

The Beat Mackey Homelessness Transcript TRT 60:53

The Beat Intro Disclaimer ([00:00:00](#)):

Please note that companies and products mentioned in this podcast do not represent an endorsement by the COPS Office or the U.S. Department of Justice.

The Beat Intro ([00:00:10](#)):

Welcome to The Beat, a podcast series from the COPS Office at the Department of Justice, featuring interviews with experts from a varied field of disciplines. The Beat provides law enforcement with the latest developments and trending topics in community policing.

Jennifer Donelan ([00:00:26](#)):

Welcome to another episode of The Beat. I'm your host, Jennifer Donelan, and today's conversation is being brought to you by Zoom.

([00:00:35](#)):

Did you know that 59% of Americans are only one paycheck or catastrophic event away from experiencing homelessness? It's an astonishing number when you see the uncertainty of employment stability in the news or even in our everyday lives within our own families and communities. However, many of us, whether we admit it, turn a blind eye to the homelessness problem unless it finds its way to our doorstep.

([00:01:00](#)):

Today's guest is Deputy James Mackey, who brings to The Beat over 20 years of law enforcement experience and he has a wealth of wisdom to share. Deputy Mackey brilliantly started a homeless intervention initiative with Palm Beach County Sheriff's Office. There, he's helped more than 200 individuals experiencing homelessness. He has discovered that underneath homelessness is another issue that needs to be addressed. It's either mental health, substance abuse, financial stability, or trauma. We see the fruit, but we need to seek out the root cause of the problem. He reminds us all that they are us and we are them. Deputy Mackey, welcome to The Beat.

James Mackey ([00:01:42](#)):

Thank you. Thank you for having me.

Jennifer Donelan ([00:01:4](#)):

Absolutely. Now, just so that our viewers understand, I'm not being rude, you prefer to be called Mackey.

James Mackey ([00:01:50](#)):

Plain old Mackey. I wasn't born a cop. I'm not going to die a cop. I'm just a Mackey.

Jennifer Donelan ([00:01:55](#)):

I love it. All right. Well, Mackey, thank you for joining us. We're really looking forward to this conversation. Let's talk about how you got involved in... As you said, once a cop, always a cop. How did you become involved in law enforcement? What was the draw?

James Mackey ([00:02:09](#)):

The Beat Mackey Homelessness Transcript TRT 60:53

My uncle was a TV cop and it looked really cool. Being a cop TV, you were the hero, bulletproof. You chased cars, bad guys, and everybody loved you. I should have been a firefighter, but I used to wear his vest running around. It was like 30 pounds hanging down to my knees and I couldn't wait to be 18, 20, 21 so that I could go to the police academy.

Jennifer Donelan ([00:02:32](#)):

And now let me ask you, you began as a correctional officer and then you switched to law enforcement. Tell me about that.

James Mackey ([00:02:38](#)):

Well, that wasn't my intention, but it was the best possible outcome I could have had. I went to Martin County Sheriff's Office. I had my interview, great interview. They're like, "Yeah, you did wonderful, but," and I was like, "Uh-oh, here it comes." So they asked me, they said, "Do you want to be corrections first because we have plenty of opportunities for corrections officers, but not as many law enforcement?" Well, I fell for the same line a lot of people do. "Do two years at the jail and we'll bring you out on the road." I did it, but I'll tell you what, it was probably the best experience of my life and the most knowledge-gathering time. I'll stick to it where every single cop out there should do two years in the jail. You learn so much.

Jennifer Donelan ([00:03:22](#)):

I can completely identify with that. It made you, I can only assume, a better officer on the streets.

James Mackey ([00:03:29](#)):

Absolutely. The biggest thing I learned there is just how to talk to people. Absolutely amazing. You really learn a person. They all have a story.

Jennifer Donelan ([00:03:39](#)):

Wonderful. Okay. So that was an invaluable experience. And then you moved to schools. Talk about another group of people that learning how to deal with must have been a huge benefit for you.

James Mackey ([00:03:51](#)):

Yeah, you're right. In 2001, I joined the Palm Beach County School Police, so that was definitely a different story. You're assigned to a school with almost 3,000 kids. Usually, it's just one officer, maybe if you're lucky, you have two officers, so you're walking around the halls, and the career is more about mentoring, helping youths, using their heads to make the right decisions, teaching them ethics and morals. So it's very, very interactive.

Jennifer Donelan ([00:04:19](#)):

I understand, too, you spent a lot of time on the anti-bullying efforts there, and I know that's such a hard topic and one that many communities struggle with. What did you learn from that experience? Can you talk about your anti-bullying experience?

James Mackey ([00:04:31](#)):

I remember I was assigned to three elementary schools. You're talking about kids up to fifth grade. These are the years when they're becoming their own person, their own character. I was asked if I

wanted to be certified in the bullying program, so I jumped at the chance. It was very impactful to go into a class of 30 kids while they're staring at you because all they're looking at is everything on your belt. But you want to discuss how each of us are different, pointing out the different traits, the different ways we grew up, different moms, different dads, different nationalities, how that makes us all different, and how we had all different personalities. Big wood kids, they don't understand that. You start to explain to the kids not to judge the person for those differences, but to embrace it, to learn more. That's how I attacked the bullying program. It was a great experience, I will say.

Jennifer Donelan ([00:05:31](#)):

Did you figure out how to talk to kids just overall? Did you figure out how to connect with the youth? Because if you figured that out, I'm going to bottle it up and sell it.

James Mackey ([00:05:40](#)):

Well, here's the problem with that. Cops are an A-type personality, right? We're loners. We're the ones that are going to run into the building by ourselves. Luckily, I was never like that. I like talking to people. I like learning new things. I never had an issue relating to anybody from the poorest to the poor, to the wealthiest to the wealthiest. I found myself common ground. I build on that. I'd speak to the kids and join relationships like skiing, wakeboarding, find something that we had a relationship with, or we had a common ground. That would open up their comfort zone, I would say. That would open up their comfort zone, wanting to tell you about their experiences. So once I learned to connect with these kids, it became very easy. It's got to do with knowledge, just passing the knowledge on, but the common bond is where it's at.

