

Youngstown, OH BCJI Planning Phase Narrative
January 26, 2017

Youngstown, OH Byrne Criminal Justice Innovation Planning Narrative, Implementation Plan and Work Plan

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A. Planning Process and Methods (3-5 pages)

Who was involved in your planning process (e.g. research partner, fiscal agent, police, community members, others?) which of these partners were involved in determining the planning strategy? What was the process for agreeing upon a planning strategy?

The South Avenue Revitalization Project area covers 2.7 square miles in the center of Youngstown's south side, including several residential neighborhoods—Cottage Grove, Lansingville, Taft, Newport, Erie, and Oak Hill—and three commercial corridors—South Avenue, Market Street, and Midlothian Boulevard. The target area is home to three elementary schools—Taft Elementary, Williamson Elementary, and Horizon Science Academy.

The planning project team included the Youngstown Neighborhood Development Corporation (YNDC), serving as the fiscal agent and project coordinator; the Youngstown Police Department (YPD) as the law enforcement partner; the Youngstown State University (YSU) Department of Criminal Justice and Forensic Sciences and the Regional Economic Development Initiative as the research partner; and the Taft Promise Neighborhood Initiative (TPN) as the cross-sector partnership. TPN, which was formed in 2015, is a collaboration of more than 40 organizations and community residents whose goal is to improve the educational outcomes of students at the school, as well as providing increased services and improved neighborhood conditions for nearby residents.

The project was guided by a core working group, comprised of YNDC, YPD, and YSU. This group met monthly throughout the planning process to determine strategies for data collection, analysis, community engagement, and strategy development. Memoranda of Understanding were signed between working group partners. The MOUs outlined decision-making protocols to ensure that resident and stakeholder input guided the planning process and the development of place-based crime reduction strategies. Community input and feedback were collected throughout the planning process and were regularly reviewed at each monthly working group meeting to refine the planning strategy.

Describe your research methods for problem analysis (including crime analysis) and hot spot identification and analysis (type of data, data elements, and type of statistical analysis).

After signing MOUs, the working group began regular and frequent data exchanges between YPD and YSU to be able to identify crime patterns, trends, and hotspots¹ in the target area, as well as in comparison to the rest of the city. In total, eight primary sources of data were used for problem analysis: 1) YPD crime data; 2) Mahoning County Auditor; 3) US Census data; 4) YNDC vacancy data; 5) resident input; 6) stakeholder interviews; 7) property surveys; and 8) Mahoning County Jail release data. Preliminary results of the analysis were shared with stakeholders and community members who identified additional data to be analyzed. Specific hotspots were identified through data analysis using the kernel density function of spatial analysis in ESRI ArcGIS to show areas with the highest concentration of crime. Individual crime reports related to these hotspots were analyzed in order to more clearly define issues

¹ The term hotspot is used throughout this document to refer to a statistically significant concentration of crime. Distinctions will be made later in the document to categorize hotspots based on specific geographical characteristics.

occurring at these locations. Locations of crimes occurring at residential properties were compared to addresses of individuals released from the Mahoning County Jail in order to identify places where repeat offenders were known to be living. Land use data from the County Auditor was used to separate crimes occurring at commercial establishments from those at residences, as the team noted different types and severities of crimes in these different areas. Through interviews, business owners, patrol officers assigned to the target area, and other stakeholders provided input which was used to identify issues as well as potential solutions. In order to ensure the working group was focused on community member priorities, residents were asked during public input meetings about their experiences with the identified hotspots. US Census data was used to identify underlying socio-economic drivers of crime, while vacancy data and property survey data were used to identify areas where environmental factors could be contributing to crime in the target area.

An economic development consultant was provided by LISC to complete a market analysis of the South Avenue corridor, to develop strategies for neighborhood improvement, and to create an action plan to prepare the corridor for further retail development. The action plan incorporated stakeholder input and after completion, the plan was presented to community members who helped prioritize the recommended strategies.

What data were used in the analysis? How many years' worth of data was examined?

- 1) **YPD Crime Data:** Data from YPD included address-specific reported Part 1 crimes from 2005-2015, reported simple assaults (2013-2015), reported drug-related crimes (2013-2015), non-medical calls for service (2005-2015) and arrest reports (2011-2015).
- 2) **Mahoning County Auditor:** Auditor's data includes current and historic property ownership, transfer history, and land use type.
- 3) **US Census:** US Census data was collected and analyzed to compare demographics of the target area with other areas of the city, as well as to note demographic variations within the target area. Demographic data included population, race and ethnicity, educational attainment, school enrollment, poverty, mix of owner-occupied and rental housing, and median income.
- 4) **YNDC Vacancy Data:** A citywide vacancy survey was completed in February of 2016 that identified the location and condition of each vacant structure in Youngstown.
- 5) **Resident Input:** More than 500 residents in the target area shared concerns related to crime and quality of life and offered ideas for neighborhood improvement throughout the planning process.
- 6) **Stakeholder Input:** More than 60 stakeholders, including business owners, community leaders, and representatives from institutions and organizations that operate in the target area, offered input on potential strategies for reducing crime and improving quality of life in the target area.
- 7) **Property Surveys:** Surveys of occupied and vacant commercial properties in the target area following the principles of *Crime Prevention Through Environmental Design* (CPTED), evaluated lighting, signage, maintenance, safety hazards, and sight lines at each property on four main commercial corridors in the target area.
- 8) **Mahoning County Jail:** Names, release dates, and last known addresses were provided for all individuals released from the county jail from 2013-2015.

Describe how community members were involved in the process, including their role in identifying problems and developing strategies

Three neighborhood canvassers, two of whom are residents of the target area, were hired for the summer of 2016 to gather input from residents, to inform them of the project, and to encourage participation in upcoming events. Canvassers, going door-to-door, spoke with more than 350 residents, asking consistent questions related to crime, quality of life concerns, and ideas for neighborhood improvement. Residents identified break-ins, robberies, gun violence, drugs, and crime in general as the greatest neighborhood issues; whereas housing and property issues related to blight and abandonment were the second most-commonly mentioned set of concerns.

Community members were asked to provide feedback on the identified issues and hotspots via presentations to block watch groups, neighborhood organizations, cross-sector team representatives and the general public. At the public input meeting, community members met in small groups where facilitated discussion centered on potential strategies for reducing crime. These strategies included providing more activities for youth, improving community-police relations, increasing police presence, encouraging community engagement, and removing blighted properties.

What mechanisms are you using to share information and gather feedback about progress with community members?

