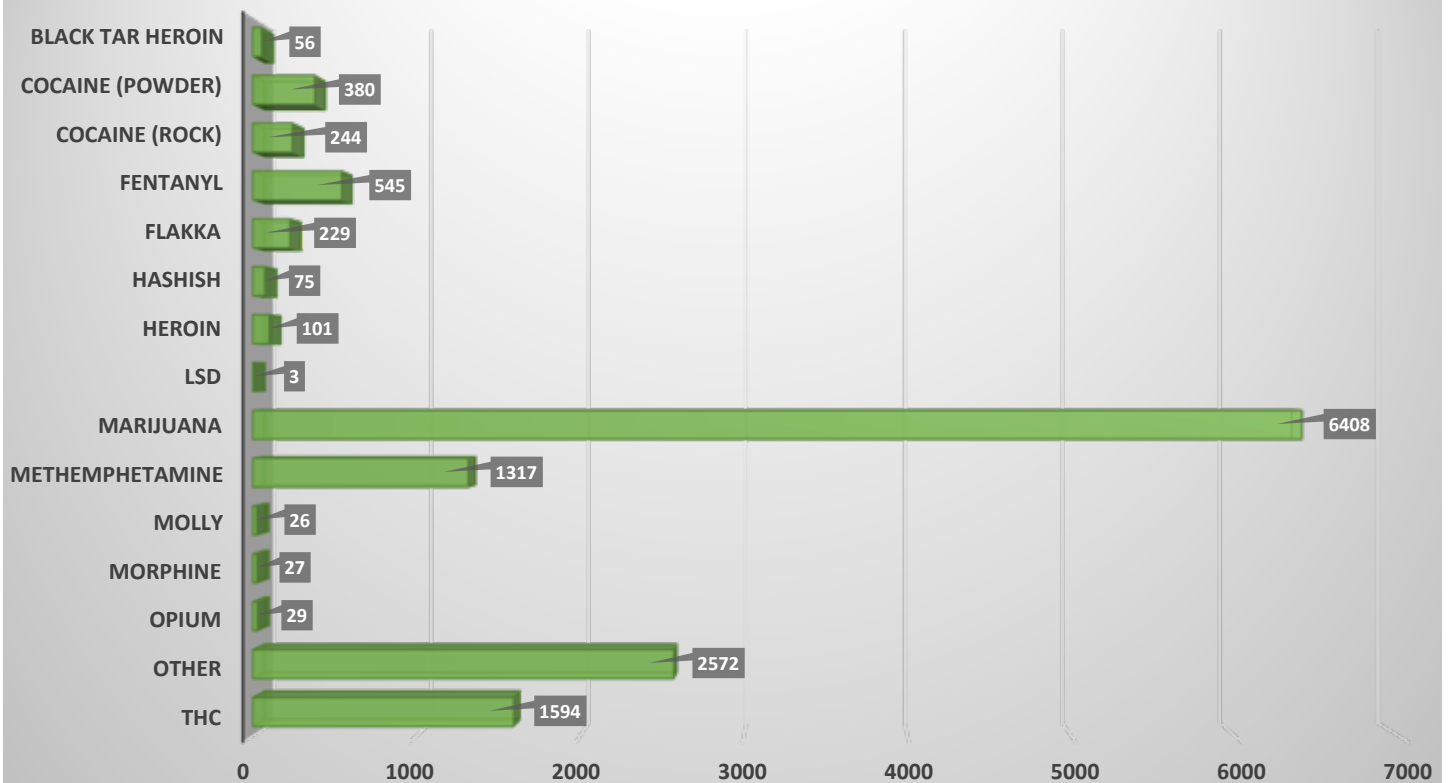
The graph below illustrates the changes in crimes against property from 2017-2020, pulled from the numbers in the charts above.

### Part I Crimes Against Property





2020 Drug Seizures in Grams\*









# PREVENTION

## PROGRAMS, INSIGHT, PARTNERSHIPS

In addressing the root causes of criminal activity in Tallahassee, it is imperative to start with the youth in our community. Intervening at an early age to provide youth with positive activities and role models can reduce negative influences, which can subsequently lead to criminal behavior. Mentoring, giving youth a voice in the community, and demonstrating one mistake is not equivalent to a lifetime of criminal behavior are all ingrained in the prevention and intervention initiatives targeting youth in our community.



Several programs have been implemented under the direction of the Youth Services leadership since 2019, such as Back on Track, the Prevention Needs Assessment Survey (PNA), Scoutreach, Worship with Me, and the LCSO Youth Advisory Council. However, due to COVID-19, programs were delayed, or modified. These programs were created to help intervene and deter local youth from committing crime.



