McElderry Park
Byrne Criminal Justice Innovation Grant

Final Report for Year 2 Funding (2014-2015)

BNIA
BALTIMORE NEIGHBORHOOD INDICATORS ALLIANCE
Jacob France Institute

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McElderry Park Byrne Criminal Justice Innovation Grant—Final Report for Year 2 Funding (2014-2015)

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Introduction

In 2012, an interagency collaborative of federal agencies, led by the US Department of Justice, initiated the Byrne Criminal Justice Innovation (BCJI) grant to provide funding for a comprehensive approach to addressing persistent issues of crime in urban neighborhoods. Baltimore City was selected in 2013 as one of the recipient cities of the grant, with the purpose of developing a plan for crime reduction, both due to systemic issues as well as specific hot-spot locations, in the McElderry Park neighborhood. The approach for the BCJI grant involved community participation through the McElderry Park Revitalization Coalition (MPRC) to better understand deep-rooted concerns that cause crime to persist in the neighborhood and to collaboratively formulate a multi-pronged approach to addressing these issues.

During the first year of the grant, a plan was developed with strong community input during meetings, focus groups and presentations. Residents and other neighborhood stakeholders provided potential solutions to help reduce crime in McElderry Park[1]; the research team, which consisted of the Baltimore Neighborhood Indicators Alliance (BNIA) and the School of Criminal Justice (SCJ) at the University of Baltimore, also provided potential solutions based on prior neighborhood plans and best practices. The recommended solutions were organized into short- and long-term social, physical, economic and policing strategies. In total, 62 strategies were list and the research team noted which of the compiled strategies were evidence-based to achieve crime reduction and/or crime hotspot alleviation[2].

The categorized list of strategies was presented in early 2014 by community leaders of the MPRC to the public to vote on each would be funded using Year 2 BCJI implementation funds. No particular guidance or emphasis was placed on those strategies that research showed would be effective for crime reduction. Each community voter was given opportunities to vote for three crime solutions. A total of 149 votes were cast through an online survey as well as in different locations in the community to determine how to allocate funding for the Year 2 programs. The strategies with the most votes helped determine how the executive committee would work with the Mayor's Office of Criminal Justice (MOCJ) to allocate BCJI funding to implement the recommended strategies of the plan.

Based on the results of the voting process, during Year 2 (2014-2015), 50% of the funds were directed to workforce development programs McElderry Park residents. Twenty-five percent (25%) of funding was allocated towards addressing youth programming through recreation, education, and mentoring programs. The final 25% of program funding was designated for cleanliness and environmental improvement of the neighborhood, including greening initiatives, service programs, organizing residents around city services, and other improvements to the build environment.

Organizations that applied for the potential funding had to be able to respond within 2 weeks from issuance of an RFP in April 2014. From the applicants, a review committee which consisted of both MOCJ and communities members chose 8 programs to receive Year 2 funds for programming; in addition, BNIA-JFI received funding for continued program evaluation and the provision of technical assistance for the programs. The programs selected for funding in McElderry Park were:

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[1] See McElderry Park BCJI Plan for Crime Reduction for more details of the Year 1 planning process and outcomes: http://www.bniajfi.org/wp-content/uploads/2015/03/McElderry-Park-BCJI-Plan-Year-1-Final.pdf

[2] For more information on the crime reduction search methodology and results, see L. Restivo and A. Cantora "McElderry Park Byrne Criminal Justice Innovation Evidence-Based Crime Reduction Strategies" http://bniajfi.org/wp-content/uploads/2014/10/Evidence-Based-Programs-and-Practices_Final.pdf

- Banner Neighborhoods--McElderry Park Teen Initiative
- Living Classrooms--Project SERVE
- Baltimore City Health Department --Safe Streets
- Y of Central Maryland—Community School Coordinator at Patterson High School
- Maryland Institute College of Art--Baltimore United Viewfinders
- Digit All Systems—A+ Certification
- Episcopal Community Services --Jericho Re-Entry
- Center for Grace-Full Living--Outreach and engagement

Logic Model for Year 2 BCJI Funding

The approach to setting priorities for Year 2 was primarily community-led and community driven. Due to staff changes to the key MOCJ staff person in early 2014, community leaders of MPRC took initiative to convene all parties involved in the BCJI grant in March 2014 to review and finalize the list of recommended strategies, developed the process for collecting community input for the funded programs as well as the selection criteria and committee make-up for choosing the replacement MOCJ staff person. While the funded programs were not necessarily chosen based on strength of evidence for crime reduction, the fact that the community was empowered to jointly establish a framework with MOCJ for distribution of BCJI funds contributed to the sense of collective efficacy in the neighborhood. Therefore, it became clear that the evaluation approach should focus on calculating and tracking measures of collective efficacy as overarching evidence of BCJI funding impact. The proposed logic model below (See Figure 1) places the funded programs in context for how they could contribute to crime reduction and the role that the BNIA/SCJ team played to track neighborhood data, provide technical assistance to the programs and survey residents to measure collective efficacy.

Figure 1: Overview of Implementation Strategies for McElderry Park Bryne Criminal Justice Innovation

During the funding selection process in 2014, the final programs were not particularly chosen for their direct relationship to crime reduction. BNIA staff worked with each program to provide evidence-based practices that each program could potentially employ towards meeting the overall goal of the BCJI grant. For example, Living Classroom's Project SERVE team was provided the list of hotspot locations in the neighborhood so that their clean-up efforts could be focused there. The ability of each program to apply these recommendations varied as will be discuss in this report. For Year 2, performance measures for each program were developed to both track direct outcomes of the programs (number of people trained, pounds of trash collected) as well as measures that potentially contributed to the overall goals of crime reduction, youth mentoring and community cohesion. Detailed program summaries and performance measures for each program can be found in Appendix A.

Summary of Findings:

- Instead of using BCJI funding for a small number of targeted programs with more substantial funding, the community-led selection process resulted in several programs funded at smaller levels (ranging from $10,000 to $50,000). The benefit of the approach, which cannot be overstated, lies mainly in the sense of community empowerment and buy-in from MPRC leaders.
- The two main challenges of the distributed model approach are program coordination and data collection. Coordination and clear communication about the programs with participants as well as the broader community was challenging, but was spearheaded by the dedicated MOCJ staff member in the neighborhood. Staff from each of the programs came to community meetings and coordination meetings to build a relationship with the community and between organizations. Tracking data for so many programs, each at various levels of data collection capacity, was also difficult for the individual programs as well as the research team. Some were not equipped to track key performance indicators (e.g. attendance); some did not have access to a computer during the program operation to record participant data (e.g. Jericho).
- It should also be noted that BCJI funding represents a small fraction of the total resources available to the neighborhood. Not only did the 8 programs themselves leverage BCJI funding from other sources, but many of the other 62 strategies listed during the planning phase had been implemented through other means altogether. Parsing out the specific outcomes of BCJI funding on the neighborhood is difficult.
- Finally, the local and national context for urban crime during the time of this work certainly influenced the overall neighborhood outcomes. Even though McElderry Park was not the epicenter of incidents of civil unrest that manifested in Baltimore in April 2015, the neighborhood did experience vandalism[3] particularly for the business along Monument Street and an overall increase in shootings and burglaries. Funded programs were disrupted in April and May 2015 which represents the waning months of Year 2 evaluation. The capacity of the neighborhood to remain on course to plan for Year 3 BCJI funding precisely during this time is testament to their resilience, which is perhaps best epitomized by the stories in the community's bi-monthly newsletter, the *McElderry Park Star*.[4]

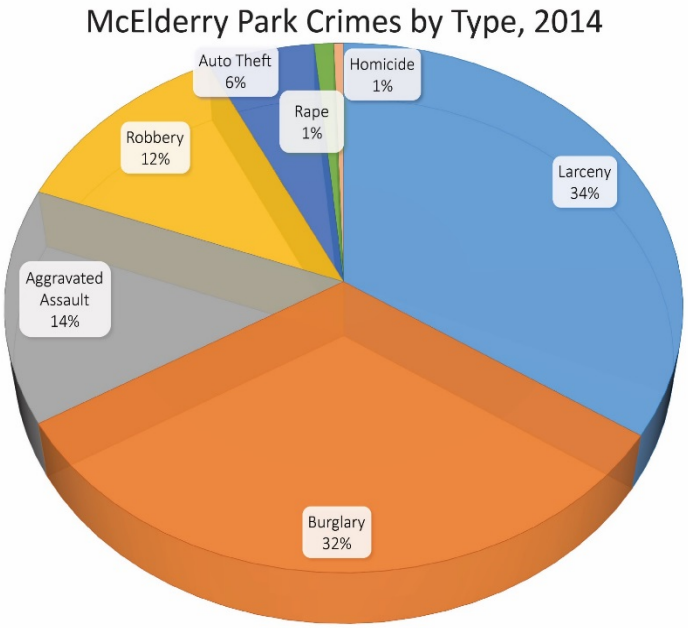
[3] Data Visualization of businesses hit by vandalism during the Baltimore uprising, Baltimore Sun http://data.baltimoresun.com/news/vandalism-map/

[4] McElderry Park Star: A McElderry Park Newspaper, Made by and for the Community of McElderry Park http://mcelderryparkstar.com/?page_id=91

A Portrait of Crime in McElderry Park

Crime and Safety

In 2014, the Part 1 crime rate in McElderry Park was 96.2 incidents per 1,000 residents which is a decrease from 105.9 incidents per 1,000 residents in 2013, but still higher than the crime rate of 90.0 in 2012. The Part 1 crime rate, which can be broken down to violent and property crimes, includes homicides, rape, aggravated assault, robbery, burglary, larceny, and auto theft. The greatest share of crimes in 2014 were property crimes, with larcenies accounting for 34% and burglaries accounting for 32% of the total Part 1 crime.



During the first half of 2015, Baltimore City overall experienced an increase in the crime rate due to the ongoing unrest and subsequent violence. Citywide there was an increase in robberies, shootings, and homicides (see table at right). However, for the first half of 2015 **there were no homicides in the neighborhood despite an overall increase citywide**. The number of shootings did increase compared to the same time period in 2014, from 3 incidents to 7.

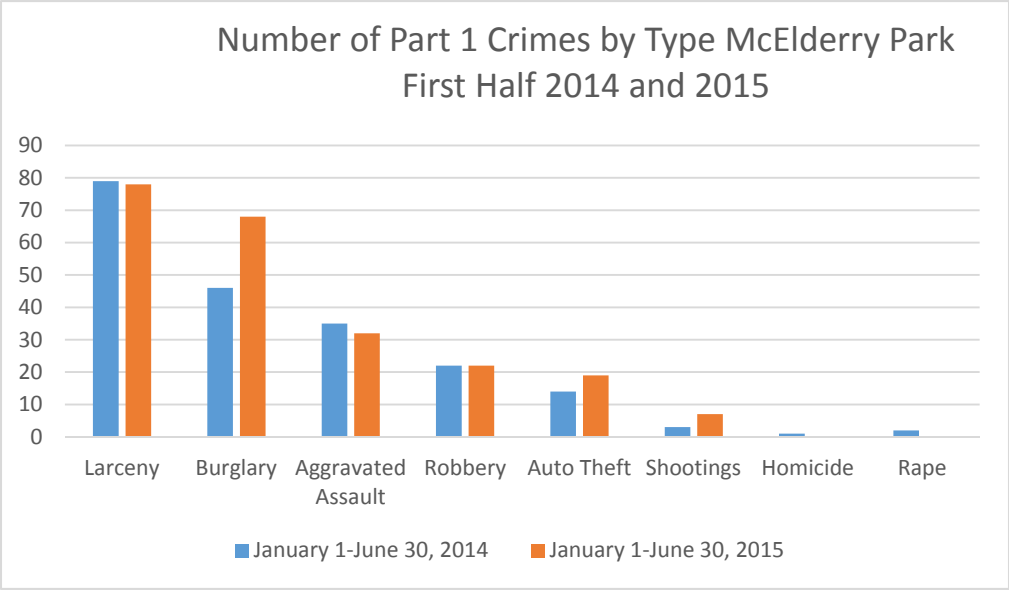
Violent offenses in McElderry Park are often the concern of residents in the neighborhood, particularly during Year 2. Starting in 2010, the number of robberies in the community has steadily risen since from 18 incidents to 46 in 2014. Other violent offenses, such as aggravated assaults, have decreased over time yet still account for the largest share of violent offenses in McElderry Park, at 14% in 2014. While robberies were also on the rise citywide, for the first half of 2015 compared to 2014 but there were no marked increases in McElderry Park from 2014 to 2015.

Part 1 Crimes by Type for McElderry Park and Baltimore City, First Half of 2014 and 2015

Type of Crime	Jan – Jun 2014		Jan – Jun 2015	
	McElderry Park Incidents	Baltimore City Incidents	McElderry Park Incidents	Baltimore City Incidents
Larceny	79	8,205	78	7,789
Burglary	46	3,116	68	3,566
Aggravated Assault	35	2,108	32	2,146
Robbery	22	1,679	22	1,988
Auto Theft	14	2,187	19	2,402
Shootings	3	151	7	282
Homicide	1	98	0	144
Rape	2	123	0	138
Total	**202**	**17,667**	**226**	**18,455**

The property crime rate in McElderry Park peaked in 2013, with 80.3 incidents per 1,000 residents but has since declined to

69.4 incidents in 2014. Despite the decline, McElderry Park has a noticeably higher overall crime rate compared to Baltimore City, which had a property crime rate of only 47.6 incidents per 1,000 in 2013[5].



For the first half of 2015 the burglary rate in McElderry Park is noticeably higher than for the same time period in 2014, as seen in the above graph and table, with an increase of 48%. The number of auto thefts is also up slightly from that time period in 2014 and 2015.

Civil Unrest in Baltimore

The BCJI program nationally happens to coincide with widespread civil unrest throughout urban America from Ferguson, MO to New York City to Cleveland to address the deaths of predominantly unarmed black men by police or while in police custody. In April 2015, Baltimore residents engaged in several weeks of peaceful protest after the death of Freddie Gray while in police custody which erupted in violence on April 27 in the western neighborhood of Mondawmin following Gray's funeral. Even though McElderry Park was not the epicenter of incidents of civil unrest that manifested in Baltimore in April 2015, the neighborhood did experience vandalism[6] particularly for the business along Monument Street

Along with the physical ramifications of the unrest, several organizational changes impacted the neighborhood. The Mayor's office BCJI project lead resigned in May 2015 following the resignation of the Director and Deputy Director of the Mayor's Office of Criminal Justice. There had been changes in police department presence through the year, which culminated in the removal of Commission Batts in July 2015. Not directly related to the unrest, but also a significant change was the fact that the neighborhood had conducted elections in March for the community association which brought in a new president, who had been a part of the process previously, but not part of the executive team. The capacity of the neighborhood to remain on course to plan for Year 3 BCJI funding precisely during this time is testament to their resilience

[5] Baltimore City Property Crime Rate per 1,000, Baltimore Neighborhood Indicators Alliance-Jacob France Institute http://bniajfi.org/indicators/Crime%20and%20Safety/prop/

[6] Data Visualization of businesses hit by vandalism during the Baltimore uprising, Baltimore Sun http://data.baltimoresun.com/news/vandalism-map/

Neighborhood Data Analysis

Neighborhood Conditions in McElderry Park

For the purposes of data analysis, a comprehensive neighborhood data profile was created for the McElderry Park community (see Appendix B). The measures collected in the profile provide a "snapshot" of the neighborhood's demographics as well as longitudinal data on crime, sanitation, educational measures, and the housing market.