The working group provides monthly updates to and seeks feedback from city officials as well as members of the Taft Promise Neighborhood Initiative (TPN). TPN is a cross-sector collaboration of more than 40 organizations working to improve education, health, economic, and neighborhood conditions around Taft Elementary. This neighborhood comprises a significant portion of the BCJI target area. TPN members are divided into four councils and each council works to achieve the goals of the initiative. YNDC administers the *Neighborhood and Safety Council*, at which the BCJI effort is regularly discussed. The council is comprised of the City's Code Enforcement Department, the Mahoning County Land Bank, YPD, Compass Family Services, the South Avenue Area Neighborhood Development Initiative, the Taft School Area and DLZ block watches, and a core group of community residents. Council members have reviewed hotspot maps, provided input on which hotspots are most problematic and when, offered suggestions for neighborhood improvement and crime reduction, participated in the large public input meeting as small group facilitators, assisted with neighborhood canvassing, coordinated events, and completed neighborhood improvement projects. In addition to their work in the TPN, community police officers and representatives from the working group visited five block watch and neighborhood association groups to share information regarding the project and to solicit input.

Articulate a plan for an early action project or describe an early action project that you have planned and implemented in the target area (e.g. community clean-ups, community data sharing events, etc.)

In response to residents' expressed desire to eliminate blight in the target area, the BCJI project has included the planning and implementation of two neighborhood cleanups. In April of 2016, more than 95 volunteers, including youth aged 6 to 15 from Horizon Science Academy, cleaned up trash and debris on 25 blocks around the school, boarded up eight abandoned houses, and

removed 462 tires in the Cottage Grove Neighborhood. In September of 2016, more than 500 volunteers participated in the United Way Day of Caring, cleaning up and securing 71 abandoned houses, removing 206 tires, and removing 467 bags of trash. The workday focused on neighborhoods along Market Street, which is a primary commercial corridor in the target area. A third community cleanup is planned for April 2017 around Taft Elementary.

A fourth early action project is currently underway, which includes a competitive small grant program for business and property owners on South Avenue—another primary commercial corridor—to make CPTED-related improvements to their properties. These improvements can include lighting, surveillance, and landscaping. Grants of up to \$1,500 will be awarded and the property owner is required to provide a \$250 match in cash or in-kind services. The applicant must also agree to a formal CPTED audit by a YPD supervisory officer and the applicant's project should address recommendations from the audit. The project team expects to award three grants in early 2017.

B. Findings (3-5 pages, exclusive of maps, tables, etc)

What specific hot spots were identified? Which of these will be addressed by your BCJI effort?

The planning efforts identified six currently existing, chronic crime hot spots in the target area (see map on page 7). Four of the identified hotspots will be addressed by the BCJI effort and the other two will be monitored closely. The planning team distinguished between *place hotspots*, which are specific addresses with 10 or more Part 1 crimes over a 3-year period, *street hotspots*, which are blocks of concentrated crime on a single corridor (see table 1), and *area hotspots*, which is concentrated crime covering multiple blocks (see table 2). Four *street hotspots* and two *area hotspots* were identified. All of the *street and area hotspots* contain individual *place hotspots*. One additional *place hotspot*—the **Turnberry Apartments**—had significant crime issues prior to 2015, but those have since been eliminated through improved management practices. The planning team will continue to monitor calls for service and crime reports at this location, but it will not be addressed through the BCJI effort at this time. The following hotspots will be addressed: **1) the 3100-3300 blocks of Market Street**, with one *place hotspot* (Shell Gas Station); **2) the 2700-3600 blocks of South Avenue**, with two *place hotspots* (Save-A-Lot and Club Twisted); **3) the Cottage Grove Neighborhood**, a 10x3 block *area hotspot* which has the most significant concentration of residential crime in the city; and **4) the Taft Neighborhood**, a 7x3 block residential *area hotspot*.

Table 1 – Street Hotspots in the BCJI Target Area

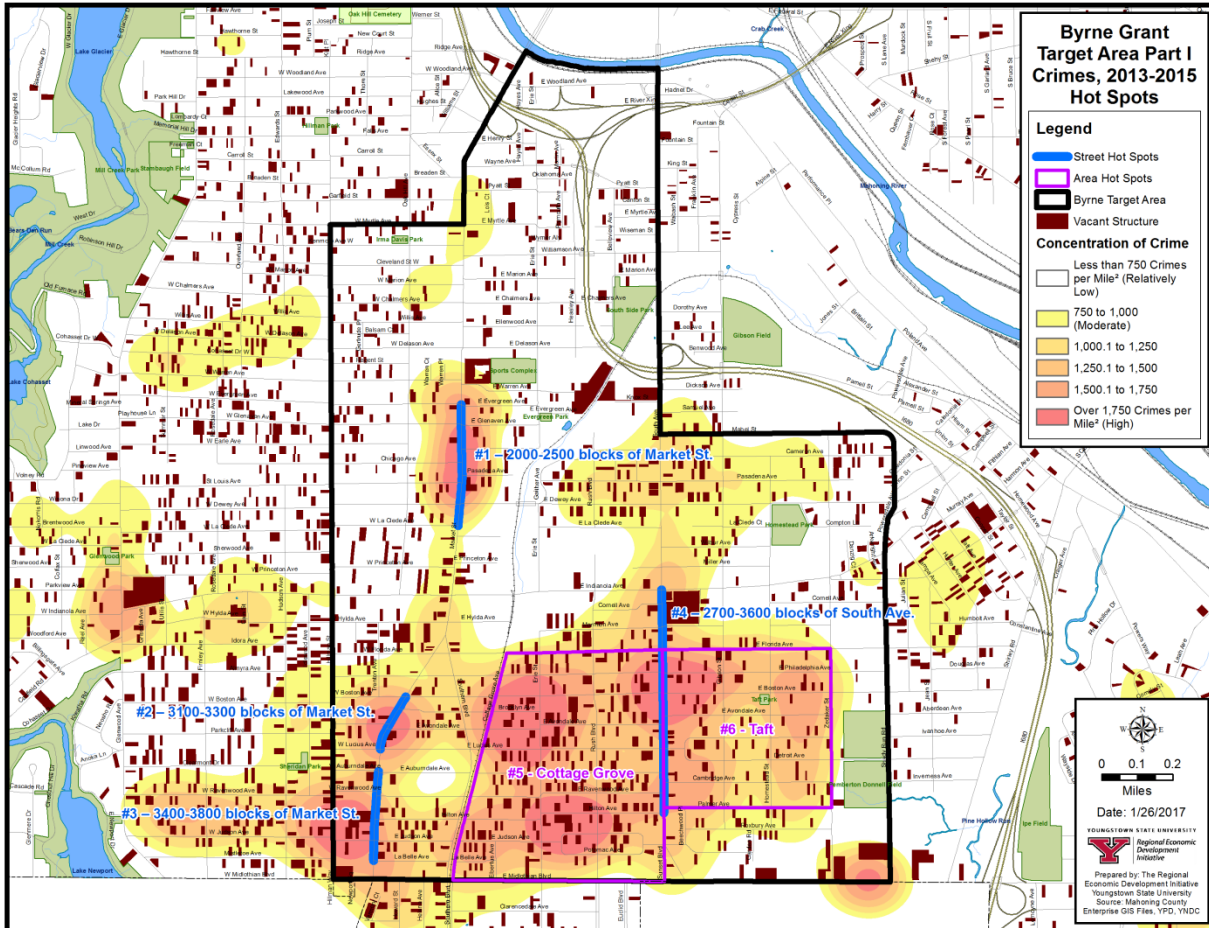
Hotspot	Primary Part 1 Crimes (2013-2015)	Peak Times, Days, and Months of Crimes	Place Hotspots	BCJI Implementation
#1 – 2000-2500 blocks of Market St.	Larceny/Theft (98 reports); Robbery (11)	4-8pm; Monday, Wednesday, and Saturday; April-September	Dollar General and Family Dollar	No
#2 – 3100-3300 blocks of Market St.	Larceny/Theft (27 reports); Motor Vehicle Theft (9); Aggravated Assault (4)	12pm-3pm and 11pm-5am; Tuesday-Thursday; May-July and November-December	Shell Gas Station	Yes
#3 – 3400-3800 blocks of Market St.	Larceny/Theft (12 reports); Robbery (7); Burglary (5)	4-7pm; Monday-Tuesday; April-October	N/A	No
#4 – 2700-3600 blocks of South Ave.	Larceny/Theft (34 reports); Aggravated Assault (13); Burglary (11); Motor Vehicle Theft (9); Robbery (8)	11 am-5pm and 9pm-4am; Wednesday, Saturday-Sunday (early am); April-August	Save-A-Lot and Club Twisted	Yes