The Prevention arm of ALLin LEON was created with the intention of reducing abhorrent behaviors, juvenile crime, and recidivism through intervention programs and initiatives. Since the inception of many of the Prevention programs, a 20.4% reduction in juvenile crime has occurred.

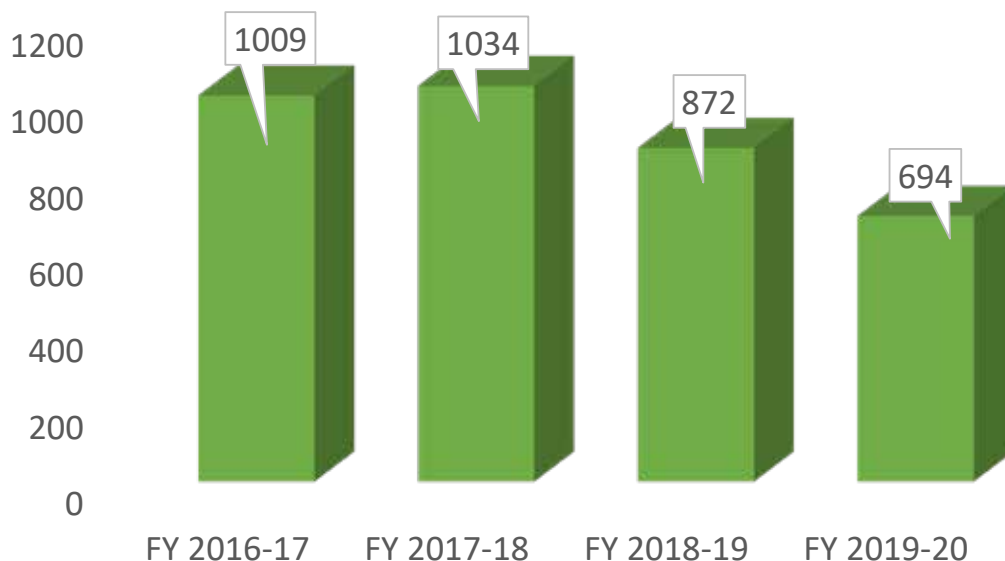
## BACK ON TRACK



The Back on Track program was launched in partnership with the Department of Juvenile Justice in February 2019. Back on Track is designed to reach first or second-time juvenile offenders who are sentenced to probation. The program bridges the gap between law enforcement and youth in our community. It focuses on issues through building a connection, developing mutual respect, trust, and willingness to continue the dialogue beyond the program. During its inception in 2019, 89 youth participated in the intervention program with 80% of those youth not re-offending. From the time spans of January 2020 to March 2020 and October 2020 to April 2021, 55 youth participated in the Back on Track program with 71% of participants not re-offending. Due to COVID, there were no sessions held March 12, 2020 – Sept 29, 2021.

In 2020, LCSO secured a \$100,000 grant through the Department of Juvenile Justice to continue this program and service additional youth in the community. Although the COVID-19 pandemic impacted the ability to meet face-to-face, the program continued through web-based platforms.

### Leon County Juvenile Intake Arrests\* Fiscal Years 2016/17 - 2019/20



With COVID-19 related shutdowns and school closings throughout the state, the number of arrests during FY 2019-20 was abnormally low.

However, in the FY 2018-19 it was trending down.

