McElderry Park: Community Plan for Crime Reduction

Project Funded by the Byrne Criminal Justice Innovation Grant
Baltimore, MD

http://bniajfi.org/currentprojects/bcji/
Acknowledgements

The implementation of the Byrne Grant in McElderry Park, Baltimore City is a highly engaged and participatory process involving numerous residents, businesses, community groups, nonprofits, Universities, and City government agencies. A partial list of the groups working together in McElderry Park includes:

- Amazing Grace Lutheran Church
- Baltimore Development Corporation
- Banner Neighborhoods
- Charm City Clinic
- Chesapeake Habitat for Humanity
- Coalition to End Childhood Lead Poisoning
- East Monument Main Street
- Environmental Justice Partnership
- Historic East Baltimore Community Action Coalition
- Johns Hopkins University
- Julie Community Center
- Mayor's Office of Criminal Justice (Baltimore City)
- McElderry Park Community Association
- Monument McElderry Fayette Revitalization Plan
- Monument Street Merchants Association
- Safe Streets East
- Southeast Police District (Baltimore City)
Byrne Criminal Justice Innovation Grant

**Funded by:** U.S. Department of Justice

**Administered by:** Mayor’s Office of Criminal Justice (MOCJ)

**Governed by:** McElderry Park Revitalization Coalition (MPRC)

**Quick Synopsis:**
The goal of the BCJI program is to improve community safety by designing and implementing effective, evidence-based approaches to addressing crime within a targeted neighborhood, as part of a broader strategy to advance neighborhood revitalization through cross-sector, community-based partnerships. The *McElderry Park Revitalization Coalition (MPRC)* serves as the community-based steering committee for the process and is comprised of community members, law enforcement officials, faith-based institutions, businesses, and non-profit organizations within the community of McElderry Park and surrounding neighborhoods. The Baltimore Neighborhood Indicators Alliance-Jacob France Institute (BNIA) supports the process by providing longitudinal analysis of crime incidents, data on the surrounding physical and socioeconomic context, and citizen calls for service using the 311 system.

**Amount of Grant:** MOCJ awarded $938,773 over 3 years
The Planning Process

**Planning:** Year 1 - May 2013 through April 2014

- **Community-Based:** The MPRC was created to engage and mobilize community members and local partners in the grant’s initiatives. The grant has established a strong community outreach component, through which six resident organizers advise the MPRC and lead many of the grant’s initiatives.

- **Data-Driven:** Based on administrative records on crime incidents, 911 calls, housing code violations and other data, our research partner – BNIA – developed a data-driven analysis of the drivers of crime within the McElderry Park neighborhood. Several crime hotspots were identified along with systemic issues related to violent and property crime in the area. Through a series of focus groups, residential perceptions on the drivers of crime in the neighborhood were identified.

- **Collaborative Problem-Solving:** The community compiled a comprehensive list of specific crime reduction strategies and voted to prioritize five specific strategies for Year 2 funding: (1) workforce development, (2) improved recreational spaces and programs, (3) opportunities for crime prevention through environmental design, (4) increased cleanliness of neighborhood, and (5) mentorship opportunities for youth. Eight programs will be funded and implemented in Year 2 and our research partner – BNIA – will again be funded to assess and evaluate the funded programs.

**Program Implementation** – Years 2 and 3 – Begins in July 2014

- Programs funded for Year 2 - Total funding: $332,650.00

**Assessment** - Years 2 and 3 – Begins in July 2014

- BNIA will comprehensively assess the effect of program implementation on the prevention and reduction of crime in McElderry Park. They will continually measure the grant’s progress on three primary goals – (1) Reduce incidence of juvenile crime in McElderry Park, (2) Reduce incidence of violent crime in McElderry Park, and (3) Provide alternatives to criminal activity for residents of McElderry Park.
Community Engagement

Governance:

• In April 2013, the McElderry Park Revitalization Coalition (MPRC) formed comprised of McElderry Park residents, local businesses, churches, and non-profits, and met on a monthly basis. The MPRC governed the Byrne grant alongside the Program Director from the Mayor’s Office on Criminal Justice (MOCJ).
  • Co-Chairs: Glenn Ross and Pastor Gary Dittman
  • Secretary: Beth Myers-Edwards
  • Member: Ernest Smith

Outreach:

• Beginning May 2013 – The Center for Grace-Full Living put together team of resident community organizers and a social worker

Leadership:

• In September 2013, the Citizens Housing and Planning Association (CPHA) held a 2-day workshop for residents, community leaders, nonprofits, businesses and other stakeholders serving McElderry Park. Topics covered communication strategy, community engagement, and block by block leadership.