Population

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 the ethnic and racial makeup of 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 by several other east Baltimore neighborhoods to the south of and around McElderry Park.

Families in Poverty

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 2010, the 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.

Educational Attainment and Labor Force

In 2010, 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 2010, 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.

Housing and Community Development

As of 2013, there are a total of 1,668 residential properties in McElderry Park. Of these properties, less than one fourth (22%) are owner-occupied. From 2000 to 2013, the percentage of properties that are

owner occupied has decreased from 41% to 22%. With the transition to more renters within the neighborhood, there has been a decrease in the median home sales price. In 2013, there were 46 homes within the neighborhood that were sold with a median sales price of $53,500. In 2013, as a comparison, the median home sales price for all properties sold in Baltimore City was $147,000. The McElderry Park neighborhood also experiences a greater percentage of properties that are vacant and abandoned compared to the City average. In 2013, nearly 8% of the City's residential properties were vacant and abandoned. In McElderry Park, 15% 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.

Community 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. Since 2010, there has been a marked decline in the rate of 311 calls for dirty streets and alleys, from 903.3 per 1,000 residents to 270.3 in 2013. Despite this decline, McElderry Park's rate has consistently been higher than that of Baltimore City, which had 52.6 calls per 1,000 residents.

Student Attendance

Since 2010, the percent of elementary school students missing more than 20 days per school year has increased from 9.2% in 2010 to 14.3% in 2013. Comparatively, the rate for middle school students has decreased notably, from 25.2% in 2010 to 16.4% in 2013. The rate of high school students that are chronically absent has remained consistent during this time period, at 53.3% in 2013, nearly twenty percentage points higher than the absenteeism rate for all public high school students in Baltimore City.

Analysis of Crime Hotspots

As part of the specific requirements for all research teams of BCJI sites, crime hotspots in the neighborhood have been analyzed over time. 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.

Methodology

Locations of Part 1 crimes in McElderry Park were mapped based on the recorded X, Y coordinates provided to BNIA-JFI by 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.

To determine hotspots of crime, a kernel density analysis was performed. This analysis visualized the concentrations of points on a color gradient where darker colors indicate higher concentrations of crime incidents and lighter colors indicate lower spatial concentrations. To identify the absolute highest concentrations for the creation of the hotspot profiles , the number of display colors on the neighborhood map was reduced to two- a dark color for the highest concentrations within the McElderry Park neighborhood, and null value for all other density values.

A manual inspection of the data revealed that the hotspots, for all years, contained at least 3 distinct incidents of crime during the given year, at the same property address or at an adjacent property (neighboring or directly across the street).

Fourteen years of crime data (2000 to 2014) were analyzed using the kernel density analysis. The highest concentrations of crime were color-coded by year to indicate the age of the violent and property crime hotspots. Initially, a total of 18 locations that contained four or more overlapping years of hotspots were identified and these locations became the basis for the hotspot profile. Contextual data on the physical and social conditions of the locations were collected and identified by analyzing the following indicators:

- Vacant properties (2001-2013)
- CitiStat 311 calls for dirty streets/alleys (2002-2013)
- Commercial/residential land use (2011-2012)
- Owner/renter-occupancy of residential properties (2011-2012)
- 911 calls for service for shootings (2000-2011)
- 911 calls for service for narcotics (2000-2011)
- Juvenile arrests (2000-2009, 2011)
    a. All juvenile arrests
    b. Juvenile arrests for drug-related offenses (possession, distribution, and manufacture of controlled substances)

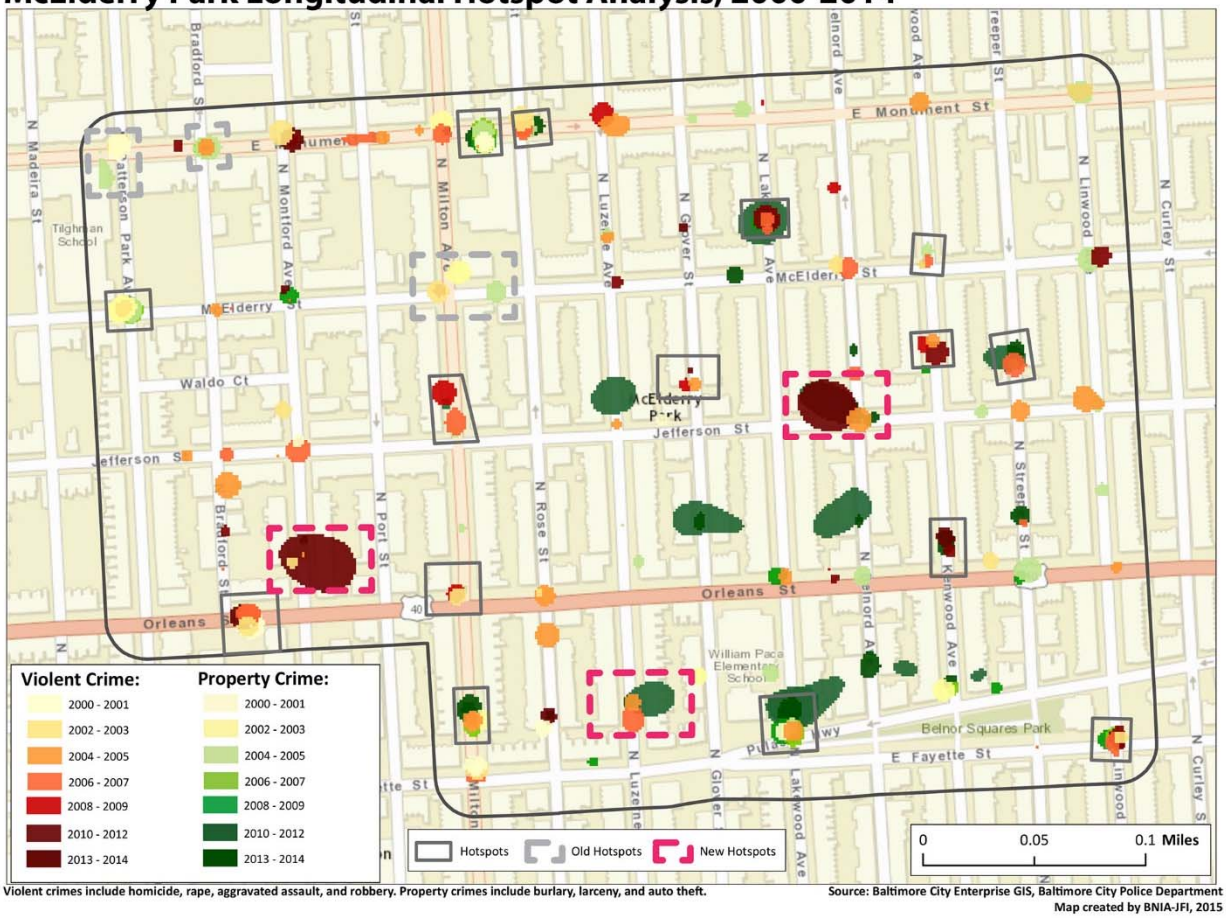
Additional physical environment context was incorporated into the hotspots as well:

- Types of commercial businesses present
- Presence of MTA Maryland bus stops/routes
- Presence of BCPD “blue light” cameras
- Descriptions of streets and alleyways
- Street lighting
- Proximity to neighborhood gathering places such as open space, schools, churches, libraries, and playgrounds

In addition to those measures, an analysis of the types of Part 1 crimes was performed to identify what crimes were predominant in the area. Any homicides that occurred in the hotspot areas were identified in the profiles.

The original analysis of crime data for 2000-2012 yielded 18 locations that exceeded the threshold to be designated hotspots. Subsequent analysis of data for 2013 and 2014 showed the emergence of 5 new hotspots in McElderry Park. In order for interventions to target areas with more recent crime, three hotpots that did not exceed the threshold in years after 2010 were omitted. The resulting net hotspots are mapped below.

McElderry Park Longitudinal Hotspot Analysis, 2000-2014



Violent crimes include homicide, rape, aggravated assault, and robbery. Property crimes include burlary, larceny, and auto theft.

Source: Baltimore City Enterprise GIS, Baltimore City Police Department
Map created by BNIA-JFI, 2015

Hotspot Profiles

Applying these indicators to the eighteen hotspots revealed some similarities between the crimes committed in the hotspots and to the physical neighborhood conditions. Three loosely defined types of hotspots emerged: hotspots centered on commercial businesses, hotspots adjacent to blighted blocks, and hotspots near public spaces.

Type of Hotspot (2014)	Location	Main Types of Crimes
Commercial Business-Adjacent	Monument and Bradford Monument and Milton-Rose Alley Monument and Rose 2300 Block of Orleans 200 Block N. Luzerne	Robbery, larceny
Residential Property-Adjacent	600 Block of N. Lakewood Kenwood and McElderry 500 Block of N. Glover	Burglary, aggravated assault

Type of Hotspot (2014)	Location	Main Types of Crimes
	500 Block of N. Kenwood	
	500 Block of N. Streeper	
	Orleans and Kenwood	
	200 Block of N. Milton	
Public Places of Opportunity	Patterson Park and McElderry	Mix of violent and property crimes
	Lakewood at Pulaski	
	Linwood and Fayette	
Other Hotspots	Milton and McElderry	Mix of violent and property crimes
	Milton and Jefferson	
	Orleans and Milton	
	2700 Block of N. Jefferson	
	Montford and Orleans	

Commercial Business-Adjacent Hotspots

Initially, 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. Since the last analysis, two of the Monument Street hotspots have "cooled" off in recent years- Patterson Park Avenue and Bradford Street, two areas that have not had concentrations of property or violent Part 1 crimes since 2010. The data reveals that while crime is not concentrated at these two intersections there has been an increase and spread of violent offenses in other locations along the westernmost portion of Monument Street in McElderry Park since 2010.

The East Monument Main Street corridor is populated with a variety of businesses such as food stores and delis, small retail shops, liquor stores, beauty salons and barber shops, and pawn shops. 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.

An analysis of data reveals that from 2000 to 2004, Monument Street at Rose Street was the site of many 911 calls for service for narcotics and from 2000 through 2011, all four of the hotspots along Monument Street experienced notable numbers of juvenile arrests. Unlike Monument Street however,

the crime hotspot at Orleans between Patterson Park Avenue and Bradford Streets has not been subject to any significant known juvenile criminal activity. While 2000 saw a spike of 23 calls for service for narcotics, this is substantially less that the hundreds of calls placed regarding Monument Street.

The two major shared characteristics of the commercial-adjacent hotspots- high population density and high density of commercial businesses- are likely the cause for the high rates of crime. Any solutions for addressing crime on Monument Street or on Orleans Street must consider the businesses that may contribute to the overall crime rate or those that are victimized by robberies and larceny-shoplifting. Another emerging hotspot, which is adjacent to an alley and cut-rate liquor store on the 200 block of N. Luzerne, is the site of increasing incidences of both violent and property crimes.

Vacant Property-Adjacent Hotspots

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 an approximately equal mix of renters and homeowners. They are also 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- as 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 provide cover for illicit activities. Furthermore, the narrow design of the alleyways to and from these blocks may provide discreet paths of travel.

A sixth hotspot, is located in a different part of the McElderry Park neighborhood on Milton Avenue between Orleans Street and Fayette Street. It however contains similar conditions to the five hotspots in the northeast area. This hotspot is located adjacent to a narrow east/west alleyway that connects to north/south alleys. Furthermore, there is a cluster of chronically vacant residential properties on the 400 block of N. Milton.

The crimes occurring at these hotspot locations are varied in that there is a mix of both violent and property crimes, particularly aggravated assaults and burglaries and larcenies. Anecdotal information from community members suggest that the property crimes are perpetrated by drug users who are seeking goods to sell. The quantitative analysis that was performed only supports this claim through 2007; with the exception of the hotspots at Kenwood Avenue and McElderry Street in 2011 and the 300 block of N. Milton in2001 and 2003, there were few 911 calls for service for narcotics.

Public Places of Opportunity Hotspots

As seen with the number of crime hotspots in and around commercial properties, 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.

From 2000 through 2006, the hotspot associated with Tench Tilghman Elementary/Middle School had a substantial amount of 911 calls for service for narcotics, peaking at 150 in 2002, with a total of 641 calls in the time period from 2000 to 2011. During that same eleven year time period, the hotspot adjacent to William Paca Elementary had only 68 calls, which may suggest that Tench Tilghman's close proximity to the busy corridor of Monument Street may be responsible for the higher rate of calls. An analysis of juvenile arrests shows that there have been a growing number of arrests for drug possession at Tench Tilghman since 2009.

Other Hotspots and the Milton Avenue Corridor

Most of the 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 remaining hotspots that cannot be easily categorized all occur along the Milton Avenue corridor, between McElderry Street, Jefferson Street, Orleans Street, and Fayette Street.

The northernmost hotspot of the Milton Avenue corridor, at McElderry Street, was the site of many 911 calls for service from 2000 through 2006. During the peak year of 2002, 150 calls were placed to 911 with a total of 641 during the eleven year period from 2000 to 2011. Furthermore, there were numerous juvenile arrests for drug offenses at this hotspot, all for drug possession of either heroin or cocaine in 2000 and 2001. According to the data, drug activity at this intersection has declined in recent years and the overall number of Part 1 crimes has declined as well. In the early part of the decade, the majority of the crimes that occurred were violent in nature- aggravated assaults and robberies. The number of property crimes, particularly larcenies and auto thefts, has remained steady during the eleven year span of analysis. This suggests that drugs may have been responsible for some of the violent crimes at this hotspot. Due to a dramatic reduction in criminal activity post-2010 at the intersection of Milton Avenue and McElderry Street, this hotspot has "cooled off", a trend seen in other areas in the northwestern portion of the McElderry Park neighborhood.

A block south, at Jefferson Street, is another hotspot with a mixture of violent and property crimes that span the full twelve year period from 2000 to 2012. Property crimes (larcenies and burglaries) peaked in 2003 whereas violent crimes, mostly aggravated assaults, peaked in 2008. As with the hotspot at McElderry Street, there was a high concentration of juvenile arrests for drug possession in 2001. Despite that peak in juvenile arrests, overall Part 1 crimes in 2001 were low that year. The 500 block of N. Milton has a cluster of chronically vacant properties and high rates of 311 calls for trash in 2010, suggesting that deteriorating built environment may be contributing to the high rates of crime.