\*Data pulled from the Florida Department of Juvenile Justice Interactive Data



# PREVENTION

## PREVENTION NEEDS ASSESSMENT (PNA) SURVEY

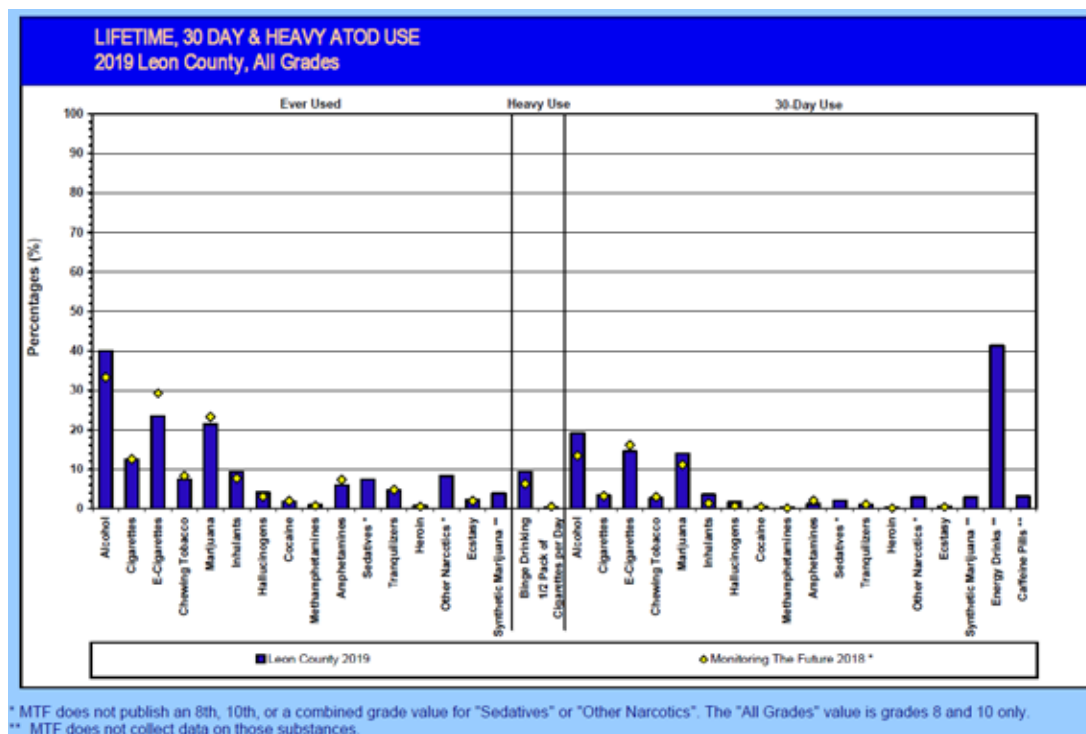
The Leon County Sheriff's Office, in partnership with Leon County Schools, used a Prevention Needs Assessment (PNA) to survey a sampling of 8th and 10th grade Leon County School students to determine the needs of youth in various geographical areas of Leon County.

The Leon County Sheriff's Office disseminated the survey beginning in January 2020. The results of the surveys are to be used as a tool to determine how students feel about their school, family, peers, and community. The survey is designed to assess students' involvement in a specific set of problem behaviors, as well as their exposure to a set of scientifically validated risk and protective factors. The risk and protective factors have been shown to influence the likelihood of academic success, school dropout, substance abuse, violence, and delinquency among youth.

**The survey was shared with 745 students. A total of 554 (74.4%) students participated in the survey.**

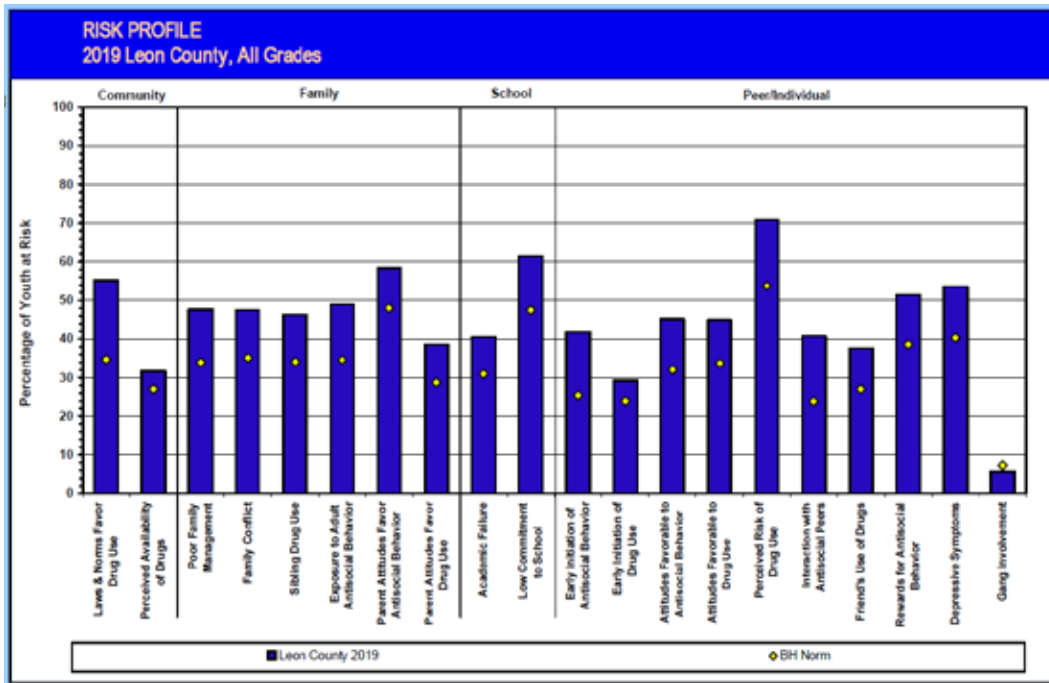
### Survey findings:

- The most common **early initiation/higher prevalence substance** used was alcohol (40.0% of students in this survey). The next most frequent drug used was e-cigarettes, with 23.4% indicating lifetime use.
- The **prescription drug most frequently used** by students in this survey was prescription pain relievers (8.2% of students indicating lifetime use). The next most frequently used substance was prescription sedatives (7.3% of students indicating lifetime use).
- The **most frequently used substance in the "other" category** in this survey was hallucinogens (4.1% of students indicating lifetime use).