Ms. Dierdre Randall
Resident Community Organizer

Mr. Ronald Rucker*
Resident Community Organizer

Amy Hartman+
Social Work Intern

Photo Credits: MOCJ, *Mike Rogers, + Vincent Purcell
Community Feedback

Focus Groups:

• Eight focus groups were conducted between July and October 2013. Focus group participants were informed about upcoming focus groups at community meetings and events, through door-to-door outreach, and outreach efforts by local community program staff. A total of 40 residents, employees, and stakeholders volunteered to participate after learning about the focus group. Three focus groups were held at the McElderry Park Resource Center, two were held at local community programs, one was held at a business on Monument Street, one was held at the local library, and one was held at a neighborhood church. Each focus group lasted approximately two hours.

Community Data Presentation Meeting:

• Preliminary findings from the hot spot analysis and focus groups were presented by BNIA to the community in November 2013. The 30 minute presentation was followed by small group discussion and report outs of preliminary solutions.
• A 4-hour community meeting to finalize the proposed set of strategies occurred in March 2014

Photo Credits: BNIA-JFI
McElderry Park (Baltimore, MD) Target Area

Byrne Criminal Justice Innovation Grant

[Map of McElderry Park (Baltimore, MD) Target Area with Baltimore City highlighted.]
McElderry Park Population Characteristics

In 2010, there were a total of 4,033 persons residing within McElderry Park. From 2000 to 2010, the number of persons living in the neighborhood declined by nearly 10%. Over the same time, while the number of residents has decreased, there has been a shift in who is living within the neighborhood. The number of African American and white residents has decreased by 5 percentage points and 1.6 percentage points respectively but the number of Hispanic residents has more than doubled increasing by 8.5 percentage points. This increase in Hispanic residents from 2000 to 2010 has also been experienced in several other east Baltimore neighborhoods to the south of and around McElderry Park.

Along with the decrease in population within the neighborhood, there has been a decrease in the number of both married couple and single parent families. In both 2000 and 2011, a majority of the families in McElderry Park are female headed households. Of the female headed households in 2011, slightly more than three out of every four households had children under of the age of 18.

In 2011, the median household income in Baltimore City was $40,100 and the median household income in McElderry Park was $35,283. From 2000 to 2011, the median household income in McElderry Park rose by 31%. Additionally, the percentage of families with children under the age of 18 living in poverty decreased from 35% to 26%. Even with this decrease in families with children in poverty, more than one out of every four families with children live in poverty and as of 2011, nearly one out of every four (24%) families in McElderry Park receives TANF benefits.
McElderry Park Educational Attainment and Labor Force

In 2011, 35% of McElderry Park residents had a High School degree and only 5% had received a Bachelor’s degree. From 2000 to 2011, the percentage of persons with a High School diploma increased from 31% to 35% and the percentage that attended some college increased from 14% to 22%.

From 2000 to 2011, the percentage of persons employed and living in McElderry Park increased from 45% to 54%. Also over this time the percentage of persons who are unemployed, meaning that they are not working but are seeking employment, increased from 11% to 16%. Additionally, in 2011 36% of persons over the age of 16 were not in the labor force. This means that a significant portion of the adults in McElderry park are either not in the labor force (not working) or are unable to find work.