Jennifer Donelan ([00:06:31](#)):

And I'm asking you about these two experiences for a reason because we're about to move into the work that you've been focused on, which is the homeless project. But the reason why I find it so interesting that you went from your correctional experience to your school experience is you're talking about groups of people who dealing with you, with the badge, the gun on the hip, the star on the chest. That's an automatic nonstarter, conversation non-starter with particular people, right? Kids can be fearful, incarcerated people could be angry at the system, that sort of thing. But yet you've managed to break through those barriers. How much did those experience play into the move to your next role and your focus, which has been the focus of your career right now?

James Mackey ([00:07:15](#)):

You're saying it's a non-conversational starter, but yet it is. You have to find a way to use that. When you speak to the general public, like you said, they've only experienced cops when they're getting pulled over or getting talked to on the side of the road. Nobody understands that we are just like you. So you have to find a way to connect with that person. Again, find a common ground. Look at that person, you have a football shirt on. Start talking to them about the jersey they're wearing. I know nothing about sports, but, "Hey, I'm from New York. I'm the Jets fan," or whatever, and next thing you know, they want to talk back with you. Once you open that door with a conversation that they're accustomed to, you instantly have a relationship and it allows a wealth of information to come out of that other half.

Jennifer Donelan ([00:08:02](#)):

I can't underestimate what you just said, and it literally can be as easy as that one common thread, just asking that one single question, because it's not what the person on the other end of that conversation

is expecting to come out of your mouth. It's like, "Oh, wait a minute, is this dude cool?" And I imagine it just immediately just makes it a bit easier to start that conversation and see each other as people. So you go from corrections school resource officer. From 2006 to 2019, you're working with the Palm Beach County Sheriff's Office. What are you doing during the bulk of the time before you start with the homeless project?

James Mackey (00:08:37):

What did I do between 2006 and today when I started at the Sheriff's Office? Now let me just say, Palm Beach County Sheriff's Office was my dream job. It's where I always tried to get to, which here I am, I love every minute of it. So I did the typical cop things. I went out there. I plugged into community policing. I did street team, narcotics, therapy dogs. I did every role that I possibly could in the policing because that's what we do. 13 years later, I get into the homeless thing and I found probably the best job that I've ever had in my life.

(00:09:09):

So that's what I did for 13 years is I found my traits. I gathered my knowledge.

Jennifer Donelan (00:09:15):

Gathered your knowledge. And then in 2019 is when you launched the Homeless Intervention Project, yes?

James Mackey (00:09:21):

Kind of. I'll back up to my lieutenant calls me into the office because my buddy was running the community policing and he says, "Mackey, we know you only got like five years left. You want to go be a parks deputy?" I'm like, "Woohoo. Parks deputy, I get to watch kids play in the playground all day long. Great retirement job." Then the but came, I was like, "Oh, I knew there was a but." So they sent me to John Prince Park and they said, "We do have a homeless issue in this 900-acre park." We're getting 911 calls from everywhere, whether it may be domestics or fights or this or that, and they could never locate the people because they're in the woods, or on the sidelines, or on the other side of a lake where nobody ever goes. So there was my actual job.

(00:10:03):

Further on to 2019, so it was like July 4th of 2019, they were going to have a big event in John Prince Park, and the powers that be says, "Hey, can we do something and localize the person so we're not getting these calls running around?", especially in July 4th, you're going to have thousands and thousands of people in the park. So we want to see if we can't localize them. Okay, no problem. I went out there and I found all nine of them. It sounded like there was a ton out there with all the 911 calls we were getting. We localized them into a two-acre area in the park.

(00:10:33):

And how did I localize them? I talked to them. I explained to them, "I can't help you when you call 911 and we don't know where you are, and if there's something happening." So that gave us a strategy to get them to one place. Now, unfortunately, the powers that be didn't realize that's a domino effect. So why did it become an issue in Palm Beach County? Well, I'll tell you why. Nine became 18, 18 became 36 until it was up to 256 persons living in the park in this two-acre lot. Tents everywhere, campfires, dogs. One guy even had a chicken. He actually came home with me as a pet. I have a homeless chicken at my house. It's funny when I tell people that story.

(00:11:12):

So how did we involve law enforcement in it? Well, with 256 people, you got to be able to discuss things. You got to be able to talk. We figured there's two ways to do it. We come in there like cops, enforce every little law we possibly can to gain compliance, or we can give a little compassion, a little structure. Well, we chose compassion and structure, and let me tell you, it worked. It worked. The persons, there were a lot of persons experiencing homelessness. We found out what their needs were, who they wanted to be. Did they need rehab? Did they need doctor's visits? Did they need mental health? Where did they want to be? Just because you're homeless, you don't lose your goals.

[\(00:11:51\)](#):

You always know, "I want to be a doctor. I want to be a firefighter." Well, we won't talk about firefighters on a police thing, but we will talk, I want to be a cop. I want to be probation. So everybody has a dream. So you have to find out what their dreams are for a direction to send them. So by doing that, we would gather information. We would connect them with bridge gaps is how it came out. What social services did we have? Well, the question usually asked is what social service agencies don't you have contact with? Because I have a plethora of resources.

[\(00:12:26\)](#):

Luckily, as a cop, I get free gas and a free truck. I could drive it everywhere in the county all day long. So my goal became these 256 people finding their needs. Instead of writing police report and pushing them on, I figured, let's do the long-term goal. There's a long-term goal in narcotics, right? I used the same basic premise. There's a long-term goal in burglary suppression and everything else. It's not just quite simple, go in there, arrest the robber, no, or arrest a drug dealer. You find out where the drugs are from. You follow the money. Well, same thing with the homeless epidemic. You actually find the initial start of when they became homeless. You learn about that person, you do an investigation, but unfortunately, it does. It takes like two, three months. Gathered plenty of resources.

Jennifer Donelan [\(00:13:13\)](#):

So tell me again, you went 18, 32, and then it got up to 256 souls on that two-acre plot of land. Let me ask you this, and I can only imagine. I'm going to take a guess here. Was it because seemingly permission when you moved them and then word spread and they all said, "Hey, man, I know where we can go," or how did that work out?

James Mackey [\(00:13:34\)](#):

Ding, ding, ding. Winner, winner, chicken dinner. Yes, that's exactly. You must've been a detective in the past.

Jennifer Donelan [\(00:13:40\)](#):

What were the calls about? The original 911 calls, calls for service that went out regarding these unhoused people who were in the park, what were the complaints? Did people just not like seeing them there? Was there any destruction of property? Paint that picture for me. What was that like?