The hotspot at Milton Avenue and Orleans Street, like the two hotspots to the north, experienced a mixture of violent and property crimes from 2000 to 2012. However, this hotspot is different as it has also been the site of 17 calls for service for shootings over the twelve year period. Additionally, this location experienced a decrease in crime from 2003-2006, completely unlike the other hotspots.

These 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.

Beginning in 2010 and continuing through 2014 there have been a large number of violent offenses, including two 2013 homicides, occurring on the 2700 block of Jefferson Street, between Lakewood and Belnord Avenues. This hotspot does not easily fit into a category, as it is not adjacent to commercial businesses or other places of opportunity, and there is not a particularly high concentration of vacant properties or other environmental conditions typically associated with hotspots in McElderry Park.

Community Asset Mapping

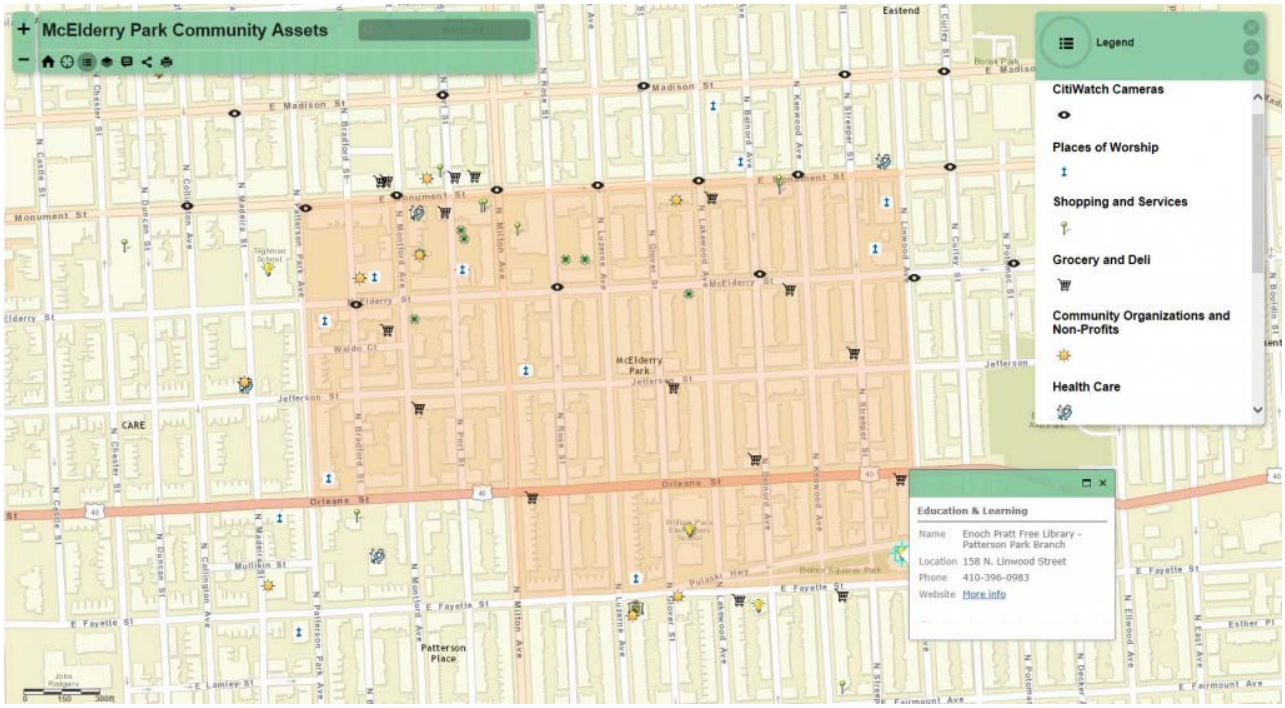
While important to identify problematic, high crime areas in McElderry Park it was also crucial to map out locations in McElderry Park that contained community assets that could be leveraged by residents and stakeholders to foster community building and cohesion.

During the first year of the BCJI grant, BNIA-JFI began work on a static community asset map. The original process for collection data for the map relied on business databases (InfoUSA) and on resident input at community meetings. An online version of the asset map was launched in November 2013 and was updated with new data and a new design in October 2014. Using ESRI ArcGIS Online as the map platform, the new asset map contains data that was collected in the field by BNIA-JFI staff.

Data for the asset map was assigned into one of the following categories:

- Places of worship
- Shopping and services
- Grocery and deli
- Community Organizations and Non-Profits
- Health Care
- Education
- Community Managed Open Spaces
- Banks
- CitiWatch cameras

For each asset, a name, location (street address), contact phone number, and website (if available) is provided on the map. There is also the ability to overlay the identified crime hotspots on the map, to allow users to see what sorts of assets are nearby that could be leveraged for crime reduction strategies.



Funded Programs

This section contains year-end summaries from each of the programs directly. In many cases, as program implementation evolved, the original proposed activities deviated significantly from services that were actually delivered to the community. Because of continuous communication between the programs and the lead staff from the Mayor's office, the programs were able to pivot in a way that found new synergies that had not been thought of from the outset.

Program Summaries

Banner Neighborhoods – McElderry Park Teen Initiative (MPTI)

Banner Neighborhoods is a community-based organization that provides direct services in support of the overall viability of 10 communities in southeast Baltimore including McElderry Park. The funded program Banner submitted to BCJI was in response to the community's need to fill a gap in programming for high school age youth. The original objectives included reactivating a closed recreation center at Tench Tilghman and leading a collaboration for teen programs where partners and community leaders could facilitate evening programming. Banner would provide entrepreneurship training as one of the programs. BCJI funding allowed Banner to lead the collaboration through partial salary coverage for an employee, Waverly Carter.

Banner began by conducting focus groups with area teens to elicit program ideas. After gaining this input, Banner then sought partners and residential volunteers who could offer programs that matched the youth's interests. Some partners or volunteers had existing programs in place while others had to create new programs to meet the need. The goal was to provide programming for teens in the neighborhood every evening from 6 to 8 pm through the academic year.

In order to develop a wide outreach process to inform teens in the neighborhood of the availability of programs, Banner worked closely with Baltimore United Viewfinders, Y of Central Maryland (Patterson High School) and other BCJI funded programs in the neighborhood involving youth. Cross-promotion of events and wide recruitment was a primary goal in effectively communicating available options for high school age youth. When the proposal was originally conceived, there was an initial estimation that over 400 McElderry Park youth attended Patterson Park School, implying that a lot of initial plans were targeted to those youth to work along with Shanelle England, Y of Central Maryland coordinator, to maximize the benefit for those adolescents. As the accurate data was revealed (approximately 235 neighborhood teens attend a Baltimore City Public School and only 40 attended Patterson High), it became apparent that additional outreach to multiple high schools would be needed and focusing solely on Patterson youth would not span the whole neighborhood.

In order to coordinate this expanded outreach, Banner utilized BCJI funded community events and the outreach team to help recruit youth; used the Baltimore Neighborhood Indicators Alliance as a resource for signup sheets, program evaluation and where possible tried to encourage participation in workforce development programs for youth who had graduated or left school. Other outreach attempts included other community events and meetings; #Reconstruct #Rebuild team referrals; door knocking; targeting gathering places in and around the community; calendar, articles and featured youth in the McElderry Park Star; word of mouth by participating teens and neighbors; direct links to other local high schools; establishing relationships with feeder organizations like Department of Juvenile Services (DJS) and Baltimore City School Police (BCSP); email blast and list serves; print flyers and posters; and the creation of a Facebook page. An MPTI brochure, t-shirt design and other social media sites were also established. One particularly unique recruitment effort that stood out as a highlight was the Ravens Playoff Event, which brought out families with children of all ages to connect them to a diverse pool of youth resources and to build a sense of community. In addition to establish the programs and conducting outreach, Banner served other important roles. Training was offered to the program facilitators to help increase capacity for both ongoing and forming organizations and programs. Banner's work at connecting all the programs and outreach efforts also allowed higher than average enrollment for this district in both YouthWorks and the Hire One program. Banner helped tie in Civic Works AmeriCorps recruitment and the CARE a Lot Program to help find youth work opportunities. Banner also partnered with the Community Youth Advisory to distribute materials on fire safety and related resources to the doorsteps of neighbors. Banner worked with six youth who assisted with the Art Cart Derby, helping with set-up and cleanup for the event. Older youth (18 year olds) volunteered as coaches and mentors with programs that had younger kids.

Throughout the program, youth who became engaged were made aware of the resources, safe havens and adult mentors available to them beyond the MPTi programs themselves. The partnership that occurred between MPTi programs and community volunteers was collaborative and likely to continue beyond the year with increased resource and information sharing, communication and joint funding ventures.

Table 1: Programming Outcomes for MPTi 2014-2015
Number of Programs Required: 10
Programs Offered Year to Date: 14
Current/Previous Programs or Attempted Programs:
• A Step Ahead (LiL Drumgold/Waverly Carter, Banner)
• Video Lab (Tiffany Black, MICA Grad; Anne Kotleba, Baltimore ViewFinders)
• Voices over Violence (Gia Grier, Johns Hopkins Graduate Student)
• Boom Space (Vincent Purcell, Deutsch Fellow)
• Youth Mentoring Program (Danielle Puccini, SOURCE Service Scholar)
• Community Youth Advisory (Katrina Brooks, Johns Hopkins Center for Adolescent Health)
• Spring Football Skills Training (Waverly Carter, Banner)
• Cooking & Gardening (Jennifer Kunze, Center for Grace-Full Living)
• To Be Determined (Maya Gaines & Lance Cooper, McElderry Park Residents)
• Hip Hop N U (Maya Gaines, McElderry Park Resident)
• TagG.E.D (Adriana Foster, Julie Community Center)
• Fight Club (Meg Brauckman, Julie Community Center)
• Resume for Life (David Harris, McElderry Park Resident/#Reconstruct #Rebuild)
• Saturday Academy (Shanelle England, Patterson High School)
Participants Required: 75 unduplicated youth
Participants documented thus far from attendance turned in: 77; 54 are of the age outlined in the MOU.
Participants on Probation/Parole: Of the 58 youth who have participated, 45 reported No; 3 reported Yes; 11 did not want to respond.
Number of Youth who participated in Service Learning Projects: 23

Although attendance varied throughout the year, there were some programs that reached more teens, among those Video Lab, Community Youth Advisory, A Step Ahead (after a staff change) and Spring Football Conditioning and Skills Training. Voices over Violence was a timely program to provide youth an outlet for ongoing challenges between police and the community and, along with Video Lab, allowed them to interact with community members ages 16 and up. The McElderry Park Star Design Workshop has developed into stipend positions for youth working on the community newspaper.

A participant survey (see Appendix A) created by BNIA was administered in mid-April. It was designed to elicit feedback on existing programming and to gain new ideas for programs for the summer and next year.

Lessons Learned

There was a very large learning curve in developing the McElderry Park Teen Initiative. One of the lessons learned was that accountability was not built into the model that the community had designed to address teen programming. Because there are limited financial resources available, program providers competed for the small BCJI pool of funding. The subsequent interest from potential funders and the ability to leverage the BCJI funds created tensions between some of the service providers. This dilemma led the youth program providers to collectively agree that there will not be a single partner

leading the initiative in Year 2 and the partners and volunteers who decide to participate in Year 2 of the initiative will equally share accountability. Moving forward, joint funding will be prioritized and collective recruitment, planning, entrepreneurship, and overlapping curriculum will be goals for Year 2 of the program. The group will work to identify a long term, centralized location to help with the provision of daily meals, ease of access, etc. and will work to dovetail with newly developed program opportunities.

The largest challenge was not having access to a centralized location with a large open gym space. This significantly impacted the programs, as Friday night basketball and open gym was strategized with David Harris of #Reconstruct #Rebuild and Safe Streets East to be the largest feeder into the program. It also affected these program's capacity to have large groups of youth entertained during peak weekend hours. When they were able to finally obtain access to the William Paca School gymnasium, the programming was cut short due to limited hours and an untimely flood.

The lack of access to a centralized location presented other difficulties. To overcome not having a central location, programs were dispersed in different places such as MICA Place, Amazing Grace/Center for Grace-Full Living, Banner Neighborhoods, the Patterson Park Branch of the Library, William Paca Elementary School and the McElderry Park Resource Center. These different locations made scheduling and communication with youth about program locations more challenging. The lack of a centralized location also meant that the programs could not utilize the Maryland Food Bank's hot meals every night as planned due to serving restrictions. While some programs were able to provide food, others were not, taking away a key element of being able to provide evening programming. The one positive element of not having a central location was that youth from different pockets of the McElderry Park neighborhood were able to more easily access some of the programs.

Despite being the lead, Banner had no authority over facilitators who were ones willing and able to donate their time and resources to the program. Banner staff spent a lot of time trying to obtain attendance sheets, following up with people to understand curriculum and program plans and striving for consistency that people were not always able to provide. At times, there was conflict over financial resources because so many of the area youth programs competed for BCJI Year 2 funds. The community vision and lack of program dollars meant that. This made follow through and accountability a challenge.

With so many moving parts in the initiative and the lack of accountability, it made it difficult to quickly achieve the effectiveness and efficiency that Banner as striving for. Lack of broad base support also made it difficult to move forward collectively as a community. Because it was a community vision, Banner thought the community would champion the program in a way that made them want to volunteer, provide outreach by word of mouth, etc. There was an initial commitment from a broader base of partners and community partners interested in assisting that ultimately did not come through; partners included, but were not limited to Casa de Maryland, Creative Alliance (dance), DJ Bryant, Safe Streets East, and their promises of connections to residents who teach boxing, wrestling, and martial arts, among other things.

In order to leverage the BCJI funding, Banner contributed an additional $5,986.48 in Year 2, to help cover additional staff costs or pay for events and materials in order to support programs. In addition, over the course of the year, Banner has applied for grants from the Wright Family Foundation, the Thomas Wilson Sanitarium for Children of Baltimore City, the Commonweal Foundation, Annie E. Casey Foundation, Harry and Jeanette Weinberg Foundation and NORC Family Safe Dates to build upon Byrne funding and to ensure continued programming support.

Y of Central Maryland – Patterson High School

The Y of Central Maryland provides a full-time site coordinator, Shanelle England, at Patterson High School. This program is part of the City's Community Schools approach to promote student achievement along with family and community well-being. Through the work of a coordinator, community schools promote an integrated focus on academics; enrichment; health and social supports; youth and community development; and family engagement for student success, strong families, and healthy communities.

Programming

During the 2014-2015 funded program year, Y of Central Maryland received $23,000 in BCJI funding to established programming for McElderry Park students attending Patterson High School. The coordinator would provide particular emphasis on addressing chronic absenteeism through incentives, home visits, counseling referrals, and after school programming. The original concept of the work was for the school coordinator to engage parents from the neighborhood to participate in the school; provide home visits to students who are chronically absent and offer a Saturday program for the McElderry Park Teen Initiative.