“The high rate of unemployment, I think that is a big driving force to crime. It leads to a lot of folks hanging out on corners and it acts as a barrier to employment. This is part of the larger trend but I think it has hit this area pretty hard.” (Focus Group Quote)
McElderry Park Housing Characteristics

As of 2011, there are a total of 1,667 residential properties in McElderry Park. Of these properties, less than one fourth (23%) are owner-occupied. From 2000 to 2011, the percentage of properties that are owner occupied has decreased from 41% to 23%. With the transition to more renters within the neighborhood, there has been a decrease in the median home sales price. In 2011, there were 63 homes within the neighborhood that were sold with a median sales price of $17,500. By way of comparison, the median home sales price for all properties sold in Baltimore City in 2011 was $100,000.

The McElderry Park neighborhood also experiences a greater percentage of properties that are vacant and abandoned compared to the City average. In 2011, nearly 8% of the City’s residential properties were vacant and abandoned. In McElderry Park, 16% of the residential properties were vacant and abandoned. The condition of these properties contributes to the low home sales price within the McElderry Park neighborhood.

“And the dilapidated houses where people can hide anywhere and our kids cannot be safe...that’s a problem.... You have poor lighting and you have abandoned houses that adds to the crime.” (Focus Group Quote)
McElderry Park Cleanliness and Sustainability

The issue of cleanliness and sanitation with McElderry Park is of particular concern. Residents are encouraged to use the City’s 311 service to report trash and sanitation issues. In 2011, there was an average of 65 calls for dirty streets and alleys per 1,000 residents in Baltimore City. In McElderry Park, there were 508 calls for dirty streets and alleys per 1,000 residents.

Issues of trash may also be related to the large percentage of vacant properties within the neighborhood.

“The trash breeds rodents and bugs. I have personally called 311 at least 12 times for us to get our trash picked up properly. They keep not picking up trash properly. It leaves a big mess on the community.” (Focus Group Quote)
McElderry Park Violent Crime

Overall, the number of Part 1 crimes in McElderry Park have been on the decline since 2000, despite some yearly variability. The number of homicides and rapes have remained steady from 2000 to 2012, ranging between zero and five incidents per year. Aggravated assaults are the number one violent crime, with 162 incidents in 2000, falling to 64 incidents in 2012.

The overall violent crime rate in 2012 was 27.0 incidents per 1,000 residents, a 27 point decline from the 2000 baseline.

Number of Violent Crimes, 2000-2012
McElderry Park Property Crime

While violent crimes have declined from 2000-2012, the rate of property crime incidents has been inconsistent from year to year. Auto thefts in the neighborhood appear to peak every three years, most recently 35 thefts in 2012. The number of larcenies decreased during the first part of the 2000s but had two large increases in 2008 and 2010 before falling to 87 thefts in 2012.

Most noteworthy, the number of burglaries in McElderry Park doubled from 2009 to 2010 and has increased every year since then.

Number of Property Crimes, 2000-2012
Eight focus groups were conducted between July 1st and October 1st 2013. Focus group participants were informed about upcoming focus groups at community meetings and events, through door-to-door outreach, and outreach efforts by local community program staff. A total of 40 residents, employees, and stakeholders volunteered to participate after learning about the focus group. Three focus groups were held at the McElderry Park Resource Center, two were held at local community programs, one was held at a business on Monument Street, one was held at the local library, and one was held at a neighborhood church.

Participants were asked to fill out a short survey on their perceptions of the top three community problems, the cause of each problem, and a potential solution to reduce/eliminate the problem. During the focus group each participant had the opportunity to discuss their responses. Collectively participants discussed a range of problems identified by the group.

Questions

- What are the reasons/causes for the community problem?
- What is the community currently doing to address this specific problem?
- What does the community lack in terms of services/resources that may be contributing to this specific problem?
- What are potential solutions/strategies to this specific problem?
- What community strengths could be used to address this specific problem?
- How do residents work together to prevent certain problems?
- How do police assist the community in addressing these problems?
## Focus Group Findings

### 1. Physical Disorder (Incivilities)

- Sanitation/cleanliness – physical incivilities such as trash and litter. Makes a community look dirty, unkempt, and disorderly
- Accountability
- Message to others