Table 2 – Area Hotspots in the BCJI Target Area

Hotspot	Primary Part 1 Crimes (2013-2015)	Peak Times, Days, and Months of Crimes	BCJI Implementation
#5 – Cottage Grove	Burglary (306 reports); Larceny/Theft (146); Motor Vehicle Theft (47); Aggravated Assault (46); Arson (40)	<u>Burglary</u> : 1-9pm; Tuesday-Wednesday; March-October <u>Larceny/Theft</u> : 11pm-1am; Monday-Friday; July-September <u>Motor Vehicle Theft</u> : 11pm-1am; Monday-Friday; July-September <u>Aggravated Assault</u> : 5-10pm; Friday-Sunday; April-June <u>Arson</u> : Tuesday-Friday; July-August, December	Yes

#6 – Taft	Burglary (65 reports); Larceny/Theft (32); Motor Vehicle Theft (11); Aggravated Assault (9); Arson (7)	<u>Burglary:</u> 11am-8pm; Monday-Tuesday, Friday-Saturday; May-July <u>Larceny/Theft:</u> Thursday; March-June <u>Motor Vehicle Theft:</u> Saturday-Sunday; June, October <u>Aggravated Assault:</u> Sunday; April-July <u>Arson:</u> Thursday; May-June	Yes
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Map 1 – Hotspots in the BCJI Target Area



Did your data analysis reveal any changes to the hot spots identified in your original grant proposal? Are you prioritizing some hot spots over others? If so, why?

The original grant application identified portions of Market Street and South Avenue as hotspots, as well as residential streets in the Cottage Grove neighborhood. The planning data analysis confirmed these areas as hotspots and identified a “Top 10” list of specific *place hotspots* within the hotspot zones that were generating a significant number of calls for service. However, hotspot #6 was not identified in the original application and only became apparent as a result of the data analysis and resident input. Of the six hotspots identified, four will be addressed through the BCJI effort. These four were consistently identified as priorities by residents and community stakeholders. Hotspot #1, which will not be addressed, is comprised of two chain dollar stores where shoplifting is frequently reported. While this is an issue, the planning team did not find that these occurrences were significantly disrupting quality of life for nearby

residents, in a way that the chronic disorder and criminal activity at hotspot #2 was impacting the surrounding neighborhood. The same can be said for hotspot #3, which was not found to be seriously impacting nearby residents' quality of life.

What are your major findings about crime and its drivers in your target area? Please discuss:

- ***Length of time the specific problems or problem locations have been problematic***

Though both the city and the target area are experiencing a long-term decline in Part 1 crime rates, the overall crime rate of the target area is 200% higher than the non-target area and the violent crime rate is more than 250% higher. Rates of aggravated assault, arson, and murder remain particularly high and have not fallen as quickly in the target area as the rest of the city. Several locations on Market Street have become increasingly problematic since 2010, including the Shell Gas Station in hotspot #2. Ally's convenience store on South Avenue has seen an increasing number of Part 1 crimes since 2013.

The target area also contains a significantly higher percentage of residents who are unemployed and in poverty, as well as lower levels of educational attainment. The target area population is also significantly younger in age than the rest of the city, with a particularly high rate of youth density in the southern portion of the target area, which corresponds to residential hotspots #5 and #6. Abandoned properties are a major concern: in 2014, more than 30% of housing units in the target area were vacant—a 100% increase since 2000.

- ***Spatial and temporal patterns of the crime***

During the study period (2005-2015), all Part 1 crimes peaked in 2011 or prior and have trended downward since then. However, there was a significant increase in aggravated assaults, theft, robbery, and motor vehicle theft in 2015 after several years of decrease. Part 1 crimes are more frequently reported in the warmer weather months, beginning in April each year. Some types of crime occur more frequently during the week, such as burglary, whereas others, such as homicide, occur most often on the weekends. Some types of crime occur more often during the day, such as burglary and theft, whereas others, such as aggravated assault and robbery occur more often in the late afternoon, evening, and early morning hours. Robberies peak in the late evening hours, between 7pm and 11pm. Robberies, thefts, and motor vehicle thefts are more prevalent along commercial corridors, whereas burglaries, aggravated assaults, and arsons are more concentrated in the residential areas.

- ***Who is involved in criminal activity (both offenders and victims)? Are there any specific populations (e.g. youth, parolees, immigrants) that account for a disproportionate amount of crime, either as offenders or victims?***

Youth and younger adults aged 16-40 account for 70% of arrestees in the target area, though this group makes up only 33% of the target area population. African-Americans make up a higher proportion of offenders as compared to the general population—52% of target area residents are African-American but 69% of those arrested between 2011 and 2015 were African-American. Arrest rates for young African-Americans aged 16-25 were particularly high, at 78% of offenders in that age range.

An analysis of crime reports at specific hotspot addresses reveals similar results on a micro scale. The Shell Gas Station on Market Street, located in hotspot #2, had 24 robberies between 2005 and 2015. The vast majority of victims were customers or employees in the parking lot. Nearly 75% of offenders were African-American males under the age of 25 and nearly 50% of robberies involved groups of young African-American males. Approximately 50% of robbery victims were African-American and 50% were White. In cases of both robbery and motor vehicle theft, fewer than 25% of victims reported knowing the suspect.

- ***Nature of physical/economic environment?***

The physical conditions of the target area are highly distressed. The proportion of housing units that are vacant has doubled since 2000—from 15% to 30% in 2014. In 2000, one-half of all housing units were owner-occupied, but by 2014 that number had dropped to one-third. Before a concerted effort was made to board and secure vacant homes in the target area beginning in 2014, many of the nearly 1,000 vacant structures were wide open, often missing windows and doors. These abandoned structures attracted squatters and other criminal activity, severely decreasing the quality of life and safety of nearby residents.