During this time period, the programming accomplished the following:

- Increased school connectedness;
- Increased attendance for students residing in McElderry Park;
- Provided funds to pay for McElderry Park student dues for low-income families;
- Created a physical courtroom space at Patterson Park High School for peer-peer mediation;
- Three McElderry Park students were awarded the Baltimorphosis Changemaker Award for their participation in the Patterson 4 Peace after school program.

The Y of Central Maryland was also able to coordinate with outer BCJI-funded programs, including:

- Baltimore United Viewfinders for a joint initiative with Patterson 4 Peace;
- Patterson High School students have attended Banner entrepreneurship training sessions;
- Patterson High School students are members of the McElderry Park Youth Advisory group;
- Shanelle England, project coordinator, assisted with neighborhood events and promotion of the grant;
- Safe Streets East and Banner Neighborhoods served on the planning committee for Youth Violence Prevention Week.

Some challenges arose during the program year, primarily around parental and volunteer participation. It was noted that some volunteers were unable to pass criminal background checks for working with students and it was difficult to increase parental engagement in programming. It was suggested by Y of Central Maryland staff that the focus should shift from providing incentives to parents to increase engagement to a focus on family human service needs and school climate.

Baltimore United Viewfinders

The Baltimore United Viewfinders is a youth-driven organization that uses the arts to explore their own definition of self and place. Their mission is to foster the leadership potential of young people as social entrepreneurs producing multimedia arts for community action and income. Viewfinders' biggest

success has been retention of a core group of youth ages 14 - 17 to build and expand programming, to serve as mentors to younger youth, and to develop entrepreneurial strategies - sustaining program costs and assisting youth in earning income.

Viewfinders has also been able to expand programs offered by adding Video Lab in coordination with the McElderry Park Teen Initiative, an intergenerational learning space, to share resources and knowledge with a larger audience.

They are constantly looking for opportunities to sell artwork, and provide hired gigs for youth to earn income. This has proved to be very successful, yet an ever-evolving process in determining structure.

Table 2: Programming for Viewfinders 2014-2015
• "Senior" Viewfinders, 18 students ages 14 - 18 (25 weeks, meeting for 3 hours, 2 - 3 times /week)
• Junior Viewfinders, 13 students ages 10 - 13 (25 weeks, meeting for 4 hours, 2 - 3 times /week)
• Video Lab, 14 young adults (ages 14 - 24) and adults (24+) (25 weeks, 2 hours, 1 time/week)
Staff/Volunteers
1 full time Director; Anne Kotleba
1 full time AmeriCorps Resident Artist; Andrea Crews
3 part time paid Resident Artists; Kai Miles, Gerad Forte, Tiffany Black
1 part time volunteer Resident Artist; Jane Cottis
2 part time support volunteer educators; Ali Duggan, Adriana Foster
Additional 10 volunteers for a total of 850 volunteers hours
Fundraisers
• December 10 - 13, Holiday Art Market, MICA -- Raised $2,100
• February 7th 2015 - Wine and Canvas Fundraiser -- Raised $600
• May 2015 - Butcher's Hill Flea Market -- raised $300
• July 17 - 19, 2015 - ArtScape booth -- raised $1,200
Hired Photography Gigs for Youth
• September 20th, CASA de Maryland mural dedication, 5 youth, 3 hours
• February 13-15, Notre Dame Mission Volunteers AmeriCorps Mid-Year Conference 6 youth hired - 24 hours
• May 2nd, Tench Tilghman Playground Revitalization Work Day, 4 youth, 8 hours.
• May 16th, Nat'l Weather and Climate Day, 3 youth, 8 hours
• July 31st, Waterfront Partnerships Ally Cleanup Day -, 4 youth, 4 hours
Hired 6 Older Youth as Camp Councilors for Summer Camp
June 29 - July 31st, 5 weeks, 125 hours total
Exhibitions/Public Appearances
• Joint exhibition with Dominic Moulden -- February 6th - March 9th, Rouse Gallery - 814 N. Collington Ave.
• Youth Violence Prevention Week Poster, City of Baltimore, Artist Kendell Jordan, April 2015
• April 7th, D Center Baltimore, "Youth Led Creations," Presentation,

Table 2: Programming for Viewfinders 2014-2015
• My Baltimore - Arts Every Day Student Show -- May 20 - May 31st, The Walters Art Museum Sculpture Court
• Imagining America Pre-Conference, June 13th, "Bridging the Institution and the Community," MICA PLACE, presentation on Baltimore United Viewfinders
• Bea Gaddy Family Center, Community Mural design and creation, April – July
Service Learning Projects Various days: Bea Gaddy Family Center, 15 youth participated - serving, bagging food, assisting with Thanksgiving Fundraiser, creating, designing, painting mural. Total 945 hours Various Days: Tench Tilghman Playground Transformation Project -- 19 youth participated -- designing fliers, taking photos, manual work (painting, planting, construction). Total 345 hours

Viewfinders are working on a new partnership with the McElderry Park Star local neighborhood newspaper to create more consistent photojournalist and design layout positions for Senior Viewfinders to earn income on a steady basis. This aligns with and advances the mission of the Viewfinders program for both the youth to develop marketable skills for income as well as support community engagement and outreach. For the upcoming 2015-2016 school year, they are hoping to reform a more well defined partnership with the after school program at Tench Tilghman Elementary Middle school to ensure that the Junior Viewfinders program will continue to thrive.

Over the last six months, youth have been hired for a number of paid services. In order to expand the potential of paid work, Viewfinders has set ground rules for the youth as to when they are eligible to receive stipends (based on attendance for other programs) and aim to maintain consistent mentoring and support from adult educators during these endeavors.

Another challenge is the evolving structure of the Junior Viewfinders which is the primary conduit for recruiting long term students to the Viewfinders program. Due to staff changes at their partner elementary/middle school, continuity and communication between school life (teachers, counselors) and out of school time (Viewfinder mentors) was much stronger in the past, so they have had to work to build new relationships to make sure there is still cross communication about child's needs, attendance, etc.

The overall program goals remain the same with the addition of college preparation. As the core group of students grow older, Viewfinders have learned that they have new programming needs. For the older high school students they have partnered with College Greenlight to be able to bring our students the resources to help them make informed decisions about the road to college. They are also looking to take them on college visits and have various speakers from admissions offices, in addition to furthering the technical skills, community outreach and engagement, mentorship, and entrepreneurial skills.

Jericho Re-Entry

Episcopal Community Services of Maryland (ECSM) was founded in 1927, and is a non-profit organization dedicated to working with individuals ages three to 63 and beyond who are striving to overcome adversity. Their work focuses on the education and workforce development of disadvantaged

individuals living in Baltimore City. The Ark serves between 50 and 60 children, annually, along with their families who are experiencing the crisis of homelessness. The Club works with 60 youth a year, the vast majority of which are eligible for Title I services, a key indicator of their economic and resource levels. The Jericho program serves between 100 and 200 formerly incarcerated men and women each year, who are unemployed or underemployed and undereducated when they enroll in Jericho. CUPs Coffeehouse & Kitchen (CC&K) is a contract catering and workforce development program for Jericho clients, youth aging out of foster care, and disadvantaged youth and adults living in some of the most impoverished neighborhoods in Baltimore City.

ECSM's Jericho Reentry program works closely with Digit All Systems, providing the individuals moving through the information technology vocational training with the case management and support services they need to focus on training and subsequent employment. Jericho has also provided case management services to individuals in other Byrne funded programs.

ECSM worked with other Byrne Funded programs, as well as the BCJI project manager, to bring forth new opportunities to continue the work in McElderry Park. Jericho Reentry uses its own community and business contacts to provide employment opportunities for McElderry Park residents.

Since the beginning of the program, Jericho has worked with 32 individuals from the McElderry Park neighborhood, providing case management and support services as well as essential skills training including resume writing, interview skills, and job search strategies. There are currently 12 individuals completing their A+ certification testing or in active job search, 3 employed through the assistance of the Jericho case manager and 3 that have found employment through Digit All Systems, and 18 in the information technology training through Digit All Systems.

Lessons Learned

The biggest challenge that Jericho has faced as part of this collaboration is getting program participants to the essential skills training located at the Jericho office. Community partners have solved this problem by making attendance of the one week class mandatory for all participants if they would like to sit for the A+ certification test. The original stated goal for program participants was 26 individuals; staff have determined that number was too high and the number was decreased to 12.

Another challenge in the beginning of this partnership was understanding the goal number of participants in each cohort. Through the first cohort, this number fluctuated and finally settled on 12 individuals. The understanding of how many individuals could participate in the program at any given time was very helpful in working with the second cohort of students and allowed the Jericho case manager to be prepared and allocate time appropriately.

The last challenge that Jericho continues to face is the inability to have reliable access to the internet when working with participants at McElderry Park Association. ECSM is looking into acquiring a cell phone hotspot to solve this problem.

From the first cohort to the second cohort, the number of training days has been reduced to three days a week from five. This allows a broader number of individuals to participate in the program, where they would not have been able to before because of the schedule.

Digit All Systems

Digit All Systems (DAS) is a non-profit organization committed to bridging the digital divide by expanding the benefits of technology to everyone. The company was established to equip youths and adults with the skills needed to successfully maximize opportunity for Information Technology (IT) careers. DAS has had success with ex-offender population as well at Center for Urban Families & St. Ambrose programs.

Digit All Systems initially selected 27 McElderry Park residents with the help of the McElderry Park Revitalization Coalition, with funding from the Mayor's Office on Criminal Justice, to place them on a fast track to the IT professional world and give them access to the LifeJourney platform and computer basics, Microsoft Word, PowerPoint, CompTIA A+ and Network + curriculum in the required technology class. Students participated in a weekdays CompTIA boot camp for additional instruction. The course for the certifications of 27 McElderry Park residents will took the graduates through 108 hours (12 months) of training. Digit All Systems realized that in this population many skills are drastically harmfully undertrained. This is why DAS has enlisted assistance from corporations like LifeJourney, Microsoft and Verizon to integrate soft skill training in areas of concern like conflict management and professionalism. The LifeJourney™ technology provides a transformative and measurable capability for MPRC clients to experience the career opportunities in Maryland's rapidly growing Cyber and STEM economy.

The students took the certification test for training and at the end of year. plan involves presenting certification rates within 30 days of completing the course, DAS will track the 'post graduate' period for up to one year, salary surveys will be completed by their graduates semi-annually, and their clients will also be asked to complete a course evaluation. All of these items will assist in generating completion and retention reports. It was their goal to help facilitate the acquisition of both the professional IT skills and professional /soft skills that employer's demand which lead to employment. Although Digit All Systems is not a job placement or staffing company, DAS offered 3-6 month internship placement assistance in the Information Technology industries for real world experience. At the end of the internships, the opportunity for full employment, for each client, will be a performance-based decision made by the employer for an initially set outcome of 95% employment.

Safe Streets

Safe Streets Baltimore is an interdisciplinary, public health approach to violence prevention. A replication of the Cure Violence model that maintains that violence is a learned behavior that can be prevented using disease control methods. Using proven public health techniques, the model aims to prevent violence through a three-prong approach including the identification and detection of potential violence; interruption and intervention of violence, primarily through conflict mediation and risk reduction; and an overall change in behavior and norms historically supportive of using violence to solve interpersonal conflict(s). The program focuses on promoting a community that thinks and acts systematically, has instilled resiliency, cultivates collaboration, embraces diversity, and engages in continuous quality improvement while revising strategies based on observed results.

The Living Classrooms Foundation (LCF) currently implements Safe Streets East in the McElderry Park community. In partnership with the Baltimore City Health Department, the site began in June 2007 and has since worked with over 350 highest risk participants, identified as individuals, ages 14-25, at greatest risk of becoming a victim or perpetrator of gun violence. Evaluation results by the Johns Hopkins Bloomberg School of Public Health's (JHBSPH) found that Safe Streets was well implemented in

McElderry Park, and that, “Safe Streets implementation was associated with significant reductions in homicides of victims under 30 years-old in McElderry Park and in the police posts bordering Ellwood Park.” Additionally, young men in the neighborhood where Safe Streets was implemented “were less likely to hold attitudes supportive of using guns to resolve disputes compared to two neighborhoods that had not implemented the program.” Analysis of program implementation data indicated that sites with reductions in homicides had three times as many conflict mediations per month than sites where homicides increased.

Since having been awarded the Byrne funds, Safe Streets East developed multiple partnerships and engaged in collaborative efforts to support community mobilization and engagement. Partnering experiences have included work with the McElderry Park Community Association to sponsor community events and activities including Spring Fling, The Back to School event and the annual holiday party. The program refers individuals to Jericho to access job placement and support services and has worked with Viewfinders to aid youth in the exploration of the arts as a medium to deal with trauma. Charm City Clinic is accessed for health screenings and health insurance counseling.

In 2014, the site experienced 5 shootings compared to 8 in the previous year. Since its beginning, the site has mediated 537 conflicts, and held over 135 community events with over 17,000 supporters in attendance. Safe Streets East has distributed over 45,000 public education materials to promote nonviolence.

Lessons Learned

Challenges that the program has experienced include developing supportive, respectful and strengths based relationship with the Police Department. Both the program and the Police Department serve the same mission, to reduce homicides and non-fatal shootings. The difference in approach to accomplishing this mission oftentimes leads to strained communications. Efforts are underway to provide basic Safe Streets training to the officers servicing in the district of the site. This is an opportunity to increase dialogue and understanding of the work of both the program and the Police Department.

Additional challenges include the consistent availability and accessibility of needed resources in the target community for those served by the program. Some of these services would workforce development, mental health and substance abuse supports and services to address the needs of children of incarcerated parents. Inherent in the work of the program is the challenge of recruitment and retaining of “the best fit” employees. The program must have flexible working hours. This often means that staff may be called in to work at different times of the day, often in the evening and on weekends. Over a long period of time such a flexible work schedule can be difficult for employees who have families or other demands on their time. Staff are required to negotiate difficult relationships with the highest risk youth, many of who may need more time and attention than staff have to offer. Staff are often exposed to regular trauma and violence in the community that they are serving. The emotional strain and frustration of these situations can cause good staff to burn out.

The program remains challenged to provide ongoing staff development to improve and increase capabilities of the staff through access to education and training opportunities in the program. Staff development will help build and maintain morale of staff members while preparing them for more traditional employment opportunities.

It is necessary for the program to engage in regular reassessment of problems. This allows for the program to respond to the changing needs of the community. This also provides increased opportunities to engage the community in holding its members accountable for the behaviors that support or disrupt community norms.

The program aims to cultivate relationships with the Neighborhood Services Unit of the Police Department to facilitate relationships and develop officers who become champions of their efforts. This might include District Majors who introduce Safe Streets staff during roll calls and demonstrate their support by attending community meetings and events.