James Mackey [\(00:13:57\)](#):

A lot of the 911 calls we were getting, which I consider nuisance crimes or crimes of survival, you can name it whatever you want, were the domestics, just simple batteries where two persons get inebriated and start punching each other and somebody's standing on the sideline calling 911, "Hey, there's a fight. It's in the park." So again, you're responding in 900 acres, I can't find anybody. Other calls we would get would be medical calls, fire rescues. These guys drive these big giant trucks. They're not driving across

The Beat Mackey Homelessness Transcript TRT 60:53

the park looking for a person, but if they're down in the woods, they've overdosed, we'll get the phone call. The other calls we get were a lot from civilians using the park. Oh, there's a homeless guy over here. I think he's watching kids. They always think the worst, and sometimes they are, but a lot of your persons wouldn't realize, "Okay, well, homeless, I need to call 911. The police need to either arrest them, move them on, or help them." So number of the calls were from civilians.

Jennifer Donelan ([00:14:56](#)):

And so then when you get those numbers of 256, and as you were describing, you're working through them, you're going one on one, you're trying to figure out what the point when their lives changed so dramatically and they ended up on the streets. Are you doing that by yourself or did you have a team with you?

James Mackey ([00:15:12](#)):

I do have a partner.

Jennifer Donelan ([00:15:13](#)):

One other of you. That's it. There are two of you.

James Mackey ([00:15:16](#)):

There's two of us in entire Palm Beach County.

Jennifer Donelan ([00:15:19](#)):

Did you sleep?

James Mackey ([00:15:20](#)):

Yes and no. I slept while I was on the phone talking to somebody. I zoned out. No, I did have time to sleep. You do have to put barriers in place, or if you're not thinking with your right mind, you're right in a critical thinking with them. You're just thinking for the moment and not being able to sit down and actually go through things. So, yes, you need to be rested. We still only have two people in the entire county, but we have branched out with partners. We have plenty of nonprofits and other agencies that we work with.

Jennifer Donelan ([00:15:50](#)):

Got you. Now, you were just describing one particular... I know Palm Beach is much larger than just that park and that two-acre lot. Can you describe... Give us a scene setter about what the situation is in your county in terms of homelessness and numbers and breadth, and all of that? Could you paint some picture for us?

James Mackey ([00:16:10](#)):

Sure, not a problem. I just pulled our stats with Palm Beach County Sheriff's Office. We responded just last year to 4,500, and don't quote me, 53 calls involving the word homeless. So there's 4,553 responses from a deputy, 4,553 hours of a deputy. Our county is the largest in Florida. We are a large county, Palm Beach County. The last count with the census was 1.5 million people in Palm Beach County. So we have a large number. Now, we do go by HUD counts and different things, point in time counts, which only showed us 1,500 and some people this year. Last year, we had 2,136 persons experiencing

homelessness. But I'll tell you what, that is not a real number. That is what snapshot is caught within 24 hours. That's about it. Just by the calls, we have the stats and we have a thing called a McKinney-Vento count that identified 6,000 kids last year experiencing some form of homelessness.

(00:17:20):

Now, again, homelessness, what we believe, and homelessness, which is defined, are two completely different things. So as law enforcement goes, that's 6,000 kids. Now the stork does not bring a kid. It's a mom or dad involved. So you could double that number. And that's not saying they don't have a brother or sister. So now you triple that number. My educated guess is between 14,000 and 16,000 homeless in Palm Beach County, and that's of 1.5 million. So it's only growing with elders now, our seniors, they're getting evicted. Their social security doesn't keep up with the growing times and rents. It's turning into a law enforcement's job. I think that's a lot of the reason I started it because who gets called? The cops. The cops get the 911 call and now they have to figure out how to solve this issue and not just push it on to the next guy.

Jennifer Donelan (00:18:12):

Yeah. I started off our conversation sharing one of your favorite sayings, which is, "They are us and we are them." And also, that pretty shocking statistic, but I don't question it, that over half of the country is like one paycheck away from being in the same predicament. And right now, with the economy as it is, I don't see those numbers going down. So it's one of those things where it's not necessarily not in my backyard, but people do tend to just walk past it, walk past human beings, walk past the problem, walk past the issue of it. You have decided to face that head on. What is working? What is working? What news can you share with our listeners that is working that you would love to see happening in other jurisdictions across the country?

James Mackey (00:19:01):

They need to start realizing that the taxpayer basin and your budget, each homeless person on the city streets costs between 31,00 and 42,000 a year. So let's just use those small numbers of 2,136 that we found in Palm Beach County and do that by \$40,000, let's just say. Let's even make it cheaper at \$38,000. That's how much in services they use. So what would be the better goal? Helping them taking the long battle and removing them from the streets, giving them success, and maybe pointing them in a direction. Now, are you going to get recidivism? Yes, you're going to get people back on the streets. It's going to happen.

(00:19:42):

It might be the first, second, third, fourth, or fifth time you try to help that person, but then you're going to have success. Again, you got to look at it as a beer, a burglary to a vehicle for a 99-cent beer costs between \$35,000 and \$45,000. And you're going to sit there and say, "What?" Well, you figure, it's a two-officer response because it's a burglary. They're going to do the prints. Now, when they do the prints, they're going to give them to the evidence techs. The evidence techs go ahead and put them into all the APHIS machines and everything else they have. So you're talking hours and hours and hours. Now, they identify the guy. So now it's a felony.

(00:20:21):

So our tech department, I think our tech department, don't quote me, goes out with at least five guys on any felony, and they're going to sit up on that person for eight hours until they find him, right? So that's five guys times eight hours. Now you're getting up there. We catch them. You pay \$128 a day in jail. Now we go from there. We got litigation. How much does the state's attorneys make? How much does a

defense attorney make? How much does that judge make? Now you got 12 that couldn't figure out how to get out of jury duty, right? You're paying them. Now, all the litigation's done. You're between \$35,000 and \$45,000 for a 99-cent beer.

(00:20:58):

And why did that guy bust the window? Not because he didn't like you or wanted to commit a crime. He didn't want to go through DTs, the detox from alcohol. I've seen people detox from alcohol, not a pretty sight. They realize when they're starting to detox and they will do survival crime. I'm not saying it's justified at all, but that survival crime just cost, let's just round numbers and say, \$40,000 for a \$2 beer or 99-cent naughty ice.

Jennifer Donelan (00:21:29):

Can you go back and tell me about we are them, they are us? Where did that come from?