Median household income in the target area—\$28,129—is significantly lower than national and state averages and has fallen nearly 30% since 2000 when adjusted for inflation. Poverty rates are extremely high and have increased significantly since 2000. In the target area, 49% of the population is below the poverty level, compared to 31% in 2000. Commercial establishments in the target area primarily consist of bars, low-value corporate dollar stores chains, and poorly-managed convenience stores that lack healthy food options.

- ***What are the environmental attributes of the target area? How does crime overlay with physical assets and liabilities, development projects, law enforcement efforts, target areas of other initiatives and other relevant factors.***

The target area includes three elementary schools, two of which are located in identified hotspots—Taft Elementary and Horizon Science Academy. Taft Elementary School is the focal point of the Taft Promise Neighborhood Initiative, initiated in 2015, which is a collaboration of more than 40 organizations and community residents that seeks to improve the educational outcomes of students at the school and to provide increased services and improved neighborhood conditions for nearby residents. The City of Youngstown currently maintains two public parks in the target area, Homestead Park and Pemberton Field, both of which are located in the eastern portion of the target area where crime rates are lower. Residents, particularly youth, in the Cottage Grove hotspot do not have access to a park, playground, basketball courts, or any other recreational venues in their neighborhood. Throughout the neighborhood canvassing, particularly in this area, residents cited a lack of positive, safe activities and opportunities for youth as a major concern. Additionally, in hotspot #4, two supportive housing development projects are pending along South Avenue, which will provide housing for victims of domestic violence and individuals living with HIV/AIDS. The Market Street Shell Gas Station, which is the single most contributing property to hotspot #2, has been the site of law enforcement initiatives, including proactive stops by patrol officers throughout 2013-2015 and targeted enforcement in the early morning weekend hours in 2016.

- ***What are the community perceptions and intelligence about the crime issue? Does this differ from the perceptions of law enforcement? If so, how and, if known, why?***

In conversations with neighborhood canvassers and at community meetings, residents routinely linked crime with quality of life concerns and a lack of opportunity, particularly for youth. They identified abandoned buildings, litter, and unmaintained properties that make the community appear to be an easy place to commit and get away with crimes. Residents also noted how youth in the neighborhood lack access to playgrounds, positive activities, mentors, training, and employment opportunities, leading them to follow a path leading to criminal activity, starting at a young age.

Through interviews with law enforcement, some officers noted the nature of police work is heavily dependent on responding to calls, due to very high call volumes. Officers mentioned inter-generational poverty and unemployment as underlying issues that contribute to increased crime rates, but indicated that solving these issues is outside of the scope of police work. Some noted the changing nature of crime in the city, from a mafia-dominated criminal underworld during Youngstown's economic boom, to the street gangs of the 1990s during the crack cocaine epidemic, to crimes related to the extreme poverty of the population that exists since the city's economic collapse. Many officers felt that crime had improved in the past few years, even in the target area, but remains high because of the concentration of aimless youth and repeat offenders.

The high volume of calls requires officers to prioritize responses, at times leaving residents feeling that their complaints are not promptly addressed. By the time officers arrive, the offender has left the area or the issue is no longer present. Some residents view this as an indication that police do not care about their community. Residents expressed a desire for not only more police presence and law enforcement, but increased cooperation between the community and the police. Some officers noted the importance of good police-community relationships as key to having crimes reported, to being able to solve crimes, and to reducing crime overall.

- ***Patterns of reentry in the community, including comparison to other areas of the jurisdiction***

Records from the Mahoning County Sherriff show that while the target area makes up 13.6% of Youngstown's population, 21.8% of Youngstown residents released from the county jail return to the target area. This data was used to identify specific properties in the target area whose occupants were frequently in and out of the criminal justice system. Block watch groups were asked to identify which of these properties were problems in the neighborhood, which helped the planning team prioritize specific hotspots and develop appropriate enforcement strategies. The team made several attempts to acquire data from the Ohio Department of Rehabilitation and Corrections (ODRC) in order to identify patterns of reentry from state prisons to the target area, but these attempts were unsuccessful. Throughout the implementation phase, the team will continue building relationships with ODRC to hopefully acquire and analyze data that inform strategies related to reentry.

Are there any other trends or analyses that you would like to share?

The CPTED analysis of commercial corridors in hotspots #1-4 revealed relatively simple improvements that could have an impact on crime. These improvements include adding additional lighting, improving street signage, installing additional cameras, installing no loitering signs, securing abandoned buildings, noting missing street addresses, removing overgrown vegetation, increasing property maintenance, and establishing communication and a point of contact between YPD officers and business owners.

Did the analysis reveal any unexpected findings?

The team anticipated identifying several of the hotspots that the data analysis revealed, but the extent to which a small proportion of locations were generating a significant percentage of crime was surprising. In fact, the northern portion of the target area was revealed to be relatively safe in comparison to the hotspots identified in the southern portion. The entire target area, and most Youngstown's south side, suffers from the perception of being a high crime area, but much of the crime is concentrated in a relatively small area.

Despite the high crime rates in portions of the target area, residents noted quality of life concerns nearly as frequently as crime issues during conversations with neighborhood canvassers. In particular, residents noted abandoned houses that needed to be secured, boarded, or demolished, high grass which needs to be maintained, and trash and dumping which needs to be cleaned up. Many residents expressed a desire for positive uses for the vacant lots in the target area, such as spaces for youth activities. Resident input mirrored that of business owners along South Avenue, who cited blighted conditions as often as crime when asked about the challenges they currently face. In addition to increased police presence, owners requested increased demolition and cleanup of blighted properties.

C. Proposed strategies to address your findings (up to 8 pages)

What strategies has your cross-sector partnership selected to address these issues?

The goals of the Youngstown BCJI project are to reduce crime, to improve neighborhood quality of life, and to increase the collective efficacy of the target area. The BCJI team has proposed four strategies, or *initiatives*, to achieve these goals: 1) the *small business safety initiative*; 2) the *residential property safety initiative*; 3) the *community empowerment initiative*; and 4) the *neighborhood revitalization initiative*.

Shoplifting, theft, robbery, and aggravated assault are the most common types of crimes at hotspots #2 and #4 on South Avenue and Market Street, constituting a significant proportion of crimes in the target area. These crimes result from the lack of employee training, environments inside and outside of businesses that make them conducive to criminal activity, lack of sound management practices, presence of repeat offenders, lack of surveillance, and a lack of police patrol due to high call volumes. The *small business safety initiative* seeks to address these issues through employee and manager training, CPTED assessments and grants to property owners, focused deterrence, increased communication between property owners and YPD, increased police presence, and proactive police patrols.