Project SERVE

Living Classrooms Foundation is a nonprofit organization that strengthens communities and inspires young people to achieve their potential through hands-on education and job training, using urban, natural, and maritime resources as "living classrooms."

The organization was founded in Baltimore, Maryland in 1985 with a philosophy based on the concept that students – especially those in need of extra guidance – placed in small classes in challenging settings respond to real-world applications of academics and the "work world" far more readily than they do in traditional classrooms. Participation in Living Classrooms' programs has grown from 100 students in a single program in 1985 – building the historic schooner *Lady Maryland* – to now over 44,000 students a year enrolled in diverse programs that take place on Living Classrooms Foundation campuses in Baltimore and Washington, DC, in schools, in neighborhoods, on athletic fields, and aboard ships. Living Classrooms provides youth development programming that also links to economic development efforts along Baltimore's waterfront and in many of Baltimore's neighborhoods.

Living Classrooms' Project SERVE program provides on-the-job training for 120 unemployed and previously incarcerated adults per year in marketable skills while they revitalize Baltimore City neighborhoods. While still incarcerated, participants begin receiving "wrap-around" case management services, and on the day of their release, they become full-time SERVE members. The major goals of SERVE are: to decrease the overall crime rate in Baltimore City by reducing recidivism rates; positively impact communities with direct services, provide workforce development, increase education and service-learning opportunities, help keep city neighborhoods clean and safe by decreasing environmental hazards and risks to public safety, and help provide housing renovations for low-income residents. Their staff provides ongoing support to aid individuals in adjusting and returning to the community.

During the 2014-2015 Byrne funding period, Living Classrooms' Project SERVE provided neighborhood greening and cleaning in alleys in McElderry Park. The grant funded a 4-man work crew, including a crew leader, for 16 hours each week. Throughout the grant period, their work crew provided cleaning and greening by removing overgrown brush and grass, picking up trash, and maintaining their progress as best as possible. Through a grant from the U.S. Department of Labor, Employment and Training Administration, Living Classrooms was able to subsidize 49% of the crew costs.

Lessons Learned

The major challenge we encountered during the Byrne grant was not being able to maintain the progress of their work crew. The crew was relatively small compared to the area that they were tasked

with cleaning, and they were only funded to work in McElderry Park for 16 hours each week. The crew visited each quadrant one day a week, but by the time they returned to a quadrant a week later, all progress made the week prior had been reversed by the continued trash that would accumulate in the alleys.

Living Classrooms felt that the challenges encountered by their SERVE crews were too substantial to seek a grant renewal for the 2015-2016 grant cycle. In order to have a significant impact in the McElderry Park community, we believe a larger cleaning crew, working 4-5 days per week, would be necessary. This, combined with the fact that SERVE would no longer be able to subsidize 49% of the stipends for their work crews, would have increased the cost to operate their program by more than 50%. We felt the community would benefit more from interventions such as education, or the provision of trashcans under the Municipal Trashcan Program.

Center for Grace-Full Living

The Center for Grace-Full Living worked with the Byrnes Criminal Justice Initiative doing both community engagement and strengthening connections among neighbors. Their strategy not only involves strengthening communication through the *McElderry Park Star*, a community created newspaper, and sharing events through automated call system, but also creating opportunities for neighbors to get to know one another and build community cohesion.

These events included:

- Holiday parties partnering with Monument Merchants Association.
- Spring Fling Festival- an outdoor health and art festival attracting over 500 residents as well as community stakeholders sharing information
- Throwback Thursdays- 4 Thursdays in July, there were outdoor street parties in 4 different quadrants of McElderry Park. These events included music and food and of course, information about the program opportunities created by the community from the Byrne's Grant.
- Breezeway Café Events. For 12 weeks in the spring and in the fall, there are weekly gatherings at the Breezeway Café, an outdoor safe space. These events have included everything from outdoor movie night, Cinco de Mayo, Halloween festival, movie night, jazz night, open mic, as well as water games night and cookouts.

All of these events are designed to share information about programs and opportunities to strengthen the neighborhood in good ways.

Summary of Findings

At the beginning of the Year 2 programming, each program worked with BNIA-JFI to determine measureable performance indicators that most directly addressed evidence-based practices for crime reduction (See Appendix A). The results of those findings are grouped together in this section by the three main collaborative areas: Youth-Targeting Programs; Workforce Development Programs, Clean and Safe Environment Programs.

Youth-Targeting Programs: Banner Neighborhoods, Y of Central Maryland, and Baltimore United Viewfinders

Banner Neighborhoods, through their McElderry Park Teen Initiative (MPTI), coordinated programming for teens in the community with a targeted goal of reaching 75 unduplicated youth. Over the course of the funded year, a total of 77 youth attended at least one program. Three of the 77 youth were known to have been on either on parole or probation.

A survey of the teens was conducted to see how they had heard about the MPTI programming, how valuable they perceived the programming to be, to solicit feedback on program offerings, and to collect demographics on the respondents. Survey administration was tasked to the program leaders, but only six survey responses were recorded, with only two of the six indicating that they lived in the McElderry Park community (Table B5; a copy of the survey and responses in table format are included in Appendix A). Overall, 50% of the teens participating in the survey indicated that they MPTI programming gave them something to do during the evening hours, and 66.7% indicated that they learned new skills. Half of the participants responded that they would recommend MPTI to their friends and peers.

The programming at Patterson High school through Y of Central Maryland was aimed at reducing chronic absenteeism for its students in McElderry Park and increasing parental involvement and attendance in after school/Saturday tutoring and High School Assessment (HSA) preparation. The initial goal was to target 25 students to increase their school attendance, focusing specifically on students who had chronic attendance issues, meaning they had a history of missing 20 or more days of school a year. By the end of the programming period, 30 of the 37 total McElderry Park students at the school had regular attendance.

There were significant challenges in getting students to attend Saturday programs as well as programming for the HAS exams. Furthermore, there were barriers in increasing parental involvement at the school. Neither of these original goals were met; however, programming was adjusted to allow for BCJI funding to go towards other student programming around conflict mediation in the Patterson 4 Peace program and a mock courtroom.

A survey was administered to the McElderry Park students attending Patterson with 15 responses (a copy of the survey and tables of the responses can be found in Appendix A). Of the 15 respondents, 4 indicated that they were attending after school programs, including Twilight, basketball, and wrestling. Two of the respondents indicated that they had been arrested at some point in their lives. Lastly, only half of the survey respondents indicated that they knew of the initiatives going on within McElderry Park and where the Community Association is located.

Baltimore United Viewfinders sought 45 unduplicated youth to their after school programming in their three programs, Junior Viewfinders, Senior Viewfinders, and Video Lab. Their goal was met with exactly 45 youth attending their programming over the course of the funded year. A program participant survey was administered, with 7 youth providing responses (a copy of the survey and tables of responses are in Appendix A). Approximately half of the respondents lived in the McElderry Park community (57%) and 85.7% of respondents indicated that the programming was located in a familiar location (814 N. Collington Avenue). Responses were mixed in regards to students' ease in attending programming and in the students' schedule availability after school (whether or not they had other plans/programs to attend in the evenings). The majority of respondents did indicate they learned new

skills through the Viewfinders programming and in whether or not they would recommend Viewfinders to their friends and peers.

Workforce Development Programs: Jericho Re-Entry and Digit All Systems

Fifty percent of the Year 2 funding, as determined through the community voting process, went towards workforce development training. Jericho Re-Entry was selected to provide the target population with workforce skills and wraparound services as-needed. Participants went through an intake process and were funneled into technology skills certification programming provided by Digit All Systems.

Initially, the target population for the programming was young adults, specifically those under the age of 30 who were ex-offenders, were unemployed or under-employed, and living in McElderry Park. However, neither program turned away any resident that sought skills training. Consequently, the final number of persons who completed the intake process was higher than the initial goal (32 persons versus the target number of 27; see Appendix A). The percentage of persons on parole or probation was much lower than initially projected. In the first cohort of program participants none fit the ex-offender criteria; in the second cohort, only 13% of participants were on parole or probation. Furthermore, none of the program participants had arrests in the previous calendar year prior to involvement with Jericho Re-Entry or Digit All Systems.

The target goal of program participants entering the workforce after training with Jericho and Digit All Systems was 60%; however, only 28% had actually found employment by the end of BCJI Year 2 calendar. Regardless, all program participants completed Jericho Re-Entry's job readiness programming which prepared job seekers with skills for resume construction and development and provided social service referrals to all participants.

For Digit All System's A+ technical certification program, a goal was set of 80% coursework completion rate; by the end of the Year 2 programming only 71% of program participants in both cohorts had attended and completed the course.

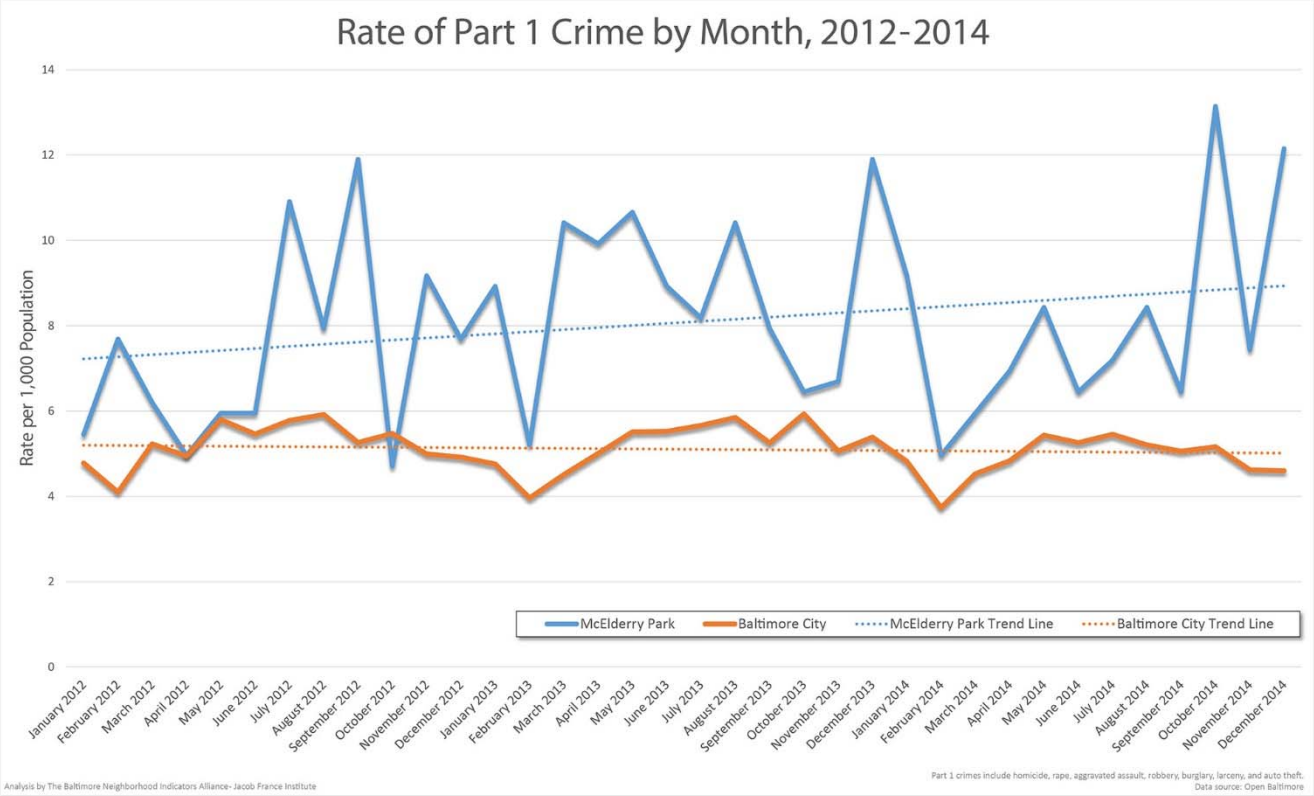
Clean and Safe Environment Programs: Safe Streets East and Project SERVE

Two funded programs were aimed at improving the environment of McElderry Park- Safe Streets East, which would focus on reducing violent offenses in the community, and Project SERVE that would tackle issues around trash and sanitation in the streets and alleyways.

For Safe Streets East, violent crime reduction is facilitated by Violence Interrupters (VIs) who acted as conflict mediators in street conflicts and participated in community anti-violence events. The target goals of Safe Streets East, as outlined in the Appendix A, were tracked on a monthly basis by the Baltimore City Health Department. The monthly results were then averaged as the number of persons engaged by Safe Streets varied greatly from month to month. This average shows that while there were periods of the year where all targeted goals were met, overall, Safe Streets did not meet all of their expectations such as key individual interactions, community events, mediations, and shooting/homicide reductions

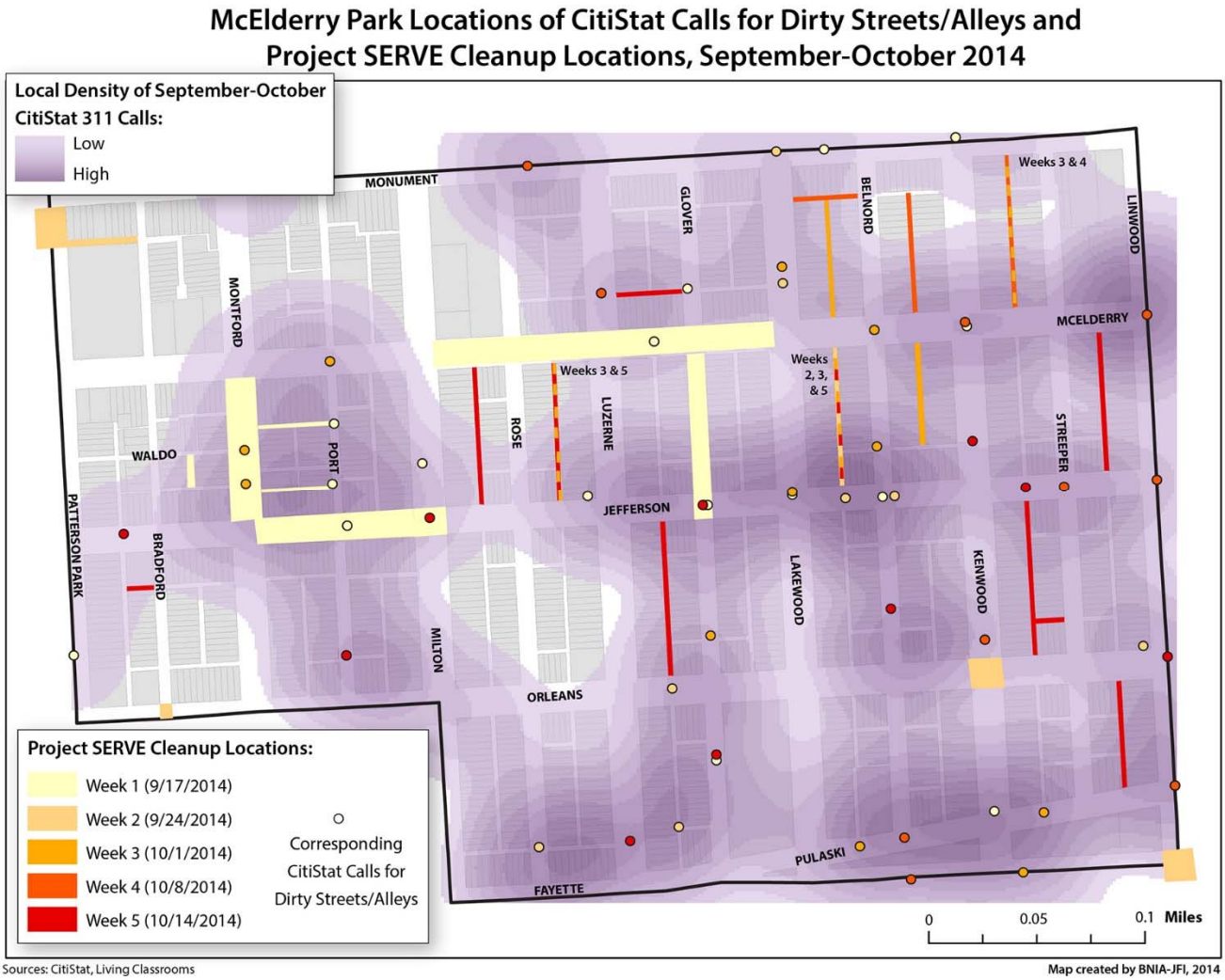
The goals that were met focused around identifying new key individuals, growing attendance at community events, and time spent detecting and intervening in potentially violent street interactions. It should be noted that the program was suspended in July 2015 when illicit guns and drugs were found in the Monument Street office. Two workers were arrested.