**The bars** represent the percentage of students in that grade who reported a given behavior. The bars on the risk and protective factor charts represent the percentage of students whose answers reflect significant risk or protection in that category.

**The diamonds** represent national data from either the Monitoring the Future (MTF) Survey or the Bach Harrison Norm (BH Norm).

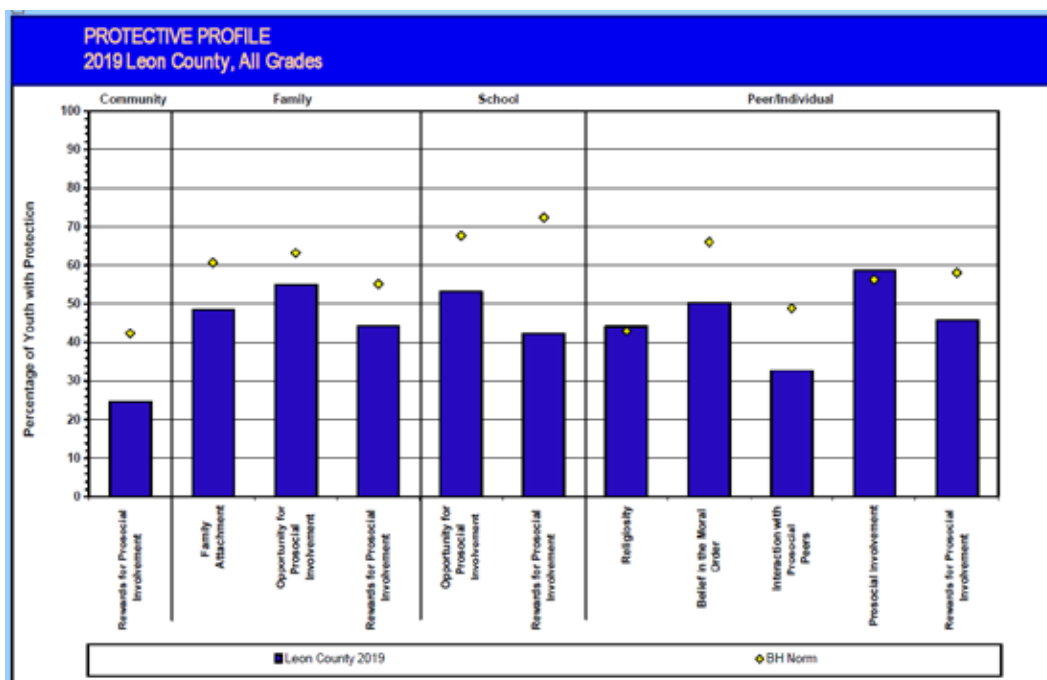


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The diamonds represent national data from either the Monitoring the Future (MTF) Survey or the Bach Harrison Norm (BH Norm).

## Survey findings (continued):

- 37.0% of students in this state engaged in **gambling** for money or anything of value in their lifetime.
- The most frequently reported form of gambling was “bet on sporting events” reported by 17.0% of students who had gambled in the past 12 months.
- 18.1% of youth surveyed indicated they had **seriously contemplated suicide** over the past 12 months with 14.8% indicating they had planned about how they would attempt suicide.



# PREVENTION

## SCOUTREACH

The Leon County Sheriff's Office partnered with the Suwannee River Area Council, Boy Scouts of America in 2020, to develop scouting troops in the under-served areas of Leon County. The Suwannee River Area Council's goal is to provide a quality, dynamic program of learning and adventure that builds well-rounded young people. Through the Scoutreach program, this partnership allows the Council to recruit passionate adult leaders and to develop strong relationships with the organization in urban, suburban, and rural areas, removing barriers to ensure that all youth have the opportunity to join Scouting. The Suwannee River Area is dedicated to ensuring that every child has an opportunity to join Scouting, no matter their circumstance. Scoutreach assistance can provide camperships, uniforms, handbooks, transportation, and leadership of a Scout unit.