Burglary and theft are the most common types of crime in the residential neighborhoods of hotspots #5 and #6—Cottage Grove and Taft—constituting a significant proportion of crimes in the target area. These crimes result from the vulnerability of properties, both occupied and vacant, the presence of repeat offenders, poor lighting and surveillance, lack of police patrol due to high call volumes, and poor management at rental properties. The *residential property safety initiative* seeks to address these issues through targeted community education, grants to homeowners for safety upgrades, focused deterrence, increased lighting and surveillance, increased police patrols, increased enforcement of the city's rental property registration program, landlord engagement, incentives for landlords to practice sound management practices, and targeted code enforcement of nuisance properties.

Low levels of resident engagement, lack of social efficacy, lack of communication and trust, and lack of opportunities, particularly for youth, are issues throughout the target area, particularly in hotspot #5. These factors contribute to criminal activity, the lack of reporting of criminal activity, and repeat victimization. The *community empowerment initiative* seeks to address these issues through community organizing, creating new neighborhood groups, engaging residents through block parties, volunteer events, and improvement projects, distributing resource guides, providing services for individuals returning from incarceration, and increased opportunities for youth and young adults through activities, sports leagues, job training, and job opportunities.

Blighted properties, unsecure buildings, unmaintained vacant lots, deteriorated infrastructure, and a lack of retail options contribute to a poor quality of life in the target area, particularly in hotspots #5 and #6, which residents routinely linked to criminal activity. The *neighborhood revitalization initiative* seeks to address these issues through establishing a Clean and Green Team that cleans up and secures vacant properties, demolition of blighted properties, boarding up and securing vacant properties, vacant lot maintenance, neighborhood improvement, installation of additional lighting, repairing infrastructure, and addressing gaps in retail, particularly related to providing healthy food options.

What is the evidence-base or research-base that supports these strategies?

Small business safety initiative and ***residential property safety initiative*** activities are based in research documenting crime reduction from CPTED interventions, collaborative problem-solving with property owners, targeted multi-modal hotspot patrols, focused deterrence of repeat offenders, and targeting *near-miss victims* who are predictable risks for residential burglaries within two weeks of a nearby burglary incident. ***Community empowerment initiative*** activities are based in research documenting reduction in fear of crime from collaboration between community members and police officers, as well as from collaboration with neighborhood watch groups. ***Neighborhood revitalization initiative*** activities are based in research documenting crime reduction from blight remediation activities. Table 3 outlines the research base for the selected strategies.

Table 3 – Research Base for Selected Strategies

<p>A study of hot-spot policing shows reduction in crime in the majority of interventions evaluated with crime control benefits diffusing into areas immediately surrounding targeted hot spots. Problem-oriented policing interventions showed greater effects than simply increasing levels of traditional police actions. <i>Braga, A., Papachristos, A., Hureau, D. (2014). Hot spots policing effects of crime. Campbell Systematic Reviews. 2012:8.</i></p>
<p>A study of targeted patrol and problem-oriented policing strategies at hotspots, including CPTED interventions and collaboration with property owners to improve security measures and business practices resulted in a 33% reduction in crime during the 90 days after the intervention. Additional strategies included community organizing, code enforcement, improving recreational opportunities for youth, code enforcement, aesthetic community improvements, and nuisance abatement. <i>Taylor, B., Koper, C. S., Woods, D. J. (2011). A randomized controlled trial of different policing strategies at hot spots of violent crime. Journal of Experimental Criminology, 7(2): 149-181.</i></p>
<p>CPTED-related interventions were successful in addressing crime at Circle K chain convenience stores in Glendale, AZ, where poor lighting, obstructed lines of sight, inadequate staffing, failure to respond to panhandling and loitering were contributing to a high proportion of crimes in the city, particularly compared to other convenience stores. Results of the CPTED strategies showed a 42 percent decrease in crime after one year, with similar patterns not shown in the control groups. <i>White, M. D. & Katz, C. M. (2013). Policing Convenience Store Crime: Lessons from the Glendale, Arizona Smart Policing Initiative. Police Quarterly, (16)3: 305-322.</i></p>
<p>Strategies that incorporate outreach to property owners, information sharing and joint problem solving were found to be effective when combined with management training, code enforcement and conditional licensing. <i>Bichler, G., Schmerler, K., & Enriquez, J. (2013). Curbing nuisance motels: an evaluation of police as place regulators. Policing: An International Journal of Police Strategies & Management, 36(2), 437-462.</i></p>
<p>A study of hotspots that were visited by officers at least once every two hours, spending about 15 minutes patrolling each hotspot, visiting each in a random order, showed a 25% decrease in Part 1 crime incidents. <i>Telep, C.W., Mitchell, R.J., & Weisburd, D. (2014). How Much Time Should the Police Spend at Crime Hot Spots? Answers from a Police Agency Directed Randomized Field Trial in Sacramento, California. Justice Quarterly, 31, 905-933.</i></p>
<p>Focused deterrence strategies, embodied in the Project Safe Neighborhoods program, found modest declines in violent crime when utilizing multi-agency, problem-solving, data-drive, deterrence-based violence reduction approach. Law enforcement agencies emphasized deterrence through the threat of federal prosecution for illegal gun possession and violent, gang, and drug-related offenses involving a firearm. <i>McGarrell, E. F., Corsaro, N., Hipple, N. K., & Bynum, T. S. (2010). Project Safe Neighborhoods and violent crime trends in US cities: Assessing violent crime impact. Journal of Quantitative Criminology, 26, 165–190.</i></p>
<p>A study of offender-focused strategies showed decreases in crime through the identification of repeat violent offenders, making frequent contact with these individuals, and using surveillance and aggressive patrol by a partnership between beat officers and tactical operations squads. <i>Groff, E. R., Ratcliffe, J. H., Haberman, C. P., Sorg, E. T., Joyce, N. M., Taylor, R. B. (2014). Does what police do at hot spots matter? The Philadelphia Policing Tactics Experiment. Criminology, p. 1-31.</i></p>
<p>A study of Chicago’s Alternative Policing Strategy found that having officers who were free from responding to 911 calls and assigned to specific geographical areas to deal with a range of neighborhood problems in partnerships with residents and community organizations led to a decline in reports of robbery and burglary. Perceptions of neighborhood disorder and decay improved, as well as optimism about the police. <i>Skogan, W.G., Harnett, S.M., Lovig, J.H. et al. (1995). Community policing in Chicago, year two. Chicago: Criminal Justice Information Authority.</i></p>
<p>A study of a community policing program called the Police/Business Empowerment Partnership showed significant increases in</p>

positive perceptions of safety and police activity through activities that included additional hours of police patrol, multi-modal forms of patrol, monthly meetings with business owners, and community trainings to keep owners and residents informed of police activities. *Jim, J., Mitchell, F. N., & Kent, D. R. (2006). Community-oriented policing in a retail shopping center. Policing: An International Journal of Police Strategies and Management, 29, 146-157.*