As seen in the graph below, there is a cyclical nature to crime in McElderry Park when examined on a monthly basis. This seasonal crime variation is consistent with the monthly reported numbers from Safe Streets. During the winter when the neighborhood crime rates are low, the number of conflict-based interactions are lower than during warmer months, accounting for Safe Streets' monthly data variability.



For the Project SERVE program, BNIA-JFI used 311 data to map the locations of service calls in the McElderry Park neighborhood to assess its effectiveness in reducing the need for residents to call. A density map was created and was overlaid with the Project SERVE cleanup locations and the 311 service points for a five week time period from September through October 2014. The cleanup locations and service points were color-coded based on their week to identify when areas were cleaned and when calls were reported.

In many cases, the cleanups occurred at time periods that corresponded closely to calls for service, with several cleanups and calls occurring on the same week. A close examination of the 311 call data reveals that many calls were placed in regards to alleys that had been cleaned by Project SERVE 1-5 days prior. This may indicate that the clean alleys were again filled with trash and citizens were reporting it, consistent with anecdotal information reported by community members at the monthly McElderry Park Community Association meeting. Because the Project SERVE cleanup crews were acting independently of city agencies and the 311 system this is to be expected- the cleanups were not in response to calls.



In all, Project SERVE's cleanup strategy may have had a positive impact on the McElderry Park neighborhood through alley and street cleaning; however, as they noted, trash remains a significant issue in the community. Fully addressing the trash issue in McElderry Park may require larger work crews and potentially working with residents and commercial businesses generating trash in the neighborhood. Increased community awareness and participation in community beautification may be an effective way to address both the sanitation issues and it has been identified as a strategy for crime reduction, especially when engaging youth[7].

[7] Waukesha Police. (2008). *Project Sweep Community Service Initiative.* Retrieved from http://www.popcenter.org/library/awards/goldstein/2008/08-53.pdf.

Collective Efficacy Survey

Research Methods

A neighborhood survey on collective efficacy was administered between June 10th and August 24, 2015 which should be noted was after the civil unrest that peaked in April/May 2015. A core objective of the survey is to measure the concept collective efficacy – defined as "capacity for residents (and community groups) to exert social control over neighborhood issues thereby reducing crime. This includes the willingness to work together, trust each other, and intervene in order to achieve that social control."[8] A 64 item survey containing 6 parts was developed to measure this concept (see Appendix C). Most of the survey items were selected from previous neighborhood research[9], however several items (specifically "Neighborhood participation") were developed by the researchers and outreach workers in the neighborhood.

Sample

A random sample of 336 residential addresses were selected from data obtained from the Maryland Department of Planning (2013). This sample was selected from the total of 1421 occupied residential properties that exist on 69 blocks within the neighborhood of McElderry Park. To obtain a representative sample of the neighborhood we selected five households on each block for a total of 336 addresses.[10] Prior to the random selection process, vacant properties were identified from the 2013 Maryland Department of Planning data and excluded from the random selection process.

Data Collection

To administer the survey a group of 11 residents from the neighborhood were recruited and trained. These residents included outreach workers for the BCJI grant, and several members from the neighborhood's local youth council. Members of the survey team administered the survey using a door-to-door, drop-off approach. Survey team members visited each of the randomly selected addresses and sought to administer the survey to the first person who answered the door. Survey team members explained the purpose of the survey to the residents, obtained consent for those who agreed to participate, and left the survey with the resident to complete. Survey team members often circled back to pick up the completed survey the same day of the drop-off or later during the week. Some team members stayed with participants as they filled out the survey.

Response Rate

A total of 79 residents, out of 336 households selected, completed the survey (23.5% response rate). Twenty-seven percent refused to take the survey (n=92).[11] There were some challenges with administering the survey including the fact that 18.8% of the sampled addresses were vacant (i.e., boarded up). Although we attempted to exclude those homes from our sample, the data from Maryland Department of Planning was from 2013 and may not include new vacant homes as of 2014 and 2015. An

[8] Sampson, R. (2012). Great American City. Chicago, IL: University of Chicago Press.

[9] Cohen-Callow, A., Hopkins, K., Meyer, M., & Iyer, S. (2014). Evaluation: Baltimore Community Foundation Target Neighborhood Initiative. Prepared for the Baltimore Community Foundation, Baltimore, MD; Uchida, C. D., Swatt, M. L., Solomon, S. E., & Varano, S. (2014). Neighborhoods and Crime: Collective Efficacy and Social Cohesion in Miami-Dade County. Report for the National Institute of Justice. Silverspring, MD: Justice & Security Strategies, Inc.

[10] On blocks with five or less residential properties we include all properties in the sample.

[11] This includes 8 residents who spoke Spanish and were unable to communicate with the survey team.

additional 12% (n=40) of the surveys were not returned to the research team, or they were returned but they were blank (a possible indicator that the survey team did not have a chance to administer the survey prior to the deadline of August 24th). Another issue the survey team experienced was residents not answering the door (an indicator no one was home). Survey team members attempted those homes several times and were unable to make contact with the residents. At the end of the survey administration period 15.5% (n=52) were designated as "no one was home." If we excluded the vacant homes and missing surveys our response rate would be 34%.

Survey Results

Demographics

A total of 79 residents completed the survey. The majority of participants were female (61%), African American (77%), and over the age of 35 (56%) with an average age of 43. Fifty-six percent were employed full time or part-time. Most participant rent their home (75%), and 51% of participants plan to stay in the neighborhood for a long time. Fifty-three percent of participants reported four or more people living in their household. The average time living in the neighborhood is 9.6 years (range of 2 months to 52 years). (See Appendix C, Table 1)

Neighborhood Participation

Based on survey responses neighborhood participation in local activities and programs was very low. Residents were asked about their activity in the neighborhood over the past year. Sixty-seven percent of participants did not stop by the McElderry Park Resource Center. The majority (85%) did not attend a Community Association Meeting. When asked about participation in religious services, 76% reported they did not attend a religious service. Participants (63%) also did not read the neighborhood newsletter – the *McElderry Park Star*. Seventy-three percent reported they did not attend a job training session. Volunteering in the neighborhood was also very low, with 78% reporting no volunteer participation. (See Appendix C, Table 2)

Neighborhood Trust (Social Cohesion)

Residents were asked a series of questions about how well people get along in the neighborhood. The questions were designed to measure trust and cohesiveness. The majority of the participants agreed that they were willing to help their neighbors (67%). Forty-nine percent did not agree that they could trust people living in the neighborhood, and 44% reported that they did not believe people in the neighborhood work together to solve problems. The majority of the participants (51%) did not agree to the statement that "this is a close-knit neighborhood," yet 66% agreed people in the neighborhood were generally friendly. Most participants (81%) agreed that they could recognize most people living in the neighborhood, and 65% reported that they regularly stop to talk to people in the neighborhood. Sixty-one percent reported that they were happy to live in McElderry Park. (See Appendix C, Table 3)

Community Involvement (Social Capital)

The results of the community involvement section of the survey were somewhat mixed. Thirty-nine percent of participants disagreed that they and their family could count on someone in the neighborhood for extra help; and 33% agreed. This was similar to the statement that asked "I would ask a neighbor for help if someone in a family was seriously ill" (38% agreed, and 33% disagreed). The majority of participants (48%) did, however, agree that they would exchange favors with people in the

neighborhood, and 47% agreed they would get together to help if something unfortunate happened (47%). The majority of participants (53%) disagreed to the statement "this neighborhood is a great place for young people to live." When asked the same question about senior citizens, 42% of participants disagreed. (See Appendix C, Table 4)

Willingness to Intervene (Social Control)

Residents were also asked "how likely" it is that neighbors would do something about the following situations. The results indicate that residents are likely to intervene during some instances of crime and disorder, but not others. For example, the majority responded that they were unlikely or very unlikely (53%) to intervene if youth were skipping school and hanging out on the street corner, however 60% responded they would intervene if youth were showing disrespect to an adult. Fifty-one percent responded that it was very likely or likely they would intervene if a fight broke out in the neighborhood, but 55% reported they were very unlikely or unlikely to intervene if someone in the neighborhood was firing a gun. Fifty-two percent also reported they would be very unlikely or unlikely to intervene if someone was selling drugs in the neighborhood, but 55% responded they would intervene (very likely and likely) if someone was illegally dumping trash on the block. (See Appendix C, Table 5)

Safety Concerns

Participants were asked a series of statements about things that might worry them in the neighborhood. They were asked to indicate whether a series of victimization scenarios made them very worried, somewhat worried, or not worried. The mean score for all items was below 2, indicating that the majority of residents were either not worried, or somewhat worried, about their personal, and family, safety in the neighborhood. Participants were least worried about someone from the neighborhood trying to involve them, or their family, in selling drugs (79% and 71% respectively). The second highest victimization scenario participants were least worried about was getting attacked, or beat up, while walking in the neighborhood (58%). (See Appendix C, Table 6 & 7)

Police Perceptions

Participants were asked several questions about their satisfaction and perceptions of law enforcement services in the neighborhood. The majority of participants (51%) were dissatisfied or very dissatisfied with police services in the neighborhood. Most participants (73%) reported it was likely they would see an officer in the neighborhood daily. Fifty-one percent described their encounters with the police as some negative and some positive. Only 18% (n=14) reported mostly negative encounters. Seventy percent of participants believe that the same officers should regularly patrol the neighborhood, and 65% think there should be more police on foot patrol. Participants had mixed views on police responsiveness. For example, when responding to the statement "police are easy to contact" 39% agreed, and 42% disagreed. Forty-three percent disagreed to the statement "police officers respond to citizens calls for service in a timely manner", and 37% agreed. Most respondents (80%) believe police should be more involved in community initiatives. Most (81%) also believe citizens should take more responsibility for the safety of the neighborhood. (See Appendix C, Tables 8 – 11)

Conclusions

Given the dispersed approach that the community decided to allocate implementation funds, as evaluators for the BCJI grant in McElderry Park, it is difficult to truly measure the direct impact that the program is having on the neighborhood. However, given the particularly unique year that Baltimore experienced, the data shows that without being a BCJI targeted neighborhood, outcomes in the McElderry Park might have been much worse. Even though McElderry Park was not the epicenter of incidents of civil unrest that manifested in Baltimore in April 2015, the neighborhood did experience some vandalism particularly for the business along Monument Street. Although the first have of 2015 saw an increase in crime in the neighborhood, particularly burglaries, there were no homicides in the neighborhood despite an overall increase citywide.

There are some measures of overall neighborhood improvement as well. Middle school chronic absenteeism is declining as have trash-related 311 calls for service. Although not specifically measured for this evaluation, BCJI funding has been leverage both by grant-funded programs as well as the neighborhood as a whole. Having a dedicated point person from the Mayor's office located in the neighborhood provided a critical means of connecting people and organizations to resources outside the community.

In many cases, as program implementation evolved, the original proposed activities deviated significantly from services that were actually delivered to the community. This was particularly true for programs that had not previously operated in the neighborhood. Some challenges include lack of access to dedicated space (MPTi, Jericho) and not enough resources to truly impact the problem (Project SERVE). In some cases, the lack of connectedness to evidence-based practice impacted the programs' effectiveness. The workforce development programs experienced the least effective outcomes because they were not tied to other programs that would have supported attendance and completion. For example, outreach to potential participants did not include Department of Community Supervision.

The results of the neighborhood collective efficacy survey represents a baseline set of measures that can be tracked over time. The findings indicate that there are currently low levels of neighborhood trust (49% did not feel they could trust neighbors). Where there were mixed results for existing social capital and social control, the majority of respondents (51%) were dissatisfied or very dissatisfied with police services

Finally, one of the key innovations of the BCJI approach is to "embed" researchers in the community throughout the life of the project so that data and research can be deployed to residents as they might need expert advice. To provide that support, BNIA-JFI did provide the following recommendations for Year 3 projects which were culled from the resident-driven strategies compiled during the first planning year:

1. Choose community-based strategies that are also evidence-based to impact crime reduction and address hotspots
    - Enhance Landlord/resident accountability--Focus on Nuisance Abatement
    - Alley greening/Alley-gating
    - Better exterior lighting in residential areas and around hotspots
    - Less liquor stores (zoning)

- Work with the City's Vacants to Value program to eliminate blight at crime hotspots
- Enforce more foot patrol
- Install more cameras around hotspots

2. Choose projects that increase collective efficacy
    - Gatherings/Potlucks to get to know neighbors
    - Develop Block captains/Neighborhood Watch
    - Setting community standards- verbalize to neighbors; in welcome packets, using the newsletter, website, public art to communicate
    - Support mental health and grief counseling for residents exposed to trauma, particularly children exposed to violence
    - Provide appropriate programs at resource centers- centers with different themes to help kids and their parents (Character building, Education, Mentoring, Sports and recreation (including equipment), Faith)
    - Attend police district meetings/Ensure police attend community meetings
3. Respond to trends in Part I crime

    While non-violent shootings and homicides are the most life-threatening crimes that occur in the neighborhood, burglaries and larcenies account for more than 50% of all Part 1 crimes. These crimes occur to many more people in the neighborhood and often do not receive adequate police attention or even recognition within the community of the victims as, in fact, victims.
4. Use data from 311 and 911 to prevent crime

    In addition to accessing and analyzing Part 1 crime, the integration of data across sectors clearly shows that concentrations of residents calling 911 narcotics and other drug-related calls as well as 311 calls for service for trash and dirty streets/alleys are clear early warning signs that more violent crime might be forthcoming. Tracking code violations for vacant and abandoned housing is also highly correlated with the residential-adjacent hotspots.