**The objective is to have 4 scouting troops active in Leon County by the Summer of 2021.**

## YOUTH ADVISORY COUNCIL

The Leon County Sheriff's Office developed our Youth Advisory Council in 2020, which provides Leon County's young people with an active role in addressing youth issues. It is the mission of young advocates to advise the Sheriff, reach out to Leon County teens, inform them of existing opportunities and listen to suggestions on what the Sheriff's Office can do to improve its youth-oriented efforts. The Council is designed to bring topics of mutual interest to Leon County youth and local law enforcement directly to the attention of Sheriff McNeil through open dialogue.



## WORSHIP WITH ME

Worship with Me was initiated in June 2019, with 23 religious entities on board and 30 youth participants. During the program's active months, we've established a baseline of 75% success rate. Due to COVID-19, this program was suspended at the beginning of 2020 and remains suspended until CDC recommendations allow active participation.



**ALLinLEON Prevention Goal:** Increase partnerships and participation in LCSO intervention and prevention programs by 10% to help reduce negative juvenile behavior and recidivism by December 31, 2022.



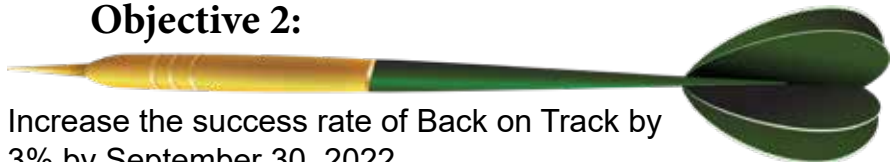
**Objective 1:**

Partner 50 churches with 100 at-risk youth through the Worship with Me initiative by December 2022.



**Objective 2:**

Increase the success rate of Back on Track by 3% by September 30, 2022.



**Objective 3:**

Establish a baseline for participation with LCS 21st century after-school program by September 30, 2022.



**Objective 4:**

Utilizing the newly established youth advisory council we will host 2 interactive listening sessions with community leaders and stakeholders on a regular basis by June 30, 2022.



# ENFORCEMENT

## HIRING, TRAINING, RETENTION



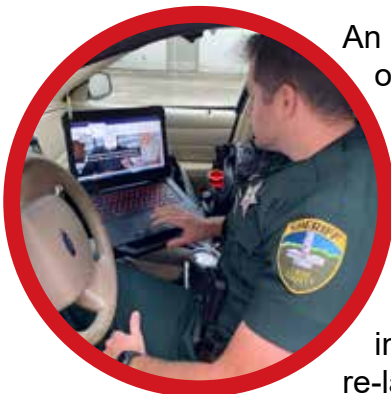
Through collaborative law enforcement collaborations such as Deputies without Borders, HIDTA (High-Intensity Drug-Trafficking Area) and Property Crimes Task Force, special operations and investigative tactics, **criminal activity in Leon County (per 100,000) was reduced by 13.7% for 2018/19. Based on preliminary reporting, criminal activity for 2019/20 is being forecast at a 15.8% reduction.**

The first year of the ALLinLEON initiative's enforcement phase (2019-2020), the top 10% of adult offenders involved in gun violence and property crimes were identified as a focus. Of those 14 individuals, nine were arrested, 8 are awaiting trial with one having been fully prosecuted.

During 2019, usage of heat maps, which show focus areas for the County regarding crime, was increased, as well as License Plate Recognition Systems (LPRs). The Real-time Crime Center was developed in October 2018, and has greatly contributed to the overall success of investigations and directed proactive patrol since its inception. The combination of these tools and teams working together has increased the reduction in crime and apprehension of offenders.



In 2020, the Leon County Sheriff's Office was awarded the Project Safe Neighborhood Grant in the amount of \$75,000, to fund enhanced enforcement efforts, hire an additional Intelligence Analyst, purchase Lumin software (a data aggregator to assist analysts), and initiate the HRBII (High-Risk Behavior- Immediate Intervention) program.



An additional effort to better serve the citizens of our community is the use of SPIRIT (Suppression Prevention Intervention Referral Intelligence Tool) software in each patrol deputy's computer. This software allows deputies to create referrals for citizens that need contact with special services. These efforts help deter criminal activity by offering high-risk individuals opportunities for education, training, employment, and pro-social bonds and relationships. Initially, the SPIRIT program had low usage by law enforcement deputies due to technical issues with the program, resulted in only two accepted referrals in 2019. However, in 2020, the program was re-launched after working with the SPIRIT developers addressing concerns and adding more community service vendor options.