James Mackey (00:21:33):

I came up with the... And I don't even know if I heard it somewhere or I came up with it, but I'm going to coin the phrase, they are us, we are them. It's awareness. I try to tell everybody it's true. You strip away their addictions, strip away their mental health, strip away the barriers that they have, they're me and you. They're us. And you know what we are? We are possibly a future of them. We don't know what's in our cards. 59% of all Americans, that's not a little number. That's a giant number, 59%. I can tell you how much I got in my savings bank. I do very well at the Palm Beach County Sheriff's Office for being here for several years.

(00:22:11):

I don't have \$10,000 saved. I could tell you that. And this is everybody. And what do you need in the bank? You need, I think, between three and six months' worth of rent. Well, I barely have that in the sock drawer at home. So again, they are us, we are them. You got to treat it that way. They came from the same place we came. Somebody loved them at some point in time.

Jennifer Donelan (00:22:57):

What do you think that is? Do you think that... And I don't even know if the word disdain or if it's ignorance or if it's just plain I don't want to deal with this mentally in my brain because it's too much. What is it? Because they are us and we are them. Is it just the fear of, yeah, I just... Was it just easier for people just not to deal with? What do you run into the most that frustrates you the most in trying to get folks help?

James Mackey (00:23:07):

Let's go back to the John Prince Park day where I had nine people there. Nobody noticed we had an issue until those nine people turned into 256 people. Then you had the awareness. People drove by. And that's when I initially said it wasn't really a bad thing because now it's a lot more under control. We have a lot more awareness in our county and it's opened some other resources. I don't want to say there's a ton of resources, but it opens some. So awareness is the big thing. They put things on the back burner. That's probably my biggest frustration is they put things on the back burner. The other frustration I have is I'm a cop. You can ask any cop.

(00:24:46):

Usually, social workers and therapists don't get along with cops because cops are known as bullies. They're the ones who take it on the chin, we run into houses, but that's not 100% true. We have

investigative skills. Finding that person's, I call it their anchor to reality. Finding when that person was sitting on grandma's lap, opening that favorite present, four years old, find that memory that makes that person human again, and now use that. But most of your therapists and your social workers, they use the top-down approach. That's where basically you're standing on top of a chair telling the person, "I'm here to help you."

[\(00:24:25\)](#):

Well, who's to say you need help, right? I never. That's been one of our saving graces, that's been most of our success, is I don't go up to somebody and ask them, "Hey, I'm here to help you. Do you need help?" Because what if they're happy? At that point in time, this is their normal life. This is what they're used to, the heat, the bugs, the drink, whatever the case may be. So this is their norm. So they don't know if they have a problem nor do they care if they have a problem.

[\(00:24:52\)](#):

So I do it with my past experience in the jail, common grounds, finding common things, talking to them. But once they say, "Hey, Mackey, can you, boom, open the floodgates? You just asked me for help." Now we have that bond. We have that connection. A lot of cops are extremely, extremely good at this stuff because we know how to talk to people. Not all cops are bad. 99.9% of cops are awesome, and they have a skillset that nobody could ever match, but they only see that 1%, and we won't even get into that. But these are just different forms of how you can mold your communication to talking to people.

[\(00:25:37\)](#):

And once you get those floodgates to open, once you get that person to ask, and they're asking for help, they're putting themselves in that vulnerable situation where they're going to see if you will help them. Because how many people ask everybody for help, "Hey, you want me to help you?" And then they never show back up. Like I said, a lot of things are changing. A lot of our social service networks that I see, our county included, think the old way. Nobody's coming up with new solutions.

[\(00:26:06\)](#):

Unfortunately, there's a lot of new solutions. The actual answer is out there, but we're not giving the person time to tell us, if that makes sense. We don't listen to the people we need to be listening to. Okay, a little bias. But if you have a doctor and after your name and a bunch of letters and numbers, well then you are the person. You're the one to make the decision. I barely made it out of high school. I can tell you that. And I have therapists, social workers, and county administrators calling me daily. So obviously, I'm doing something correct.

[\(00:26:37\)](#):

So believe in yourself and believe you are right. Believe you can go out there and make a difference. Don't think that you're stupid because you're just a cop and you never got a degree. You have a wealth of knowledge. You have a degree that you didn't have to pay for. Look at it that way.

Jennifer Donelan [\(00:26:52\)](#):

Beyond that, I mean, a lot of what you're saying is talk to them like they're real people because they are real people. It helps hugely.

James Mackey [\(00:27:00\)](#):

Absolutely.

Jennifer Donelan [\(00:27:01\)](#):

But are there any other resources or training that you think that you've seen in those officers that you've introduced to these situations and trained yourself, I'm sure? What's your best advice?

James Mackey ([00:27:12](#)):

Actually, I got the privilege of putting together a 40-hour class. My sheriff's awesome. Got to say, this guy's great. Hopefully, he listens to this, but he's awesome. He's allowed us to run with this because he sees the success in it and he sees the lack of police responses. We have actual stats that have gone down. And this is just two people in the entire county. We see stats going down. So we put together a 40-hour course. The 40-hour course, it's five days, eight hours. We make it as fun as possible. The first couple of days, it's nothing but taking myths and just tearing them apart. So the old way of thinking. And we get the class really orientated and involved. Then we bring in speakers, number, ton of speakers, which most of them are pre-rehabilitated, homeless persons.

([00:28:00](#)):

They're peers that come out. They're peer specialists and they talk to the cops. They're the ones that are out there on the streets all day. We then pack everybody up and we go for tours. We go to rehabs. We go to healthcare institutions. We go to places that help with mental health, and we see the resources that are actually out there, and the cops are like, "Wow, I never knew this place existed. I've been here for 15 years." So it's not education. I hate the word education, right? Education makes you sound stupid. Well, you're not educated. Well, no, I'm not. But I have knowledge and I'm passing the knowledge on. It's not your education, it's just the lack... You haven't received this knowledge that I have. And the only way you can pass on knowledge is you got to speak to people. You got to teach people what is new and innovative out there.

Jennifer Donelan ([00:28:50](#)):

So I would imagine you're in Florida, right? Warm weather, so you're not dealing with harsh winters. Granted, you have your hurricanes. I'm not going to discount those at all. But does that lend to your homelessness issue there? The weather is going to attract a lot of people because it's easier to "live" there. I mean, your summers are hard, but still.