**Solutions:**
- Enhance landlord and residents accountability
- Consistent fines for dumping trash, overflowing garbage cans, and litter on property
- Incentive programs – cleanest block receives reward (e.g., block party)
- Resources: more trashcans (metal); more trash pickups
- Involve local youth in efforts to improve the physical conditions in the community
- Educate residents

### 2. Crime and Safety

- Crime attractors – anything that serves to attract criminal behavior. Residents referred to sanitation issues making the community look worse and invite criminal behavior.
- Many different types of criminal behavior mentioned – drug use and selling; gangs; prostitution; property crime; violent crime; shootings
- Fear of crime, especially violent crime
- Feeling unsafe, especially at nighttime. Residents described avoiding nighttime activity.
- Safety affecting business – safety issues serve as a barrier to new businesses coming in and for existing businesses who need customers
- Business owners and crime – business owners playing a role in crime (drugs, Monument St.)

**Solutions:**
- Improve lighting
- Cameras (mixed response – some residents don’t believe cameras deter, others do)
- Community policing; foot patrol; more patrol; night patrol increase
Focus Group Findings

3. Law Enforcement Relations and Response

- Ineffective policing
- Relationships w/ community

*Solutions:*
- Police training to improve resident/police relations
- Community policing; foot patrol

4. Lack of Employment

- Overall lack of employment opportunities in community
- High rate of unemployment (often linked to high number of people with criminal records or low skills)
- Ineffective or limited career training
- Lack of entrepreneur opportunities
- Barrier of criminal records
- Employment rejection – creates a sense of hopelessness
- Low paying jobs – residents expresses concern that most jobs pay minimum wage and this requires them to work multiple jobs

*Solutions:*
- Developing a community wide strategy to assist individuals with criminal records to find legal work. Strategy should be coupled w/ a mentoring/counseling (mental health)
- Job training programs need to be tied to employment
- Blue-collar employment opportunities
- Entrepreneurial programs
- Education about opportunities, training, college, etc.
Focus Group Findings

5. Lack of Youth Programs and Activities

- High number of adjudicated youth – criminal records impacting future success
- Lack of positive role models
- Inconsistent mentors – existing mentors are not consistent in contact with their clients
- Disconnected role models – teachers/youth workers not from area; inability to connect
- Negative community influences – residents feel like the social and community influences on youth people are negative. Drug dealers, absent fathers, female headed households
- No safe place for kids – existing playgrounds and other places for kids are unsafe (physical conditions of playground – glass, litter, damaged equip.; presence of negative older youth)
- Not enough attention to youth – kids have major issues but root causes not addressed
- Lack of youth development opportunities; groups focusing on kids
- Large groups of unattended youth intimidates residents and workers
- Youth poverty – contributor to involvement in illegitimate activities; forced to care for self

Solutions:

- More youth program (age appropriate) in the community
- Safe place for children to play
- Improvement of local playground
- Positive role models in the community
- Mentorship program
Crime Hotspot Analysis

The Byrne Criminal Justice Innovation (BCJI) program is an Obama Administration effort to address crime hotspots in persistently distressed areas. In order to identify crime hotspots in McElderry Park, the locations of Part 1 crime (violent and property) were mapped based on data obtained from the Baltimore City Police Department.

Violent crimes (homicide, rape, aggravated assault, and robbery) were separated from property crimes (burglary, larceny, and auto theft) to ensure that similar types of Part 1 crimes were analyzed.

The analysis revealed 18 hotspots where at least 4 incidents of crime had occurred at the same property address or at an adjacent property (neighboring or directly across the street) for each year over the 12-year period. The overarching finding shows that hotspots in the neighborhood are “traveling” from the western side (Patterson Park Ave) to the eastern side (Kenwood & Streeper Streets).
Crime Hotspot Profiles

Profiles of the 18 hotspot locations were created, which detailed the types of crimes that occurred at the location and contextual information on the physical built environment, housing conditions (vacant properties, owner-occupancy) and calls for service for trash and narcotics.