In April 2020, the Leon County Sheriff's Office, in partnership with the Wakulla County Sheriff's Office, petitioned the White House Office of National Drug Control Policy and Drug Enforcement for a High Intensity Drug Trafficking Area (HIDTA) designation. Leon County officially received the designation in June 2020. LCSO's HIDTA initiative, known as Capital Area Drug Response & Evaluation (CADRE), joined the North Florida HIDTA which is headquartered in Jacksonville, Florida. To qualify for consideration as a HIDTA, an area must be a significant center of illegal drug production, manufacturing, importation, or distribution. Additionally, state and local law enforcement agencies must have committed resources to respond to the drug trafficking problem in the area. Along with providing federal funds, HIDTA also provides inter-agency collaboration, sharing of intelligence and information, and provides specialized training and other resources to participating law enforcement agencies.



The HIDTA program was created by Congress in 1988, to aide coordination among federal, state, and local law enforcement agencies operating in areas determined to be critical drug trafficking regions of the nation. Law enforcement agencies working within HIDTA assess drug-trafficking problems and design specific initiatives to decrease large scale drug operations with Mexican cartels and other narcotic enterprises operating within, or transporting through, their respective regions. There are currently 29 HIDTAs located in 50 states, which include approximately 18% of all counties in the United States.

Expanding HIDTA programs provide more resources to help agencies with disrupting and dismantling drug trafficking organizations. Since its inception, HIDTA has dismantled more than 3,000 drug trafficking organizations and removed more than \$16.5 billion worth of drugs from the street.

The inaugural year of the operation sets the baseline moving forward. The results below are for the initial six months.

### 2020 HIDTA Results (June through December)

Value of drugs seized	\$184,000
Value of assets seized	\$546,000
Arrests	8
Firearms seized	5
Event deconfliction	11
Target/Investigative info deconfliction	103
Drug trafficking/money laundering orgs identified	1
Drug trafficking/money laundering orgs dismantled	1

The mission of the NFHIDTA CADRE initiative shall be to pursue, disrupt and dismantle major drug-trafficking organizations (DTOs) by identifying, arresting and prosecuting individuals or networks responsible for the importation and distribution of illicit drugs in Leon County.



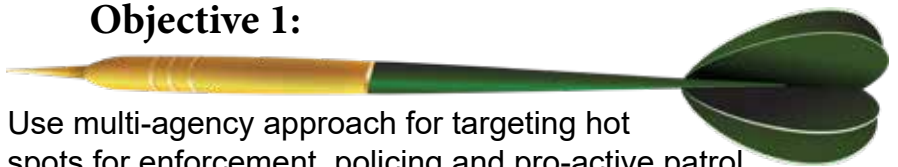
# ENFORCEMENT

**ALLinLEON Enforcement Goal:** Through collaborative law enforcement partnerships, reduce criminal activity in Tallahassee/Leon County by December 31, 2021.



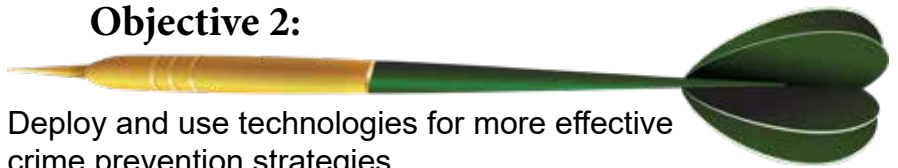
## Objective 1:

Use multi-agency approach for targeting hot spots for enforcement, policing and pro-active patrol efforts.



## Objective 2:

Deploy and use technologies for more effective crime prevention strategies



## Objective 3:

Maintain Uniform Patrol staffing at 80% average





U.S. Attorney Lawrence Keefe presented Sheriff Walt McNeil and the Leon County Sheriff's office with the 2020 Project Safe Neighborhood Achievement Award, just one of two law enforcement agencies nationwide to receive the honor.

# RE-ENTRY

## RECIDIVISM, RISE, PATHWAYS

The overall mission of the Re-entry programs offered by the Leon County Detention Facility (LCDF) is to reduce inmate recidivism by providing all inmates assigned to the Re-entry Program with trauma-informed, evidence-based, educational, and self-help programs prior to returning into Leon County.