James Mackey ([00:29:10](#)):

Yes. So being in Florida, the statistic is, and these are rough numbers, we're just pulling off the stats, 70% of our unhoused population here in Palm Beach County are born and raised in Palm Beach County, believe it or not.

Jennifer Donelan ([00:29:24](#)):

Really?

James Mackey ([00:29:25](#)):

Yes.

Jennifer Donelan ([00:29:26](#)):

I'm surprised.

James Mackey ([00:29:27](#)):

Yeah. The other 30% are transient. You have a gentleman that we've been working with, we're still not done, but during a hurricane, his trailer blew down. Now, this guy has, I want to say it's right around \$4,000 a month he gets, right? So when his trailer blew down, the insurance cut him a check for like \$3,800. Now he has to get an apartment. Per our median rentals, it's \$2,226 a month for a two-bedroom, and that's not even in a great neighborhood. They're up to \$3,000 and \$4,000 for three bedrooms. First, last security, and a lot of people are asking for a second security nowadays. So that's four times the rent. So let's just do the numbers. \$3,000 a month. Let's go down to \$2,000 a month, 2, 4, 6, 8. So now that gentleman has to save up \$8,000 just to move in that apartment.

[\(00:30:23\)](#):

So if we don't have that six months in our bank account, his house gets blown down with a hurricane, the insurance company gives him \$3,500 check. Plus his, let's hope that his \$4,000 comes. Now we're up to what? \$7,500. That's not even enough to move in. So now what's he do? He goes to a hotel. Hotels right now are a buck 20 a night, a buck 20 a night, and that's not on the weekends. So they're going to stay there for seven nights. How much is that? Well, there's a couple grand gone right there.

[\(00:30:56\)](#):

Now what do they do? They start eating per day. Meaning eating per day is buying a pizza, going to fast food. We know how quick that adds up. They start buying those meals. So now even more money goes. They don't have the opportunity to catch up. So you'll get these 85-year-old people in the streets. Oh, they must be terrible with their money. They make \$4,000 a month. Well, I just gave you the reason that they fell behind. Teachers. I have teachers homeless. I had a corrections officer living in a parking lot.

Jennifer Donelan [\(00:31:28\)](#):

They're working homeless.

James Mackey [\(00:31:29\)](#):

Yeah, these are homeless. So it's not only the guy you're driving by because that guy was them. Get back to my theory. They were truck drivers. I had a surgeon. This guy legitimately was a doctor. He was a surgeon and he's homeless. Everybody's like, "Oh, but you were a doctor. You're making so much money." His wife died of cancer. He couldn't fix her. Instant mental health, downhill, homeless, lost everything. So, okay, how is that not us and we're them? That's why I came up with that. Two trauma nurses were living in the park, two trauma nurses. I'm not going to say where they were working, but the one was 22 years. Her son got murdered. Her son got murdered. She ended up drinking herself. Her liver's probably as black as pavement, and that's it. She lives in the park.

[\(00:32:19\)](#):

So how can you look at that person and say, "Oh, well, that's just a scumbag. They need to get a job," because you can't do that. I have cops. I do have cops that have come down from New Jersey. They were panhandling because they got stuck down here. He left a rehab to drive a car down here because he was making some extra money from these transient, we call them blue hairs, whatever the case may be. They drove a car down here. He got stuck. They didn't give him a plane ticket back. So he was out there panhandling. And his story checked out. He was a 17-year cop, traumatic events, whatever it was, everything we see on a daily basis, firefighters and cops, and it led him to drinking. He lost his job because of his alcoholism, but he went to rehab and then ended up homeless.

Jennifer Donelan [\(00:33:03\)](#):

The Beat Mackey Homelessness Transcript TRT 60:53

That's heartbreaking. And I believe every single word, it's terrifying in the sense that we are all literally that close.

James Mackey ([00:33:12](#)):

Yes, that close.

Jennifer Donelan ([00:33:13](#)):

That close. So tell me, what is the Homeless Intervention Project?

James Mackey ([00:33:17](#)):

So it's not a project. It is a team. We put this together and we call it the Homeless Intervention Team because we're not a unit. We're actually road patrol and we all get together. Fortunately, I have the capability of doing this full time. It's a love of mine. It's a passion of mine. We developed this program or team for these reasons, to go out when you get a call on a homeless person. CIT is a big thing. CIT is Crisis Intervention Team. So I love that stuff, and I really put it to work. It sounds bad. The HIT team for Homeless Intervention Team, some people like it. You love it, you like it, you don't, whatever. But we're doing the same thing.

([00:33:58](#)):

So now, if there's somebody on the street and you have a deputy or an officer that is HIT certified from our 40-hour course, you've already got the meat and potatoes on what to do. It's not a fact of you're sending somebody somewhere that doesn't know how to do anything. They're going to take an initial report, they're going to do a triage. Then whatever log entries come in or they'll follow up the case. So our team is turning into liaisons.

([00:34:24](#)):

My goal is to have liaisons all over the county, maybe one on every shift. So if there is a house fire, and now mom and the two kids have no place to live, right, nobody thinks about that. Nobody thinks about where's mom and the two kids going to go because their house burnt down. So the Red Cross comes out, gives them \$50 gift certificate, and maybe two days in a hotel, and next. So that is what the Homeless Intervention Team is. It's just people gathering together, spreading the knowledge amongst each other. I learn a lot of stuff at my classes because people will give me more information. And all I do is I build my PowerPoint.

([00:35:00](#)):

It's going to turn into an 80-hour class because all this useful knowledge is getting spread around. And that's all I want. That is my endeavor. I literally, January 1st, had my 25th year of law enforcement. Well, I have more than that, but 25th year in my system, I can retire, collect a nice check and go away. I continue to do this endeavor because I love it, because I haven't gotten done spreading the knowledge. I know there's other people out there that can help.

Jennifer Donelan ([00:35:24](#)):

So give me a little bit more insight, because what I'm thinking, right, is you've got officers and leaders in law enforcement who listen to this program, and I want them to be able to walk away and say, "Okay, that's how that program works. Sound like it's a great program. I want to adapt it for my department." So what are the highlights that they need to do? You do X, this will happen, and you can launch this. Give them the spiel, Mackey.