From the hotspot analysis, four types of hotspots emerged:

1. **Commercial Business-Adjacent**
2. **Vacant Property-Adjacent**
3. **Areas of Opportunity**
4. **Milton Avenue Corridor**
Commercial Business-Adjacent Crime Hotspots

**Predominant crimes:** Robbery, larceny

A total of four crime hotspots were identified along Monument Street: at Patterson Park Avenue, at Bradford Street, at the unnamed Milton/Rose Alley, and at Rose Street. These four hotspots are all contained along the busy commercial corridor of the East Monument Main Street. Because of the high concentration of commercial businesses, this street contains both heavy foot and vehicular traffic and serves as the eastbound route for the 35 MTA bus.

McElderry Park’s other commercial counterpart to the south, Orleans Street, is populated with convenience stores, food shops, and a health care center, all concentrated along the southwestern edge of the neighborhood. Like Monument Street, Orleans Street serves as a transit corridor for MTA busses and is a heavily-trafficked east and westbound street. Opportunities for property-based crimes such as robbery and larceny-shoplifting are problematic in some of stores. Aggravated assaults are also commonplace and the distribution of assault cases may just correlate to areas of high population density.
Vacant Property-Adjacent Crime Hotspots

**Predominant crimes:** Burglary, aggravated assault

Five of the eighteen identified hotspots are located in residential areas in the northeastern portion of the McElderry Park neighborhood. Considerable similarities exist between these five hotspots—they are located on residential blocks that have approximately a 50/50 mix of renters and homeowners and are physically located on a corner next to narrow alleyways that lead to heavily blighted blocks on Belnord Avenue and the unnamed alley between Kenwood Avenue and Streeper Street. The hotspot on the 500 block of North Glover Street is the exception—the street where the hotspot is located is blighted. It is, however, located at the entryway to a small alley.

In the case of these hotspots, the nearby blight takes the form of vacant and uninhabitable housing and in considerable amounts of trash in the street, sidewalks, and nearby alleyways. Additionally, these blighted blocks have few streetlights and the darkness coupled with the low occupancy rates suggest that the vacant houses may be providing cover for illicit activities. Furthermore, the narrow design of the alleyways to and from these blocks may provide discreet paths of travel.
Public Places of Opportunity Crime Hotspots

**Predominant crimes:** Mix of violent and property crimes

Locations of high population density where people can congregate can be predictive of criminal activity. There are two public schools in McElderry Park - Tench Tilghman Elementary/Middle and William Paca Elementary School. Both of these locations have had a mixture of violent and property crimes since 2000. A third similar location with a high concentration of crime is along Linwood Street outside of the Patterson Park branch of the Enoch Pratt Free Library.

Opportunities for crime exist in these three hotspots not only from the high daytime population density but from the reduced nighttime surveillance of the nearby parking areas, playgrounds, and green space. High concentrations of thefts and personal (non-commercial) robberies are the primary forms of crime occurring in these locations at and adjacent to the schools and library.
Milton Avenue Corridor Crime Hotspots

**Predominant crimes:** Mix of violent and property crimes

Fifteen of the 18 crime hotspots in McElderry Park can be classified into one of the three above described categories, based on the types of crimes and the built physical environment of the hotspots. The three other hotspots, that cannot be easily categorized, all occur along Milton Avenue, at McElderry Street, Jefferson Street, and Orleans Street.

The three hotspots do have some similarities - they are all located near bus stops and all have experienced a mixture of property and violent crimes. The hotspots at McElderry and Jefferson have calls for service for narcotics and juvenile narcotics arrests whereas Milton and Orleans has calls for service for shootings. All three of the hotspots are located near chronically vacant properties on Milton Avenue, on the 300-500 blocks but unlike the other hotspots near vacant properties, these are not adjacent to narrow pedestrian alleyways and at the Orleans Street hotspot, nighttime lighting is not an issue.
Community Asset Mapping

Creating and maintaining a dynamic map of all of McElderry Park’s community assets allows residents, organizations, and other stakeholders to stay engaged and informed about people, places, programs, and events in the community. Community members were asked to provide physical locations of neighborhood amenities such as community non-profits, places of worship, community managed open spaces, parks, schools, and businesses. The asset mapping process, while ongoing, is a dynamic process that relies heavily on community reporting and feedback to ensure that all known people, programs, and places are made known to the people who work and live in McElderry Park. The final product of the asset mapping will be an interactive, online map. A static, downloadable map will also be available, along with information on how to submit new or modify old assets.