Blight remediation activities are based on studies that show the effect of greening and community reuse of vacant lots on crime. An academic study in YNDC’s Lots of Green program in Youngstown in 2010 showed a consistent reduction in burglaries, assaults, and motor vehicle thefts near lots that had been cleaned, greened, and re-used by community groups. Researchers noted that community-initiated vacant lot greening may have a greater impact on reducing more serious, violent crimes. *Kondo, M., Hohl, B., Han, S.H., Branas, C. (2015). Effects of greening and community reuse of vacant lots on crime. Urban Studies, 53(15) 3279-3295.*

A similar study of abandoned building and vacant lot remediation in Philadelphia, PA significantly reduced firearm violence in the study area, leading to taxpayer and societal returns on investment for the prevention of firearm violence, ranging from \$5 to \$333 per every dollar spent on blight remediation. *Branas, C., Kondo, M., Murphy, S., South, E., Polsky, D., & MacDonald, J. (2016). Urban Blight Remediation as a Cost-Beneficial Solution to Firearm Violence. American Journal of Public Health: December 2016, Vol. 106, No. 12, pp. 2158-2164.*

The research team evaluated various evidence- and research-based resources and guides in order to develop appropriate place-based crime reduction and neighborhood revitalization strategies that address issues identified through data analysis and engagement of residents and stakeholders. The team also benefitted from technical assistance through LISC and the Smart Policing Initiative. The resources utilized by the team are shown in table 4.

Table 4 – Online Resources, Workshops, and Technical Assistance

Online Resources

- The Center for Problem-Oriented Policing problem-specific guides for shoplifting, burglary of single-family homes, robbery of convenience stores, nuisance properties, and abandoned buildings and lots.
- The LISC Community Safety Initiative guides for conducting CPTED audits and abating nuisances at commercial and residential properties.
- The National Institute of Justice topical guides for property crimes and increasing collective efficacy and social cohesion.
- The Center for Evidence-Based Crime Policy research related to focused-deterrence, hotspot policing, and problem-oriented policing.
- The Centers for Disease Control research related to the prevention of youth violence.

Workshops and Technical Assistance

- The Smart Policing Initiative Collaboration Workshop in Lowell, MA, attended by BCJI team representatives, highlighted the importance of working with organizations outside of our project team to achieve better results in the target area, including partnering and collaborating with organizations that provide job training or social services, as well as leveraging the resources of other organizations. A key takeaway was that community policing involves the entire community.
- The US DOJ Office of Justice Programs (OJP) provided training to YPD community police officers and community members on community problem solving, procedural justice, communication with the public, building partnerships, and encouraging community cohesion. OJP developed the *Diagnostic Analysis for the Youngstown Police Department: Opportunities for Evidence-Based Technical Assistance* in 2015 that recommended shifting to a proactive and preventative policing model, building problem-solving capacity, strengthen the relationship with YSU to aggregate and analyze multi-agency data for problem identification, strategy development, resource prioritization, and coordination and problem-solving with municipal agencies and community partners.
- Larisa Ortiz Associates created the *Market Analysis and Action Plan for South Avenue*, to assist the BCJI team to encourage real estate investment, identify opportunities to fill retail vacancies, and address crime prevention objectives along South Avenue.
- LISC Technical Assistance provided best practice guides for landlord and cornerstore incentive programs.
- Peer BCJI sites, including Flint and Cleveland, provided technical assistance related to developing CPTED and community engagement strategies based on their experience.

What assumptions underlie your prediction of how your chosen strategies will produce these results?

The BCJI team does not believe the target area has a *singular* crime problem. Instead, the team has identified a *series* of individual crime and quality of life problems. These issues are often inter-related, but each requires a different response. In some cases, a single response may be a solution to several problems. For example, securing and cleaning up a vacant building eliminates a staging ground for criminals to burglarize nearby properties. Thus, securing and cleaning up vacant buildings helps to reduce crime and improve quality of life.

Strategy development was guided by an understanding of the problem analysis triangle that illustrates how every crime involves a place, an offender, and a target. The strategies, including CPTED-related improvements, additional police patrols, and targeting repeat offenders, form a comprehensive approach that addresses each “side” of the triangle. Given that a disproportionately high number of crimes occur at a relatively small number of places, enforcement will be targeted to these hotspots. However, the team expects that some crime displacement could occur due to enforcement. Therefore, CPTED assistance to nearby properties is essential to reduce the effect of unintended crime displacement.

How do your interventions relate to broader economic development or revitalization plans for the target area or surrounding neighborhood?

An economic development action plan for South Avenue, created through technical assistance from LISC as part of the BCJI planning process, recommended that the team address conditions of blighted property, focus physical improvement efforts on key intersections along commercial corridors, increase stewardship and collaboration among partners, and target vacant sites for redevelopment based on community services not dependent on customers’ discretionary incomes. The team’s strategies align with these recommendations, building from ongoing revitalization efforts, data analysis, and input from community residents and stakeholders. One of the BCJI team’s *early implementation projects* focused on providing small grants to South Avenue business owners to make CPTED-related improvements to their properties.

Since 2014, the City of Youngstown, YNDC, the United Way, and other stakeholders have undertaken an aggressive effort to address blighted properties in the target area. Two large-scale volunteer events—the *2015 and 2016 United Way Day of Caring*—were each attended by more than 500 volunteers, resulting in the cleanup and securing of 150 vacant properties. The 2016 Day of Caring was another one of the *early implementation projects* supported by the BCJI planning grant. Several smaller workdays were also coordinated by YNDC and SAANDI, including cleanups of South Avenue and the residential streets around Taft Elementary and Horizon Science Academy. Outside of volunteer events, work to clean up the target area is ongoing. Since 2013, the City has demolished 357 blighted, abandoned properties, while YNDC has boarded and secured 357 vacant properties and maintained the grass at 724 vacant properties in the target area. In addition, because of the efforts of the BCJI team, the Mahoning County Land Bank has identified the Byrne area as a target for demolition of blighted properties, using a portion of their more than \$10,000,000 *Hardest Hit* fund allocation for large-scale demolition, greening, and assembly of vacant land in the target area. Homestead Park, one of the few recreational opportunities for youth in the target area, has recently been upgraded with a new splash pad and outdoor fitness equipment. More improvements planned for 2017.