Appendix A- Performance Measures

Strategies Implementation Table 2

Program Performance Measures and Target Goals and Outcomes 3

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Y of Central Maryland 3

Baltimore United Viewfinders 3

Jericho Reentry 3

Digit All Systems 4

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Patterson/Y of Central Maryland Student Survey 13

Survey Results 13

Strategies Implementation Table

Goal	Crime Reduction					
Strategy	Workforce Development	Youth Mentoring & Programming	Public Safety	Cleening & Greening	Community Building	
Evidence-Based Practices	Focus on Parolees/Recidivism rates Ensure Services for substance abuse, reentry Supply supplemental cash	Focus on violence prevention and conflict resolution Ensure school attendance, low drug/alcohol abuse	Focus on non-violent shootings and homicides	Collective Efficacy	Collective Efficacy	
Funded Program	Digit All Systems	Jericho Reentry	Y of Central MD	Viewfinders	Banner	Safe Streets	Living Classrooms	Center for Graceful Living

Program Performance Measures and Target Goals and Outcomes

Banner Neighborhoods

Performance Measure	Target	Result
Number of youth attending	75	77
Number of youth on parole or probation?*	N/A	3 known youths
Number of youth involved in service-learning projects	N/A	23

*Youth were surveyed, Of the 58 youth who have responded, 45 reported 'No'; 3 reported 'Yes'; 11 did not want to respond.

Y of Central Maryland

Performance Measure	Target	Result
Reduce number of students chronically absent	25 students attending regularly	30 students attending regularly
Number home visits	TBD	0
Number of attendees at RAP sessions, HSA Tutoring other afterschool/Saturday programs	53	0
Number of parents involved as hall monitors	10	0

Baltimore United Viewfinders

Performance Measure	Target	Result
Number of Attendees	45	45
Number of projects completed	TBD	6 Exhibitions
Other qualitative and quantitative data from video on reduction of contacts with the law (need to get IRB approval)	TBD	NA

*Not collected due to delays in IRB process.

Jericho Reentry

Performance Measure	Target	Result
Number of attendees	27	32
Percent of attendees that complete the course	80%	100%

Performance Measure	Target	Result
Percent of attendees on parole/probation	TBD	0% cohort #1, 13% cohort #2
Compare enrollees number of arrests in previous year with number of attendees that have contact with law enforcement during the program	TBD/0 contact	0 arrests in previous year/12 individuals with police contact
Number of substance abuse cases prior to/during program	0	1
Number of service referrals attendees take up	27	32
Percent entered into workforce	60%	28%

Digit All Systems

Performance Measure	Target	Result
Number of attendees	52	42
Percent of attendees that complete the course	80%	71%
Percent of attendees on parole/probation	TBD	0% cohort #1, 13% cohort #2
Percent of attendees that have contact with law enforcement during the program	TBD/0 contact	0 arrests in previous year/12 individuals with police contact

Project SERVE- Living Classrooms Foundation

Performance Measure	Target	Result
a) Tons of trash removed *	NA	NA
b) Visual measures of "cleanliness" derived from photos of areas around hotspots "before and after"	NA	[See description in summary]

*Indicator not available due to Department of Public Works trash collection methods.

Safe Streets

Performance Measure	Target	Aug-14	Sep-14	Oct-14	Nov-14	Dec-15	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
Number of Locations Visited	450/month	519	502	538	460	354	285	433	428	400	275	398
Number of key individual interactions (those likely to be a perpetrator and/or victim of gun violence)	425/month	516	502	476	450	371	235	406	385	352	275	389
Number of new key individuals	4/month	8	13	14	4	14	24	22	10	26	53	10
Number of contacts with key individuals to gather information	300/month	519	502	538	327	298	285	389	425	365	275	398
Number of contacts with key individuals seek assistance with a conflict	20/month	36	65	4	60	30	46	0	0	23	40	19
Number of hours spent on the detection and intervention of potential violence	420/month	671	572	793	715	514	445	445	690	696	630	623
Number of events	1/month	3	0	1	1	1	0	0	0	2	0	1
Number of community members at events	100/month	670	0	140	60	1460	0	0	0	460	0	13
Number of mediations	20/month	13	14	13	16	15	13	19	17	32	28	28
Percent of mediations deemed very likely/likely to have resulted in a shooting	80%	100%	71%	85%	88%	87%	85%	47%	53%	47%	64%	54%
Percent of mediations completed among 14-25 year olds	90%	85%	86%	77%	100%	80%	85%	79%	76%	61%	89%	93%
Number of Shootings	0/month	1NFS	1HOM	0	1NFS	0	0	1NFS	0	1NFS	2NFS	0
Percent of community shootings that receive responses	100%	100%	100%	NA	100%	NA	NA	100%	NA	100%	100%	NA
Number of Shootings from Previous Years	0/month	2NFS	0	0	0	1NFS	1NFS	0	0	0	0	0
Percent change in non-fatal shootings from the prior year	-20%	-50%	0%	0%	100%	-100%	-100%	100%	0%	100%	200%	0%
Percent change in homicides from prior year	-20%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Program: _____ Date: _____

McElderry Park Teen Initiative (MPti)
Midpoint Program Satisfaction Survey

Directions:
We would like your feedback on the MPti program and to get your suggestions for improving the program. Please review and answer the following questions to best of your ability.

1. On a scale of 1 (completely disagree) to 5 (completely agree), check the box on how would you respond to the following statements about the MPti program:

Statement	Completely Disagree (1)	Somewhat Disagree (2)	Neither Agree or Disagree (3)	Somewhat Agree (4)	Completely Agree (5)	No Opinion (N/O)
Before the MPti programs were offered, I did not have anywhere to go from 6-8pm in the evenings						
I have liked the programs offered by the MPti						
I have learned a lot of new skills in the MPti programs						
MPti instructors/volunteers are knowledgeable and approachable						
The MPti programs are offered in places that are familiar to me						
The equipment and facilities are nice and well maintained						
I have trouble attending MPti programs						
I would recommend the MPti program to friends and other teens						

2. What 3 things about the MPti program have you liked most?

3. Do you have any other comments or suggestions to help improve the MPti program?

4. How did you hear about the MPti programs? (Mark any that apply)

- ☐ Coach Carter
- ☐ Patterson High School
- ☐ McElderry Park Star
- ☐ Flyer
- ☐ Other: _____

5. Which MPti programs have you participated in? (Mark any that apply)

- ☐ Video lab
- ☐ Fight Club
- ☐ View Finders
- ☐ tagG.E.D.
- ☐ Resume for Life
- ☐ Youth Leadership Program
- ☐ 2 B Determined
- ☐ A Step Ahead
- ☐ Community Youth Advisory
- ☐ Saturday Academy

MORE QUESTIONS ON THE BACK >>

6. I attend MPti classes…

- □ Daily
- □ A few times a week
- □ Once a week
- □ This is my first time at any MPTi program

7. What other classes would you like to see?

- □ Entrepreneurship
- □ Other sports: _____
- □ Dance
- □ DJing
- □ SAT Prep
- □ Other: _____

8. Do you live in McElderry Park? (Boundaries: Monument, Fayette, Linwood, Patterson Park Ave.)

- □ Yes, I do right now
- □ I am staying with friends or relatives
- □ No, but I used to
- □ No, I never lived there

9. Ethnicity

- □ Black/African-American
- □ White; Non-Hispanic
- □ Hispanic
- □ Asian
- □ Pacific Islander/Native American
- □ Other: _____

10. Gender

- □ Male
- □ Female

11. Age

- □ 14 or younger
- □ 15 – 16
- □ 17 – 18
- □ 19 or older

Thank you for completing this survey!

McElderry Park Teen Initiative Survey Results (n=6)

Table B1. Before the MPTI programs were offered, I did not have anywhere to go from 6-8pm in the evenings.

	Count	Percent
Completely agree	3	50.0
Completely disagree	1	16.7
Somewhat agree	1	16.7
Somewhat disagree	1	16.7
Total	6	100.0

Table B2. I have learned a lot of new skills in the MPTI programs.

	Count	Percent
Completely agree	4	66.7
Completely disagree	1	16.7
No response	1	16.7
Total	6	100.0

Table B3. I would recommend the MPTI program to friends and other teens.

	Count	Percent
Completely agree	3	50.0
Completely disagree	1	16.7
No opinion	1	16.7
No response	1	16.7
Total	6	100.0

Table B4. I attend MPTI classes...

	Count	Percent
A few times a week	3	50.0
Once a week	2	33.3
Daily	1	16.7
Total	6	100.0

Table B5. Do you live in McElderry Park?

	Count	Percent
No, I never lived there	3	50.0
Yes, I do right now	1	16.7
I am staying with friends	1	16.7
No, but I used to	1	16.7
Total	6	100.0

Program: _____ Date: _____

Baltimore United Viewfinders
Program Satisfaction Survey

Directions:

We would like your feedback on the Baltimore United Viewfinders program and to get your suggestions for improving the program. Please review and answer the following questions to best of your ability.

1. On a scale of 1 (completely disagree) to 5 (completely agree), check the box on how would you respond to the following statements about the Viewfinders program:

Statement	Completely Disagree (1)	Somewhat Disagree (2)	Neither Agree or Disagree (3)	Somewhat Agree (4)	Completely Agree (5)	No Opinion (N/O)
Before the Viewfinders programs were offered, I did not have anywhere to go in the evenings						
I like the programs offered by the Viewfinders						
I have learned a lot of new skills in the Viewfinders programs						
Viewfinders instructors/volunteers are knowledgeable and approachable						
The Viewfinders programs are offered in locations that are familiar to me						
The equipment and facilities are nice and well maintained						
I have trouble attending Viewfinders programs						
I would recommend the Viewfinders program to friends and other teens						

2. What 3 things about the Viewfinders program have you liked most?

3. Do you have any other comments or suggestions to help improve the Viewfinders program?

4. Do you participate in any other after school programs?

5. I attend Viewfinders classes…

- □ Every week
- □ Once a month
- □ A few times a month
- □ This is my first time

6. Do you live in McElderry Park? (Boundaries: Monument, Fayette, Linwood, Patterson Park Ave.)

- □ Yes, I do right now
- □ No, but I used to
- □ I am staying with friends or relatives
- □ No, I never lived there

7. Ethnicity

- □ Black/African-American
- □ Asian
- □ White; Non-Hispanic
- □ Pacific Islander/Native American
- □ Hispanic
- □ Other: _____

8. Gender

- □ Male
- □ Female

9. Age

- □ 14 or younger
- □ 15 – 16
- □ 17 – 18
- □ 19 or older

Thank you for completing this survey!

Baltimore United Viewfinders Survey Results (n=7)

Table V1. Before the Viewfinders programs were offered, I did not have anywhere to go after school.

	Count	Percent
Completely disagree	2	28.6
Neither agree or disagree	1	14.3
Somewhat agree	2	28.6
Completely agree	2	28.6
Total	7	100.0

Table V2. I have learned a lot of new skills in the Viewfinders programs.

	Count	Percent
Somewhat agree	1	14.3
Completely agree	5	71.4
No opinion	1	14.3
Total	7	100.0

Table V3. The Viewfinders programs are offered in locations that are familiar to me.

	Count	Percent
Completely agree	6	85.7
No opinion	1	14.3
Total	7	100.0

Table V4. I have trouble attending Viewfinders programs.

	Count	Percent
Completely disagree	2	28.6
Neither agree or disagree	2	28.6
Completely agree	2	28.6
Somewhat agree	1	14.3
Total	7	100.0

Table V5. I would recommend the Viewfinders programs to friends and other teens.

	Count	Percent
Completely agree	4	57.1
Somewhat agree	2	28.6
Neither agree or disagree	1	14.3
Total	7	100.0

Table V6. Do you live in McElderry Park?

	Count	Percent
Yes, I do right now	4	57.1
No, I never lived here	3	42.9
Total	7	100.0

Y of Central Maryland/Patterson High School Survey Results (n=15)

McElderry Park "Students" Community Meeting

November 14, 2014

Name (Optional):_____

Grade: _____

Age:_____

Please answer the following questions

Do you understand McEderry Park initiative?_____

Are you interested in participating in the initiative?__

Do you know were McElderry Park Community Association is located?_____

Do you attend afterschool program at Patterson, If so which one?_____

Do you play sports at Patterson, if so which one?_____

Have you ever been arrested?_____

Are you a parent?___ __ _____

Are you in need of clothes?_____

Are you in need of food?_____

Table P1. Do you know where the McElderry Park Community Association is located?

	Count	Percent
No	7	46.7
Yes	8	53.3
Total	15	100.0

Table P2. Do you attend any after school programs at Patterson?

	Count	Percent
No	10	66.7
Yes	4	26.7
No response	1	6.7
Total	15	100.0

Table P3. What after school programs do you participate in? (May select more than one)

	Count	Percent
N/A	10	66.7
No response	2	13.3
Twilight	2	13.3
Basketball	1	6.7
Wrestling	1	6.7
Total	16	100.0

Table P4. Have you ever been arrested?

	Count	Percent
No	13	86.7
Yes	2	13.3
Total	15	100.0

Appendix B- McElderry Park Neighborhood Data Profile

Population	2010
Total Population	4,033

Geography	
Total Land Area	0.13 sq. mi

Race/Ethnicity	2010
Percent Black	80.3%
Percent White	9.5%
Percent American Indian	0.8%
Percent Asian	1.2%
Percent Other Race	4.7%
Percent Two or More Races	3.5%
Percent Hispanic	11.7%

Age	2010
Percent Aged 0-4	10.2%
Percent Aged 5-11	13.0%
Percent Aged 12-14	5.0%
Percent Aged 15-17	5.7%
Percent Aged 18-24	13.2%
Percent Aged 25-34	15.2%
Percent Aged 35-44	12.9%
Percent Aged 45-64	19.6%
Percent Aged 65+	5.1%

Educational Attainment	2010
Percent without H.S. Diploma	38.0%
Percent with H.S. Diploma	34.8%
Percent with Some College	22.1%
Percent with Bachelor's Degree	5.0%

Labor Force Participation	2010
Percent Employed	53.9%
Percent Unemployed	15.6%
Percent Not in Labor Force	36.1%

Sources: U.S. Census, American Community Survey. Educational attainment measures for population aged 25+. Labor force participation measures for population aged 16+.