See online version at bniajf.org/currentprojects/bcji
## Community-Led Crime Reduction Strategies

Through the community engagement process, residents and other stakeholders provided potential solutions to help reduce crime in the neighborhood. The comprehensive nature of the recommended solutions were organized according to social, economic, physical and policing strategies. While not all of these strategies will be funded through the BCJI grant, the full list represents the desires from the community to truly address the drivers of crime and many organizations in the community are already working towards these solutions.

<table>
<thead>
<tr>
<th>Social Strategies</th>
<th>Short-Term</th>
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<tbody>
<tr>
<td>Community-Building &amp; Organizing</td>
<td>1. Gatherings/Potlucks to get to know neighbors</td>
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<td>2. Engage faith-based organizations</td>
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<td>3. Share good things in community and link neighbors to good programs and people</td>
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<td>4. Ensure meetings are accessible to Spanish-speaking residents and provide bilingual information (simultaneous translation)</td>
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<td>Leadership Development</td>
<td>1. Develop Block captains/Neighborhood Watch</td>
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<td>2. Encourage daytime informal neighborhood monitoring (maybe older residents)</td>
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<td>Property Owner/Resident Accountability</td>
<td>1. Enhance Landlord/resident accountability--Focus on Nuisance Abatement</td>
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<td>2. Setting community standards- verbalize to neighbors; in welcome packets, using the newsletter, website, public art to communicate</td>
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<td>Maintain Green/Shared Spaces</td>
<td>1. Train residents to maintain and enhance community gardens/managed open spaces after installation</td>
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<td>2. Pocket parks</td>
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<td>3. Alley greening</td>
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## Crime Reduction Strategies

<table>
<thead>
<tr>
<th>Social Strategies</th>
<th>Health &amp; Human Development</th>
<th>Long-Term</th>
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<tbody>
<tr>
<td></td>
<td>1. Support mental health and grief counseling</td>
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<td>2. Provide access to primary health care to improve physical health</td>
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<td>3. Improve environmental health by reducing exposure to lead poisoning and asthma triggers</td>
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<td>Recreational Spaces &amp; Programs</td>
<td>1. Build a new recreation center</td>
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<td>2. Establish Community access for the recreation centers and help maintain playgrounds in the neighborhood to give kids places to play safely</td>
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<td>3. Provide appropriate programs at resource centers- centers with different themes to help kids and their parents</td>
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<td>Mentoring</td>
<td>1. Parenting classes</td>
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<td>2. Target the youth and teach them to be better young men or women in their community (life coach)</td>
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<td>3. Programs to target early teens/preteens between grades 3-6</td>
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<td>4. Provide career counseling for teens age 15-18 and college preparatory counseling</td>
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<td>5. Support for kids already in the penal system or with parents in the penal system</td>
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<tr>
<td>Education</td>
<td>1. Provide afterschool programs for youth</td>
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<td></td>
<td>2. School system needs to be accountable for truants</td>
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<tr>
<td>Mixed-Income Housing</td>
<td>1. Create mixed income neighborhood with affordable housing opportunities for community using fair development and land trust</td>
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## Crime Reduction Strategies

<table>
<thead>
<tr>
<th>Physical Environment Strategies</th>
<th>Cleanliness</th>
<th>Crime Prevention Through Environmental Design (CPTED)</th>
<th>Eliminate Nuisance Uses</th>
<th>Eliminate Blight</th>
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</thead>
</table>
| **Short-Term**                  | 1. Metal street cans and for residents for vector control  
2. Educate residents with flyers on when trash pickup is and how to get bulk trash removed  
3. More trash days  
4. Youth groups/cleanups- summer jobs | 1. Alley-gating  
2. Better exterior lighting in residential areas and around hotspots  
3. Address isolated areas where crime can occur  
   o Main transfer stop for busses at Library Square (has a light) moved from front to back of library  
   o Very little lighting in the park, trees need to be trimmed  
4. Put up block watch signs letting people know the area is under a block watch (deterrent) | 1. Disallow conversions of single family rowhomes to multifamily (zoning)  
2. Less liquor stores (zoning) | 1. Work with Vacants to Value program to eliminate blight at crime hotspots  
2. Train local McElderry Park workers to rehabilitate vacant properties and promote homeownership among residents of the neighborhood |
# Crime Reduction Strategies