James Mackey (00:35:46):

So once you're certified, and I'm making it like it's some big thing, no, it's just 40 hours of listening to me talk and getting just new knowledge, you take that person, they go back to the streets, and now they're the ones responding to that call. So the call comes out where there's a guy sleeping on a park bench. Somebody calls it in. Well, is there an HIT officer 10-8 or on duty? Yes, I'm here. They respond to it. Now they triage the person. They take their names, dates of birth, or just simply start a relationship with that person.

(00:36:17):

Again, the big thing with supervisors that we teach here and the leaders and the chiefs and all that is these deputies need time. You've already wasted thousands of hours on this person writing reports. Well, let's waste another thousand hours on removing that person from their situation and never having to deal with it again because they've got success now. So it's twofold, but they have to understand. They can't be one of those supervisors saying, "Oh, don't you know there's calls holding?", because you want quality over quantity. So that person's going to respond. They're going to grab their information. Maybe they're a veteran. Maybe they can go to the local VA. Maybe that person is done with narcotics, but now that officer has a relationship with the local detox, so now they're going to take them to the detox.

(00:37:03):

Then you have the HIT officer, somebody like me, I don't even want to know what you call me, but I guess the guru here, at least, they'll call me and I'll further work with that person. I'll walk that person through. We'll help them get... And a lot of people say, "That's not my job." We'll help them get identifications. Homeless persons lose their stuff constantly. They don't have life skills. They have survival skills, right? Survival skills, they will outlive us. They will out-challenge us. I will put them on Naked and Afraid and they will prevail. But us, we crawl in the bushes and cry. We see it all the time on Discovery Channel.

(00:37:39):

You lose your life skills that were taught to you when you were 13 years old, taking out the garbage, brushing your teeth, brushing your hair. But these officers are now intuitive to that. They understand that this is the priority. Let's build this person up a little bit because a little enforcement, a little encouragement goes a long, long way. That's how the system works. There's a lot more entailed to it. It's not rocket science. Now, don't ask me what directions do you go with that homeless guy. There is no direction.

(00:38:13):

Because if you put five different people in front of you, you have five different growth patterns, five different parents, five different family events, five different addictions, five different forms of mental health. Each person is their very own path. So you can't just take and put it into a book and say, "Here you go. Follow these instructions." Doesn't work like that. It all starts with the open-mindedness. Those first two days of class when I just told you how you get them yelling at you because you put up the wrong score. It's how it works. We've had success. We literally, and I know I'm rambling, literally one area of our county, we implemented this, and we had three or four people doing this all the time, blah, blah, blah. We lowered crime 32%.

Jennifer Donelan (00:39:02):

Are you kidding? 30% reduction. Say more.

James Mackey (00:39:07):

Just in that little area, we took the persons who we all went to the classes together, and they're now certified liaisons, whatever you want to call it. But we go out in the evenings. We triage people. We help them out. We take their barriers away from them, right? We remove the barriers little by little, and by doing that over three months, just that one area, and now it's a smaller area, it's probably four-square miles, eight square miles, whatever the case may be, but you're talking two to four deputies lowered it 30%. And then you're talking nuisance crimes. Nuisance crimes, your 911 calls, things like that. It worked. Knock on wood, it worked. It might not work for other places, but it is food for thought and passing knowledge.

Jennifer Donelan (00:39:50):

That is, you've got my attention, and I think you've probably got everyone's attention with that reduction in numbers, especially with the people power that you had to put towards that. You're talking about four people made that difference in the right places with the right type of training. That's incredible. So what do you think agencies need to be doing to get something like this kicked off in their communities and their agencies?

James Mackey (00:40:16):

Just a lot of out-of-the-box thinking. I'm not even saying that we're the first ones to do this. I know there's other agencies that have other plans. We just created ours, kind of recreating the wheel, but I took some information off the internet of other agencies and how they were doing homeless stuff or their practices, and I implemented it into our county. They got to realize that even if you're the smallest agency... We have a very small agency here in Palm Beach County that swears there's no homeless population in their town.

(00:40:48):

Well, I ran across 19 people in a week. So there are getting rid of the old mindset that it's not here. Allowing your officers the time it's going to take. Think of it as a long-term narcotics investigation. Nobody questions the narcotics investigation, but here we're talking about a human life and continuing crime. Let's allow that officer. That is probably the number one problem we have, and it's, again, old ways of thinking. Give them a ticket, move on. There's a lot of myths we're dispelling here in Palm Beach County. And it's awesome that, again, our sheriff, I can quit. I have no problem with it. I'm not getting any more raises. I will talk that guy up and down the pole. That guy is awesome. He allows us to think like that. He has that open-mindedness. Having the leaders that think alike. But again, you need the right officers. You have to really go through the officers.

(00:41:50):

A lot of cops, including me, want to get off the road. I don't want to deal with calls anymore. I'm sick of this. No more nights. And they just want to get into a unit. Unfortunately, it doesn't work. You either love what you do or you don't. And hey, there's room for everybody. You love kicking in doors and go, "I'm not doing that." I'm proud of you that you're doing that, but be proud of the people that love the compassion and stuff like that on the streets. So look into your community policing. Your community policing officers are awesome with people. They have what it takes. They coach ball with kids.

(00:42:21):

They can arrest people. I have no problem arresting homeless. We do it. I do it. I do it. If they're breaking the law, they're breaking the law, I'm sorry, but we have that relationship with all the persons on the streets. We understand each other. They will come to me. We've literally solved crimes. One of our deputies got stabbed. And you should have started with this one, too. He's actually one of my old

partners, a person experiencing homelessness down on his luck. Mental health, walks into a store and you can YouTube it, into a cleaners. Our deputy happened to be there picking his stuff up, walks in while the guy's holding a knife to the owner of the store, give me your money. The guy turns around, sees our deputy in plain clothes, and starts slashing at him. Our deputy got cut up pretty good.

[\(00:43:06\)](#):

He's okay now. He's a great guy. We pick on him. We're like, "You took one for the team. You put us on the map, whoop, whoop." But he is a great guy. He's a great cop. He was a great partner for years. So it took us a total of maybe 15 minutes. And we found out who the guy was, where the guy was, and what he was doing. It was just that quick we found that guy because we have the relationship with the persons experiencing homelessness in the community. We call them, "Hey, Joe. Hey, Jane. Hey, whoever. Somebody just did this. Oh, yeah." And it turned out my partner. He says, "Yeah." He's talking to my partner. He says, "The guy's sitting a couple of desks away from me at the library in the computer lab."