Income and Poverty	2010
Median Household Income	$ 35,283
Pct. Families w/ Kids inPoverty	26.3%

Housing and Community Development	2010	2011	2012	2013
Total Residential Properties	1,662	1,667	1,668	1,668
Percent of Properties Owner-Occupied	23.3%	22.6%	22.5%	22.0%
Percent of Properties that are Vacant	17.7%	15.5%	14.9%	14.6%
Percent of Properties with Housing Code Violations	4.2%	4.0%	3.2%	3.8%
Percent of Properties with Foreclosure Filings	3.7%	1.1%	1.9%	2.8%
Rate of Properties with Rehab Permits >$5,000*	5.6	15.5	5.2	2.8
Total Home Sales	90	63	38	46
Median Sales Price	$46,500	$17,500	$64,750	$53,500
Median Days on the Market	108	58.5	62	53

*Rate per 100 homes.

Sources: Md Property View, Baltimore Housing, Maryland Judiciary Case Search System, FARES, RBIntel.

Community Sustainability	2010	2011	2012	2013
Rate of 311 Calls for Dirty Streets and Alleys	903.3	508.1	320.4	270.3
Rate of 311 Calls for Clogged Storm Drains	14.6	13.6	9.2	6.7
Number of Adults Registered to Vote	1,188	-	1,581	-
Percent that Voted in General Election	67.9%	-	70.8%	-

Source: CitiStat, Baltimore City Board of Elections, U.S. Census

Student Attendance	2010	2011	2012	2013
Percent Elementary Students Chronically Absent	9.2%	12.1%	12.4%	14.3%
Percent Middle Students Chronically Absent	25.2%	23.2%	35.2%	16.4%
Percent High Students Chronically Absent	54.3%	56.4%	69.2%	53.3%
High School Withdraw Rate	6.0%	4.9%	9.8%	4.2%

Source: Baltimore City Public School System

Crime and Safety	2010	2011	2012	2013	2014	2015*
Part 1 Crime Rate per 1,000 Population	90.6	84.6	90.0	105.9	96.2	54.3
Number of Homicides	5	3	3	4	2	0
Number of Rapes	1	2	5	2	4	0
Number of Aggravated Assaults	80	50	64	58	56	32
Number of Robberies	18	26	37	39	46	22
Number of Burglaries	120	119	132	143	125	68
Number of Larcenies	154	110	87	155	133	78
Number of Auto Thefts	26	31	35	26	22	19
Violent Crime Rate per 1,000 Population	23.3	20.1	27.0	25.5	26.8	13.4
Property Crime Rate per 1,000 Population	74.4	64.5	63.0	80.3	69.4	40.9
Narcotics Calls for Service per 1,000 Population	98.7	157.7	NA	NA	NA	NA
Juvenile Arrest Rate per 1,000 Youths	NA	53.3	NA	NA	NA	NA
Juvenile Arrest Rate for Violent Offenses per 1,000 Youths	NA	3.0	NA	NA	NA	NA
Juvenile Arrest Rate for Drugs per 1,000 Youths	NA	20.7	NA	NA	NA	NA

Source: Baltimore City Police Department, U.S. Census

* First half of 2015

Appendix C – Collective Efficacy Survey

Survey Results

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Collective Efficacy Survey 10

Table 1. Demographics	n	%
Age *(mean=43)*		
18-25	14	17.7
26-34	17	21.5
35-45	22	27.8
46+	22	27.8
missing	4	5.1
Gender		
Male	29	36.7
Female	48	60.8
Missing	2	2.6
Race/Ethnicity		
African American	61	77.2
Caucasian	9	11.4
Hispanic/Latino	3	3.8
Other	4	5.1
missing	2	2.5
Employment		
Full-time	34	43
Part-time	10	12.7
retired	7	8.9
student	2	2.5
unemployed, but looking	12	15.2
unemployed, not looking	4	5.1
other	7	8.9
missing	3	3.8
Rent/Own Home		
Rent	59	74.7
Own	16	20.3
missing	4	5.1
Plans to stay in neighborhood		
Yes	40	50.6
No	34	43
Unsure	2	2.6
Missing	3	3.8
Number of people in household		
One	7	8.9
Two	11	13.9
Three	17	21.5
Four	20	25.3
Five or more	22	27.8
missing	2	2.5

Table 2. Participation in Neighborhood Activities	n	%
Stopped by McElderry Park Resource Center		
None	53	67.1
One Time	7	8.9
More than Once	15	19
Missing	4	5.1
Attended a Community Association Meeting		
None	67	84.8
One Time	3	3.8
More than Once	5	6.3
Missing	4	5.1
Attended a meeting at a local church		
None	59	74.7
One Time	12	15.2
More than Once	4	5.1
Missing	4	5.1
Attended a religious service		
None	60	75.9
One Time	4	5.1
More than Once	10	12.7
Missing	5	6.3
Attended a social event		
None	40	50.6
One Time	12	15.2
More than Once	21	26.6
Missing	6	7.6
Read the McElderry Park Star		
None	50	63.3
One Time	9	11.4
More than Once	14	17.7
Missing	6	7.6
Attended a job training session		
None	58	73.4
One Time	8	10.1
More than Once	6	7.6
Missing	7	8.9
Volunteer in neighborhood		
Yes	14	17.7
No	63	79.7
Missing	2	2.5

Table 3. Neighborhood Trust*	n	mean
15. People around here are willing to help their neighbors	79	2.44
Agree 67.1% (n=53)		
Disagree 22.8% (n=18)		
Neither 10.1% (n=8)		
16. This is a close-knit neighborhood	77	1.87
Agree 38.0% (n=30)		
Disagree 50.6% (n=40)		
Neither 8.9% (n=7)		
17. People in the neighborhood can be trusted	77	1.79
Agree 29.1% (n=23)		
Disagree 49.4% (n=39)		
Neither 19.0% (n=15)		
18. People in the neighborhood generally don't get along	78	1.74
Agree 26.6% (n=21)		
Disagree 51.9% (n=41)		
Neither 20.3% (n=16)		
19. People in the neighborhood do not share the same values	77	1.96
Agree 36.7% (n=29)		
Disagree 40.5% (n=32)		
Neither 20.3% (n=16)		
20. People in the neighborhood work together to solve problems	76	1.85
Agree 30.4% (n=24)		
Disagree 44.3% (n=35)		
Neither 21.5% (n=17)		
21. People that live in the neighborhood are generally friendly	77	2.47
Agree 65.8% (n=52)		
Disagree 20.3% (n=16)		
Neither 11.4% (n=9)		
22. I can recognize most people who live in the neighborhood	79	2.69
Agree 81.0% (n=64)		
Disagree 11.4% (n=9)		
Neither 7.6% (n=6)		
23. I regularly stop to talk with people in the neighborhood	77	2.4
Agree 65% (n=51)		
Disagree 25.3% (n=20)		
Neither 7.6% (n=6)		
24. I am happy to live in the neighborhood	78	2.35
Agree 60.8% (n=48)		
Disagree 26.6% (n=21)		
Neither 11.4% (n=9)		
Index: Neighborhood Trust (excludes Q18 & Q19) *(range 8 – 24)*	70	17.76

Scale: Agree = 3, Neither = 2, Disagree = 1

Table 4. Community Involvement (Social Capital)*	n	mean
25. When my family or I need some extra help, we can count on someone in the neighborhood to help with daily tasks *Agree 32.9% (n=26)* *Disagree 39.2% (n=31)* *Neither 26.6% (n=21)*	78	1.94
26. I exchange favors with people in the neighborhood *Agree 48.1% (n=38)* *Disagree 31.6% (n=25)* *Neither 20.3% (n=16)*	79	2.16
27. If I or someone in my family were seriously ill, we would ask our neighbors for help *Agree 38.0% (n=30)* *Disagree 32.9% (n=26)* *Neither 29.1% (n=23)*	79	2.05
28. If something unfortunate happened to a neighbor, members of the neighborhood would get together to help them *Agree 46.8% (n=37)* *Disagree 21.5% (n=17)* *Neither 29.1% (n=23)*	77	2.26
29. At the present time, I would say this community is a great place for young people to live *Agree 32.9% (n=26)* *Disagree 51.9% (n=41)* *Neither 13.9% (n=11)*	78	1.8
30. At the present time, I would say this community is a great place for older adults/senior citizens to live Agree 39.2% (n=31) *Disagree 42% (n=33)* *Neither 19.0% (15)*	79	1.97
Index: Social Capital (for Questions 25-28) *(range 4 – 12)*	76	8.39

* Scale: Agree = 3, Neither = 2, Disagree = 1

Table 5. Willingness to Intervene*	n	mean
31. Youth were skipping school and hanging on street corner	77	2.39
Very likely 16.5% (n=13)		
Likely 27.8% (n=22)		
Unlikely 30.4% (n=24)		
Very Unlikely 22.8% (n=18)		
32. Youth were showing disrespect to an adult	76	2.63
Very likely 20.3% (n=16)		
Likely 39.2% (n=31)		
Unlikely 17.7% (n=14)		
Very Unlikely 19.0% (n=15)		
33. A fight broke out in the neighborhood	76	2.53
Very likely 20.3% (n=16)		
Likely 30.4% (n=24)		
Unlikely 25.3% (n=20)		
Very Unlikely 20.3% (n=16)		
34. Someone in the neighborhood was firing a gun	74	2.27
Very likely 16.5% (n=13)		
Likely 22.8% (n=18)		
Unlikely 24.1% (n=19)		
Very Unlikely 30.4% (n=24)		
35. Someone in the neighborhood was selling drugs	76	2.39
Very likely 20.3% (n=16)		
Likely 24.1% (n=19)		
Unlikely 25.3% (n=20)		
Very Unlikely 26.6% (n=21)		
36. Someone was illegally dumping trash on the block	76	2.58
Very likely 24.1% (n=19)		
Likely 30.4% (n=24)		
Unlikely 19.0% (n=15)		
Very Unlikely 22.8% (n=18)		
37. Someone was trying to break into a house on the block	76	2.54
Very likely 22.8% (n=18)		
Likely 29.1% (n=23)		
Unlikely 21.5% (n=17)		
Very Unlikely 22.8% (n=18)		
38. Someone was using a vacant house for drug dealing	75	2.49
Very likely 22.8% (n=18)		
Likely 24.1% (n=19)		
Unlikely 25.3% (n=20)		
Very Unlikely 22.8% (n=18)		
Index: Intervene (31-38); *(range 8 – 32)*	73	19.73

*Scale: Very likely = 4; likely = 3; unlikely = 2; very unlikely = 1

Table 6. Personal Safety Concerns	n	mean
39. Someone will try to break into your home while no one is home	79	1.78
Not worried 43.0% (n=34)		
Somewhat worried 35.4% (n=28)		
Very worried 21.5% (n=17)		
40. Someone will try to steal things outside your home	79	1.67
Not worried 53.2% (n=42)		
Somewhat worried 26.6% (n=21)		
Very worried 20.3% (n=16)		
41. Someone will try to rob you while walking in the neighborhood	78	1.83
Not worried 39.2% (n=31)		
Somewhat worried 36.7% (n=29)		
Very worried 22.8% (n=18)		
43. Someone will try to attack you, or beat you up, while walking in the neighborhood	76	1.57
Not worried 58.2% (n=46)		
Somewhat worried 21.5% (n=17)		
Very worried 16.5% (n=13)		
45. Someone will try to involve you in selling drugs	77	1.31
Not worried 78.5% (n=62)		
Somewhat worried 7.6% (n=6)		
Very worried 11.4% (n=9)		
47. Someone will try to break into your car	78	1.72
Not worried 48.1% (n=38)		
Somewhat worried 30.4% (n=24)		
Very worried 20.3% (n=16)		
Index: Personal Safety *(range 6 – 18)*	74	9.79

Scale: 3=Very Worried, 2=Somewhat, 1=Not Worried

Table 7. Family Safety Concerns	n	mean
42. Someone will try to rob your family members while walking in the neighborhood	79	1.8
Not worried 39.2% (n=31)		
Somewhat worried 41.8% (n=33)		
Very worried 19.0% (n=15)		
44. Someone will try to attack your family members, or beat them up, while walking in the neighborhood	77	1.7
Not worried 48.1% (n=38)		
Somewhat worried 30.4% (n=24)		
Very worried 19.0% (n=15)		
46. Someone will try to involve your family member in selling drugs	76	1.38
Not worried 70.9% (n=56)		
Somewhat worried 13.9% (n=11)		
Very worried 11.4% (n=9)		
48. Someone will try to break into your family member's car	77	1.7
Not worried 46.8% (n=37)		
Somewhat worried 32.9% (n=26)		
Very worried 17.7% (n=14)		
Index: Family Safety *(range 4 – 12)*	75	6.56

Scale: 3=Very Worried, 2=Somewhat, 1=Not Worried

Table 8. Police Satisfaction	n	mean
49. Overall, how satisfied are you with the quality of police services in the neighborhood?	73	2.66
Very Satisfied 12.7% (n=10)		
Satisfied 21.5% (n=17)		
Neither 7.6% (n=6)		
Dissatisfied 22.8% (n=18)		
Very Dissatisfied 27.8% (n=22)		

Scale: Very satisfied = 5; very dissatisfied = 1

Table 9. Police Presence	n	mean
50. On a normal day, how likely is it that you will see a police officer in the neighborhood?	75	3.87
Very Likely 35.4% (n=28)		
Likely 38.0% (n=30)		
Neither 3.8% (n=3)		
Unlikely 8.9% (n=7)		
Very Unlikely 8.9% (n=7)		

Scale: Very likely = 5; very unlikely = 1

Table 10. Police Encounters	n	mean
51. How would you describe your encounters with the police in the neighborhood?	74	2.08
Mostly positive 25.3% (n=20)		
Mixed 50.6% (n=40)		
Mostly negative 17.7% (n=14)		

Scale: Mostly positive=3; Mixed (some positive/some negative)=2: mostly negative=1

Table 11. Perceptions of Police Services	n	mean
52. The same officers should regularly patrol the neighborhood	75	2.56
Agree 69.6% (n=55)		
Disagree 16.5% (n=13)		
Neither 8.9% (n=7)		
53. Police officers are easy to contact	76	1.97
Agree 39.2% (n=31)		
Disagree 41.8% (n=33)		
Neither 15.2% (n=12)		
54. Police officers respond to citizen calls for service in a timely manner	75	1.93
Agree 36.7% (n=29)		
Disagree 43.0% (n=34)		
Neither 15.2% (n=12)		
55. I think there should be more police on foot patrol	74	2.53
Agree 64.6% (n=51)		
Disagree 15.2% (n=12)		
Neither 13.9% (n=11)		
56. I think citizens must take more responsibility for the safety of the neighborhoods	75	2.77
Agree 81.0% (n=64)		
Disagree 7.6% (n=6)		
Neither 6.3% (n=5)		
57. I think the police should be more involved in community initiatives	73	2.78
Agree 79.7% (n=63)		
Disagree 7.6% (n=6)		
Neither 5.1% (n=4)		

* Scale: Agree = 3, Neither = 2, Disagree = 1