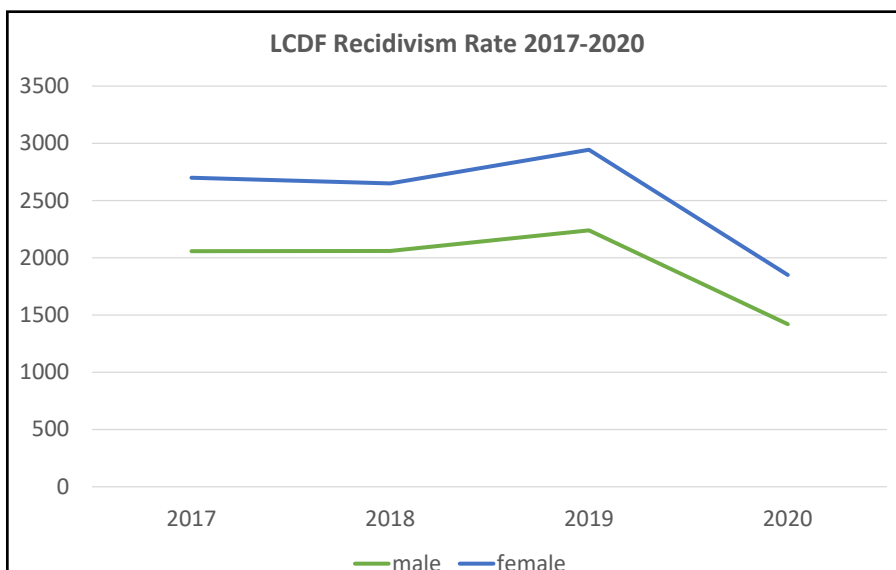
Due to the restructuring of Detention Facility leadership and the preparation of upcoming re-entry programs for implementation, as well as the COVID-19 pandemic, programs built during 2019 and intended to launch in 2020, were temporarily postponed. These programs will be effective moving forward in 2021.



One of the initiatives is the use of SPIRIT (Suppression Prevention Intervention Referral Intelligence Tool) solutions to implement a reentry portal comprised of a needs assessment and referral component to connect inmates to community resources upon release. This tool was implemented for use by the LCDF on October 1, 2019, and has provided 884 inmates with services and assistance to date.

During October 2019, re-entry pods were developed for both male and female inmates with the ability to house approximately 60 males and 48 females. These pods provide pre-release services to inmates to assist in restructuring their mindset and focus for re-entering society.

Some of these programs include housing, substance abuse, mental health, counseling, and developing positive life choices strategies. The inmates participating in this program are a priority for services since they are near their release date. Part of the program also introduces the inmates to local community partners early on, such as TCC, Career Source Capital Region, as well as training courses for OSHA, CORE and IT allowing them to build working relationships prior to being released.



The re-entry initiatives being developed at the Leon County Detention Facility will assist in reducing the recidivism rate, which has remained stagnant since 2017 averaging 37% for males and 32% for women.

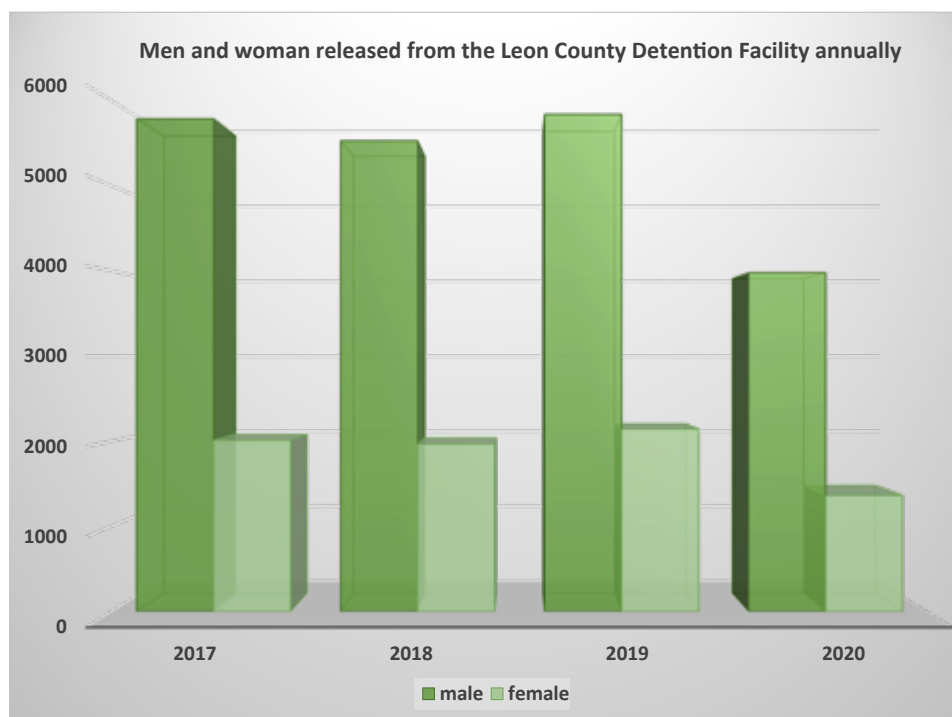


In February 2021, 33 local business partners signed a “Pledge of Support” to hire formerly incarcerated inmates, exceeding the original goal of 25. With the help of business owners willingness to hire formerly incarcerated individuals, they gave the opportunity for them to become productive members of society and the ability to provide for themselves and their family.