[\(00:43:47\)](#):

Boom, we ran our guys over there, got him, bloody knife, everything. Everything. Just that quick. We get calls all the time from our tech department, our SWAT guys. They call me all the time when they're looking for rape suspects and whatnot. I have no problem helping them. And the people, I'll call them friends on the streets, they have no problem helping me because they don't want that environment around them. They don't want that bad element. They're trying to make it from day to day. So they will dime that guy out in a heartbeat. Hey, Mackey, this guy, he's jacking people up with a fake gun. He lives over here. We need to get rid of him. I call the robbery unit. Yeah, there's a guy jacking people up with a fake gun. Well, here he is. Boom. Next thing you know, there's an arrest made.

[\(00:44:31\)](#):

So it is beneficial. This is bottom-of-the-line police work. Get over the fact I am helping a homeless person. Get over the fact that, "Oh, you're so sad, you're, you know, hugging trees," whatever the case is, get over that. It is police work. It's bottom of line. You're in ditches, but it is extremely rewarding.

Jennifer Donelan [\(00:44:50\)](#):

I can't imagine. Any favorite story that comes to mind watching a human being go from their worst to their best?

James Mackey [\(00:44:58\)](#):

I'm glad you asked that, Jennifer. I do. I have a young lady, and it was probably about two years ago, and we're still in contact today. We text all the time. So this girl, I wish I could show you a picture of what she was in the beginning, because I show her all the time, just so she remembers. She's standing in a median, high-trafficked area, and they're collecting money, right? We call it panhandling, but she's out there collecting money. One of those big giant landscaping trucks, turns off the highway, got those long mirrors sticking out.

[\(00:45:31\)](#):

She looks up, gets waffled right in the face. Boom, lays her right out in the median. That's how we met. And we still joke about that today, that looking in the mirror is bad for your health. Well, I went to the hospital. I saw her. She didn't want help. She wanted nothing, but I'm triaging little by little, "Hey, I got to write a report." I'm using excuses to get her name, date of birth, social security number, past, phone numbers, things like that. Well, a couple more times, I've met with her and she slowly began to trust me. I weaseled out her parents' number. I called her parents. Parents, wonderful people, wonderful people.

She's got a twin sister, everything, and everybody wanted to help, but she's hooked on narcotics. At that point, it was probably heroin, fentanyl, mix, not just straight fentanyl. So it was pretty tough.

[\(00:46:16\)](#):

So I was meeting with this girl for probably two and a half months, 11 case numbers connected to her name with 11 different officers. So possibly, we don't know. So by meeting with her, I take her one day. I said, "We're going to go up to meet a friend of mine who works at a rehab," and she's a peer specialist, and I sit her down and she was tore up. She just shot up with fentanyl/heroin. She was high as a kite. She was happy right then, but now she wants to go. She can feel good. We get up there. We spent like two hours. This is not quick. This one took three months. Two years later, she's a stenographer for an attorney's office.

Jennifer Donelan [\(00:46:51\)](#):

Are you kidding?

James Mackey [\(00:46:52\)](#):

Absolutely beautiful. Beautiful girl, wonderful person. She's going to be quitting that job for a job of outreach, working with homeless children that have been kicked out of foster care.

Jennifer Donelan [\(00:47:07\)](#):

Wow.

James Mackey [\(00:47:08\)](#):

That's where her love is. This girl, I've been to her AA meetings, NA meetings, where she's gotten the tokens. She asked me to go there when her first year was up. And I sat there through the whole NA meeting. It was amazing. But I still keep in contact with her today. And it's not even a story. They allowed me. She allowed me to work with her. It's not me working with her. She allowed me to. It's her success. It's not my success. I just had the knowledge, right? Let's get rid of that word, education. I just passed the knowledge to her, gave her a little, "Hey, here's a boost up. You're doing good." Her past, she was human trafficked for years. She was human trafficked. She didn't realize she's human trafficked because it became the norm, right?

[\(00:47:52\)](#):

It becomes the norm to be a prostitute, to get pimped out so you can get the drugs, living in the streets. So she is an amazing person. And you got to take somebody like that who grew up in a great family, middle class, nothing great. Twin sister, probably fought all the time, and ended up on the streets here in Palm Beach County. And you had 11 interactions with a cop. Now, if those 11 cops, possibly, let's just say five cops, had some of the information that I've gathered, maybe something would have happened sooner, but I fortunately had the pleasure of meeting her and her allowing me to help her to her newfound success.

Jennifer Donelan [\(00:48:34\)](#):

You're meeting people where they are and you're accepting of where they are. You're not judging where they are. What do you say to somebody who's like, "That's just not our job as law enforcement?" And this has been... I know when you put on the uniform and you hit those streets, you got all these different hats you wear throughout that shift, and there is one line of thinking that this isn't what we should be

doing. This is for the social workers. You see programs, too, where the social workers are coming out with the officers. It does not sound like that's happening. Everything's contained to your deputy, right?

James Mackey (00:49:03):

So I was asked by a social worker. They came up to me and they're like, "Mackey, why do you do this? What do you want to be, a social worker or a damn cop?" I was like, "Why can't I be both?" So I've memorized the definition. A social worker is a person whose job it is to help in particular areas who have social disadvantages or personal problems. Okay, that's a cop to me all day long. How else can you say that? Cops are social workers. We're just social workers without the student loans. We practice streets. Where do social workers intern? In offices. Controlled environments? Where do therapists go? Controlled environments. Where do cops go? Uncontrolled environments. We think on our toes. We have an out of the box. We're looking at all the corners.

Jennifer Donelan (00:49:51):

So I know there are going to be people listening to this, Mackey, who are going to want to talk to you more about those amazing 40 hours of training and then you're launching these people out into the community and the reduction in crime, the breaking down of barriers when it comes to interacting with people who are homeless. Do you have any recommendation for law enforcement officers like training, any specific training or resources that law enforcement agencies should consider onboarding, any resources that the rest of the community doesn't think about that can help? Do you have some Mackey knowledge you can share with us?

James Mackey (00:50:29):

I can. So I knew the services industry was going to come up. So what are services? Well, services aren't just food and clothing. Fortunately, fortunately, I have that coming out of my ears. They're well-fed and clothed. Services are, it's that time of year, taxes. Taxes. My wife's friend is an accountant. She does two persons' taxes for me that are living on the streets. Everybody's afraid of the federal government. Trust me, the IRS, everybody's like, "Oh, no, I'm not going to cross them." I'll go through a mile of army guys, but I'm not going to mess with the feds. So quite simply, she does two persons' taxes. It takes maybe 20 minutes a person. But you know what? Those persons, it helps. The teacher, we just helped. The teacher had a problem with daycare.