## Economic Strategies

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<th>Short-Term</th>
<th>Long-Term</th>
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<tr>
<td><strong>Literacy</strong></td>
<td>1. Adult literacy classes</td>
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<td>2. Basic computer as well as IT and tech training</td>
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<td>3. Financial literacy classes</td>
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<td><strong>Workforce Development</strong></td>
<td>1. Workforce programs to all adults as well as programs focused on those with criminal records</td>
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<td>2. Provide legal services to homeless and ex-offenders to remove barriers to employment</td>
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<td>3. Training programs linked to jobs</td>
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<td>4. Need skilled job training (blue collar)</td>
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<td><strong>Local Economic Development</strong></td>
<td>1. Work with businesses to understand hiring needs and link potential workers' skills to job openings</td>
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<td>2. Encourage entrepreneurship and provide programs for small business generation</td>
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<td>Policing Strategies</td>
<td>Short-Term</td>
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Evidence-Based Crime Reduction Strategies

Any program or plan implemented using BCJI funding must have evidence to indicate that the intended outcomes for crime reduction can be met. A literature review was conducted to assess the effectiveness of the reduction strategies and over half of the strategies identified by McElderry Park residents were supported by research:

<table>
<thead>
<tr>
<th>Effective</th>
<th>Promising</th>
<th>Mixed</th>
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<tbody>
<tr>
<td>Street lighting</td>
<td>Neighborhood watch programs</td>
<td>Re-entry/employment</td>
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<td>Neighborhood cleanups/beautification</td>
<td>Community gardens</td>
<td>programs</td>
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<tr>
<td>Alley gating</td>
<td>Foot patrols</td>
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<tr>
<td>Youth mentoring</td>
<td>Cameras</td>
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<tr>
<td>Career academies for youth</td>
<td>Enforcing curfews</td>
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<td>Youth recreation programs</td>
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<td>Parent-child development</td>
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<td>Work training programs</td>
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Community Voting

The 62 crime reduction strategies that were submitted were taken to the streets for community voting. Each voter was given 3 options to make a difference in the community. Over 149 votes were cast in deciding how to allocate funding. The strategies with the most votes would help determine how to allocate funding for programs.

Voting Results:

• 50% of funds will be dedicated to Workforce Development Programs such as employment development for McElderry Park residents with program or program component addressing ex-offenders;

• 25% will address Youth (including teen) Recreation, Education, and Mentoring Programs;

• 25% will go to cleanliness & environmental improvement including but not limited to greening initiatives, job and service programs related to cleanliness, organizing residents around city services, and improvements to built environment (i.e. Alley gating);

• The remainder of funds will go toward Legal Assistance related to employment, i.e. expungement and general legal assistance, i.e. family matters, financials matters, homeownership issues.
2014-2015 Funded Programs

Total Funding: $332,650

• **Workforce Development**
  - Jericho
  - Digit-All Systems

• **Cleanliness**
  - Project Serve of Living Classrooms

• **Public Safety**
  - Safe Streets

• **Youth Engagement**
  - Banner Neighborhoods
  - Baltimore Viewfinders
  - Patterson Community School

**Community Outreach:** Center for Grace-Full Living

**Research:** Baltimore Neighborhood Indicators Alliance-Jacob France Institute
For more information

• Contact
  • Amy Hartman Amy.Hartman@baltimorecity.gov

• Visit the following websites:
  • Mayor’s Office of Criminal Justice
    http://mocj.baltimorecity.gov/ByrneCriminalJusticeInnovation.aspx
  • Baltimore Neighborhood Indicators Alliance
    www.bniajfi.org/currentprojects/bcji