The Taft Promise Neighborhood (TPN), initiated in 2015, is a cross-sector collaboration of more than 40 organizations working to improve education, health, economic, and neighborhood conditions in the area around Taft Elementary, which is crime hotspot #6. TPN members are divided into four councils—*Neighborhood and Safety*, *Health and Wellness*, *Education*, and *Jobs and Economy*—each of which works to achieve the goals of the initiative. Throughout 2015 and 2016, more than 500 residents were engaged through activities hosted by TPN partners and 150 residents volunteered at these events, which included a health fair, a large block party, a pop-up basketball tournament, a summer baseball camp, and a community cleanup. An after-school program for youth at Taft Elementary School, started by the United Way in 2015, currently enrolls 85 students who benefit from academic enrichment, tutoring, dance and art programming, and field trips. Additional programming at the school that is free and open to community residents has included domestic violence intervention training, resume building workshops, a healthcare careers workshop, and fitness classes. The Taft School Area block watch has reported a three-fold increase in membership since the start of the TPN initiative, as well as an increase in resident optimism and willingness to volunteer time to improve their community. The BCJI implementation plan builds on the TPN efforts to expand services and activities for target area youth, to engage residents in block watches and increase their capacity to carry out community-improvement projects. At the bimonthly *TPN Neighborhood and Safety Council* meetings, the BCJI project has been a primary agenda item, in order to inform members of the planning process and to solicit input on priorities for strategy implementation. The council is comprised of the City's Code Enforcement Department, the Mahoning County Land Bank, YPD, Compass Family Services, SAANDI, the Taft School Area and DLZ block watches, and community residents. Council members have reviewed hotspot maps, provided input on which hotspots are most problematic and when, offered suggestions for neighborhood improvement and crime reduction, participated in the large public input meeting as small group facilitators, assisted with neighborhood canvassing, coordinated events, and completed neighborhood improvement projects. In addition to the TPN, representatives from the working group have visited five block watch and neighborhood association groups as guest speakers to share information regarding the project and solicit input.

The Youngstown Safe Routes to School (SRTS) program, initiated in 2014, has resulted in more than \$300,000 of infrastructure funding in the BCJI target area to replace sidewalks, crosswalks, and signage around Taft Elementary School in 2017 and Williamson Elementary School in 2018. The SRTS program has also resulted in the demolition of 19 blighted structures near Taft Elementary through a partnership with the Youngstown Air Reserve Station. An SRTS coordinator has recently been hired to work with students, parents, and school staff to build safer environments for students walking and bicycling to school.

The Community Corrections Association (CCA) has plans to partner with the City of Youngstown and the Boys and Girls Club to turn an abandoned supermarket into a community greenspace. The site is currently a blighted block of vacant properties along Market Street in crime hotspot #1, but will be transformed into space that can be used by the community. CCA is also planning to establish a resource center for individuals returning from incarceration. The center would provide vocational training, legal assistance, and other services to individuals. This will help provide economic opportunity to residents of the target area.

Which of these strategies is your team in a position to implement with current resources? Which will require a new infusion of funds?

Small business safety initiative activities will require additional funds for YPD officers. These officers, which will be a mix of patrol and community officers, will work overtime at key hotspots to provide added multi-modal police patrols, increased enforcement, engagement with business owners and residents. Officers will also conduct safety audits, hold community CPTED trainings, and create CPTED-related crime reduction action plans for targeted businesses. Funds will not be used to hire new officers, as YPD may not have the resources to sustain the salaries after the initial implementation period. Funds are also needed for CPTED grants to business and property owners to make safety improvements to their properties. ***Residential property safety initiative*** activities will require funds to provide safety trainings and small grants to residents to make safety upgrades to their homes, as well as funding to the Community Initiative to Reduce Violence (CIRV) to monitor and conduct outreach to repeat offenders, YPD for additional patrols, the City of Youngstown for lighting improvements and hiring a full-time code inspector to more aggressively enforce the city's rental registration program in the target area, particularly given that only 15% of rental units are currently registered. ***Community empowerment initiative*** activities will require additional resources, particularly for hiring a neighborhood organizer, who will work under the direction of YNDC. Neighborhood organizing is a key plan provision, but existing agencies currently lack the capacity to dedicate a staff person to canvass residents, create new block watches, and coordinate community meetings. Funding is also needed to increase opportunities for youth through after-school programming and sport leagues, as well as improvements to programming and amenities at Homestead Park. Many ***neighborhood revitalization initiative*** activities can be implemented through coordination of existing agencies and resources, including YNDC, the City of Youngstown's code enforcement and zoning departments, the Mahoning County Treasurer's office, and the Mahoning County Land Bank. The team will leverage existing resources, such as the *Hardest Hit* funds to demolish blighted structures, the Raymond John Wean Foundation's *Neighborhood SUCCESS* grants for resident-driven community development projects, and YNDC's *Youth Greening* grants for resident-driven vacant lot improvement projects. The Youth Greening grants are part of a three-year project funded by the Centers for Disease Control to study the impact of vacant lot improvements on youth violence. YNDC is working with the University of Michigan Youth Violence Prevention Center to administer the Youth Greening grants and collect data related to project impact. Funding will be needed to hire neighborhood residents to join the Clean and Green Team and provide a soft skills and job readiness program, which will lead directly to opportunities on the Clean and Green Team. Infrastructure improvements will be funded through the Safe Routes to School program.

These activities will require coordination, so that organizations and agencies are not operating independent of each other, but rather are communicating regularly to identify and execute the most appropriate strategy. The project will require a full-time manager at YNDC to prepare meeting agendas, send meeting reminders, coordinate implementation activities with partners, engage residents and neighborhood groups, communicate progress to stakeholders, complete necessary financial and programmatic reporting, and develop plans to sustain the project. The Clean and Green Team will require a full-time supervisor to provide day-to-day management of the team. Funds for training on topics such as CPTED and community policing will also be needed.

The initiatives are designed to be both *flexible* and *sustainable*. The infrastructure of the funded initiatives can be easily instituted in other neighborhoods of the city once developed. Thus, the project can easily respond to displacement or the appearance of new hotspots. Although continuation of the salaries of professionals to support these initiatives after the grant period will likely require additional outside funding from other sources, the equipment purchased and knowledge developed will remain in Youngstown after the initiative enmeshes with the existing law-enforcement and community revitalization efforts. Additional initiatives could be easily reconstructed with the availability of future funding.

What are the expected results of your approach, including anticipated outcomes or indicators (intermediate and long-term) that you plan to track to measure success?

The team expects the project to result in reduced crime, increased community engagement, and improved neighborhood conditions. Total calls for service to YPD and reported Part 1 crimes will be tracked quarterly for the target area, as well as monthly at specific hotspots, in order to measure the effectiveness of interventions. Data will be assembled by YPD, then shared with and analyzed by the research team. At monthly working group meetings, the research team will make recommendations to YPD regarding any changes needed to interventions based on real-time data and results. The working group will also monitor criminal activity at individual hotspot properties with liquor licenses, first offering owners assistance through the *small business safety initiative*, then using targeted enforcement if owners are uncooperative and criminal activity continues, possibly resulting in efforts to remove the liquor license. The number of community safety trainings held, CPTED assessments conducted, and CPTED grants awarded will also be tracked. Vacant property surveys will be conducted annually and demolitions, code enforcement cases, rental registration, and tax foreclosures will be tracked monthly to measure neighborhood improvement through blight remediation. The status of 50 priority properties in the Taft Neighborhood are already tracked quarterly as part of the TPN Neighborhood and Safety Council, to ensure the properties are receiving code enforcement, rental registration enforcement, board up, clean up, or demolition, as needed. The current ownership, tax delinquency status, and condition of the properties is also tracked monthly and will be shared with council members, including residents, on a quarterly basis. The working group will establish a similar group, to be called the *Cottage Grove Action Team*, which will be comprised of residents, stakeholders, the community police officer assigned to the neighborhood, YNDC staff, and relevant city officials. The number of park improvements and infrastructure improvement projects will also be tracked. Community engagement will be measured by the number of residents reached through additional youth and adult programming, block watch meetings, and block parties, as well as the number of resident-driven community improvement projects. The perception of community members related to neighborhood safety and revitalization will also be measured through surveys that will be distributed online, through door-to-door canvassing, and at locations with high foot traffic, such as Save-A-Lot and Taft Elementary School. Table 5 shows specific outputs that will be tracked in order to measure success of the project.