(00:51:19):

Well, somebody offered free daycare for that child and in turn writes it off on her taxes as a donation. This, again, thinking out of the box, little things like that that people don't think about when it comes to homelessness. And this teacher, well, we got her an apartment now, but still, when she was living in her car, we helped her with her infant child. I think child was like a year and a half old. We helped her get that baby to a daycare so that she could go to work and didn't miss days. These are services. Okay, a service. I just came up to today at a luncheon. Guy out here, he's a veteran. He's a veteran and he's a retired fireman after 10 years up in New York City, 911, has lung cancer, right? Wasn't there a big thing going around? Hey, there's money out here for everybody.

(00:52:08):

Well, I can't find a lawyer that'll help him because lawyers all want however much an hour just to get a start at it. I met a lawyer today who 100% offered to help him out. So there's a service. These are out-of-the-box thinking. So this guy is on the streets needing money for his lung cancer, slowly dying. God hope he stays forever. But now we can get these services to help him removed from the streets.

The Beat Mackey Homelessness Transcript TRT 60:53

Jennifer Donelan ([00:52:35](#)):

But it very much sounds like, Mackey, you're making connections between people.

James Mackey ([00:52:38](#)):

Yeah.

Jennifer Donelan ([00:52:39](#)):

And you're creating all these connections through the web of history and time and peoples that you've met, that you have all these resources at your fingertips. It just seems to be like it grows on its own.

James Mackey ([00:52:52](#)):

Yes. Here's my theory with silos. We all know what a silo is and we know everybody says, "Oh, everybody's in their own silo." Well, I'm not into that. I'm going to build my own silo, but it's going to be bigger than everybody's, and everybody's going to be jealous and want to come hang out with me under my silo. So now we have a team. The bigger the team, the bigger the win, right? It's connection. It's bridging the gaps. We're law enforcement. No, we can't have checkbooks and hand money to people and do different things. We have to think out of the box using our connections, driving around that same city streets every day in those zones. We make those contacts at breakfast. We go, "Hey, I'm Mackey with Homeless Intervention." I hand them my card. I just start talking to somebody. They're like, "Oh my God. I knew somebody who was like that and we did this. How can I help?"

([00:53:39](#)):

Everybody wants to help. They just don't know how. And us, as law enforcement, again, we think out of the box. So you get those people to think out of the box, reach out, get out of your comfort zone, talk with people. They are your resources. If that guy, whether you hate homeless or love homeless, both persons, both entities, want that person away from that area, whether for success or just, I don't want to deal with that person anymore. So if you're that person that hates them, well then, find a way to get rid of them just like us, because he's going to go away. So it's the same thing. You just have to investigate. Each investigation is a different method. That's all.

Jennifer Donelan ([00:54:20](#)):

Mackey, you know who you are to me, you're the I got a guy. I got a guy.

James Mackey ([00:54:24](#)):

Yeah, I got one of those, too, with the concrete boots.

Jennifer Donelan ([00:54:27](#)):

I got a guy.

James Mackey ([00:54:29](#)):

Best job I've ever had in my life. The most rewarding job I've ever had in my life.

Jennifer Donelan ([00:54:3427](#)):

The Beat Mackey Homelessness Transcript TRT 60:53

I hope you sleep real well at night because, my friend, you have done and continue to do real good. Thank you for your service. So if people want to talk to you, might they reach out to you and how would they reach you?

James Mackey ([00:54:51](#)):

Best way is because I lose my phone all the time. Email me, it's mackeyj@pbso.org. So that's M-A-C-K-E-Y, the letter J for James at P-B-S-O-dot-O-R-G. Please, please reach out because I want to retire sooner or later, and I want to pass all this knowledge on that I can before I'm gone. I want somebody else to take all the knowledge, call it yours, I don't care. Enjoy. Go out there. Feel good about what you do. Change people's lives. We already do. Let's change more.

Jennifer Donelan ([00:55:09](#)):

Oh, Mackey, you're the best. I'm privileged to have spent this time with you. I know our listeners are privileged to have spent this time listening to you. If I even accomplish a fraction of what you accomplished in your life and this work that you're doing, I will be doing extremely well. So it's been a real honor to listen to you and just knowing you're out in that world, in this world right now makes me feel better, for sure. So Mackey-

James Mackey ([00:55:52](#)):

I bet you say that to all the guys.

Jennifer Donelan ([00:55:54](#)):

No, I don't. No, I really don't. No, I don't. And you've remained so positive. I mean, you all can't see him, but he's been smiling the entire time that we've been talking. His energy is palpable. You truly love this. And I just feel honored that we can help in sharing this knowledge of yours and I hope people really do take advantage and reach out to you. My hats off to you.

James Mackey ([00:56:20](#)):

Thank you. Remember, there's a time zone. I'm in Florida. I won't answer you at 2:00 in the morning.

Jennifer Donelan ([00:56:24](#)):

Well, I'm sure you've answered plenty of phone calls at 2:00 in the morning.

James Mackey ([00:56:29](#)):

I do. You caught me there.

Jennifer Donelan ([00:56:31](#)):

I know that's right. I was like, "Mackey, I don't believe you." Oh, well, thank you so much for joining us here on The Beat. It's been an absolute pleasure.

James Mackey ([00:56:38](#)):

Thank you for having me. It's been an absolute honor.

Jennifer Donelan ([00:56:41](#)):

The Beat Mackey Homelessness Transcript TRT 60:53

Thank you. And thank you, everyone, for joining us here on The Beat.

The Beat Closing ([00:56:45](#)):

The Beat is brought to you by the United States Department of Justice's COPS Office. The COPS Office helps to keep our nation's communities safe by giving grants to law enforcement agencies, developing community policing publications, developing partnerships, and solving problems. If you have comments or suggestions, please email our response center at AskCOPSRC@usdoj.gov or check out our social media on Facebook, www.facebook.com/dojcops, on YouTube at www.youtube.com/c/dojcopsoffice, or on X, [@COPSOoffice](#). Our website is www.cops.usdoj.gov.

The Beat Disclaimer ([00:57:36](#)):

The opinions contained herein are those of the authors and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by the authors or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

TRT 58:00