Re-entry efforts will bring newly released inmates together with the necessary resources for moving from being incarcerated into being a productive citizen able to give back to the community. Through employment, taking care of personal responsibilities, as well as personal growth, these individuals will have a greater chance of not making the same negative life choices.



Based on release data collected from the Leon County Detention Facility between 2017-2020, an average of 5,283 male and 1,869 female inmates are released annually from the Leon County Detention Facility back into society.



# RE-ENTRY

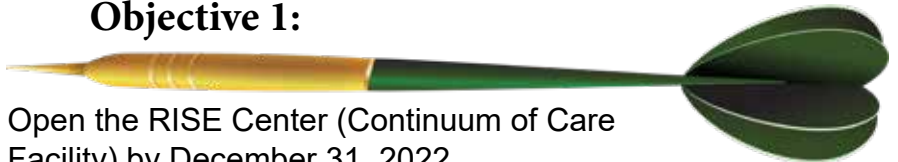
## **ALLinLEON Re-Entry Goal:**

Reduce inmate recidivism by 3% resulting from providing all inmates assigned to the Re-entry Program with trauma-informed, evidence-based, educational, and self-help programs prior to returning into Leon County by December 31, 2022.



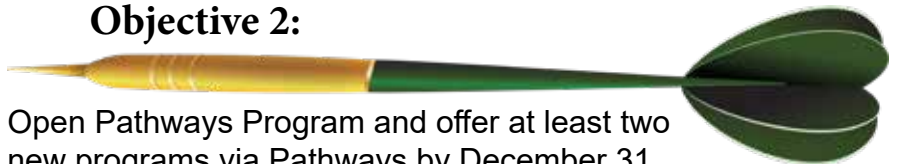
### **Objective 1:**

Open the RISE Center (Continuum of Care Facility) by December 31, 2022.



### **Objective 2:**

Open Pathways Program and offer at least two new programs via Pathways by December 31, 2022.



### **Objective 3:**

Open the Annex for reentry participants for both male and female inmates by December 31, 2022.





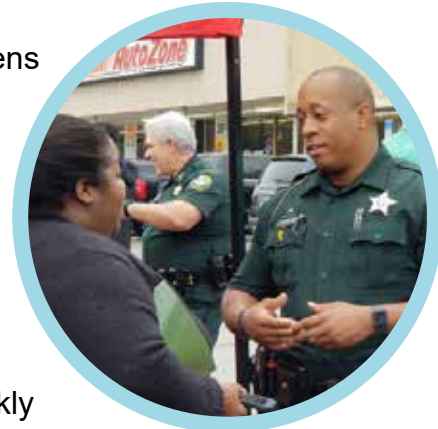


# COMMUNITY INVOLVEMENT

## BUILDING TRUST, PUBLIC SAFETY

Sheriff McNeil's overall vision for the Leon County Sheriff's Office included expanding the Community and Media Relations Unit in order to provide citizens with opportunities to meet and have conversations with deputies about their needs and concerns. Building on positive experiences with LCSO deputies through programs and initiatives such as quarterly meet and greets, safety presentations, and our bi-annual citizens academy help build relationships with the community.

As a part of ALLinLEON, several community events and initiatives were added to promote awareness and prevention such as safety courses for places of worship, a weekly television show, "Leon County Today" show on FOX49, as well as participation in many community events with partners utilizing displays and personal interaction to help educate the public as well as the CeaseFire initiative to bring those with guns illegally to justice.



### CEASE FIRE

As part of the efforts to reduce gun violence and gun-related offenses, CeaseFire was launched in August 2019, to remove guns out of the hands of criminals. Modeled after successful gun bounty programs nationwide, the Community and Media Relations Unit created CeaseFire in collaboration with Big Bend Crime Stoppers and local businesses.

This program operates on the reporters' anonymity and offers monetary incentives for individuals providing tips leading to the seizure of unlawfully possessed guns. The program started with more than \$20,000 in donated funds from local businesses. **CeaseFire results thus far include two arrests with 14 criminal charges and four seized firearms.**



**ALLinLEON Community Involvement Goal:**  
Increase participation in community events by 20% by 2022.



**Objective 1:**

Increase promotion and community of CeaseFire campaign by 30% by December 2021.



**Objective 2:**

Increase overall social media following 20% by December 2021.



**Objective 3:**

Partner with community organizations for events annually by December 2021.















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