Table 5 – Outputs to be Measured throughout the Implementation Phase

<p><u>Small Business Safety Initiative</u></p> <ul style="list-style-type: none"> • Number of CPTED assessments completed • Number of CPTED projects completed • Number of employees trained
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- Number of serial offenders identified
- Number of resource guides distributed
- Number of additional patrols conducted
- Number of additional patrol hours
- Number of liquor licenses removed

Residential Property Safety Initiative

- Number of residents trained
- Number of training sessions held
- Number of residents assisted through CPTED grants
- Number of contacts made with repeat offenders
- Number of cameras installed
- Number of additional patrols conducted
- Number of additional patrol hours
- Number of streetlights repaired
- Number of additional lights added
- Number of properties registered
- Number of landlords contacted
- Number of properties addressed through code enforcement

Community Empowerment Initiative

- Number of new residents engaged
- Number of meetings held
- Number of collaborative problem-solving sessions between YPD and community members
- Number of events held
- Number of cleanups held
- Number of improvement projects completed
- Number of residents reached through canvassing
- Number of resource guides distributed
- Number of youth engaged in programming
- Number of improvements at Homestead Park
- Number of young adults who participate in training
- Number of individuals returning from incarceration who receive services
- Number of young adults hired post-training
- Number of residents who report positive perception of neighborhood

Neighborhood Revitalization Initiative

- Number of vacant lots improved
- Number of properties secured
- Number of structures demolished
- Number of CPTED-related projects completed
- Number of street lights repaired
- Number of additional street lights installed
- Number of feet of sidewalk installed
- Number of crosswalks installed
- Number of curb ramps installed
- Number of properties cleaned up
- Number of new or improved retail establishments

D. Logic Model

Goal / Strategy / Assumption / Activity	Indicators	Outcomes	
Goals	1. Reduce Part 1 Crimes 2. Improve Neighborhood Quality of Life 3. Increase Collective Efficacy		
Strategy	1. Small Business Safety Initiative		
Problem Statement	Shoplifting, theft, robbery, and aggravated assault are the most common types of crimes at hotspots on South Ave. and Market St., constituting a significant proportion of crimes in the target area. These crimes result from the lack of employee training, environments inside and outside of businesses that make them conducive to criminal activity, lack of sound management practices, presence of repeat offenders, lack of surveillance, and a lack of police patrol due to high call volumes. The <i>small business safety initiative</i> seeks to address these issues through employee and manager training, CPTED assessments and grants to property owners, focused deterrence, increased surveillance, and increased police presence.		
Activities	1a. Conduct CPTED assessment of interior and exterior of businesses and make overall safety suggestions	# of CPTED assessments completed	Property owners are more equipped to manage safety
	1b. Offer small CPTED grants to property owners to improve lighting, surveillance, and target-harden vulnerable areas of store	# of CPTED projects completed	Properties are more resistant to criminal activity
	1c. Offer professional training for employees and managers to identify serial offenders and address shoplifting and other issues	# of employees trained; # of serial offenders identified	Crime is deterred as employees are more equipped to address safety issues
	1d. Offer management training seminars to property owners regarding place management	# of individuals trained	Crime is deterred through the use of sound management practices
	1e. Establish a system of communication between YPD and corridor property owners, to include distribution of resource guide	# of resource guides distributed	Communication between property owners and police is increased
	1f. Increase police presence and conduct multi-modal patrols during peak times of criminal activity at hotspots, with targeted enforcement at the Shell Station and other nuisance properties	# of additional patrols conducted; # of additional patrol hours	Crime is deterred through additional police presence
	1h. Monitor criminal activity at properties with a liquor license and work to remove license if necessary	# of liquor licenses removed	Criminal activity is decreased as liquor licenses are removed for poor management practices

Goal / Strategy / Activity	Indicators	Outcomes	
Goals	1. Reduce Part 1 Crimes 2. Improve Neighborhood Quality of Life 3. Increase Collective Efficacy		
Strategy	2. Residential Property Safety Initiative		
Problem Statement	Burglary and theft are the most common types of crime in the residential neighborhoods of Cottage Grove and Taft, constituting a significant proportion of crimes in the target area. These crimes result from vulnerable properties, both occupied and vacant, the presence of repeat offenders, poor lighting and surveillance, lack of police patrol due to high call volumes, and poor management at rental properties. The <i>residential property safety initiative</i> seeks to address these issues through community education, grants to homeowners for safety upgrades, focused deterrence, increased lighting and surveillance, increased police patrols, increased enforcement of the city's rental property registration program, landlord engagement, and targeted code enforcement of nuisance properties.		
Activities	2a. Conduct <i>community education seminars</i> and targeted outreach to neighboring properties following burglary incidents to discuss safety measures (i.e. how to prevent theft, burglary, auto theft, etc.)	# of residents trained; # of training sessions held	Residents are more equipped to address safety issues
	2b. Provide small grants to residents to help them protect themselves from becoming the victims of crime (i.e. purchase better door locks, etc.)	# of residents assisted	Residential properties are more resistant to crime
	2c. Closely monitor and conduct outreach to property crime offenders	# of contacts made with repeat offenders	Repeat offenders are less likely to offend again
	2d. Install and utilize mobile surveillance units at key intersections, particularly at entrances/exist to/from the neighborhood	# of cameras installed	Crime is deterred through additional surveillance at hotspots
	2e. Increase patrols during peak hours of criminal activity	# of additional patrols conducted; # of additional patrol hours	Crime is deterred through additional police presence
	2f. Conduct regular streetlight surveys, report outages, and add additional LED lighting where recommended through CPTED assessments	# of streetlights repaired; # of additional lights added	Crime is deterred through additional lighting
	2g. Increase the effectiveness of the city's rental property registration program through aggressive enforcement and provide place management training and incentives for good landlords, such as waiving the registration fee	# of properties registered	Quality of rental properties is improved through increased number of rental properties that are registered and inspected
	2h. Notify landlords when multiple calls for service to YPD occur in a short amount of time or when community members register a complaint	# of landlords contacted	Landlords are more empowered to address criminal activity occurring at their properties
	2i. Target code enforcement to nuisance properties	# of properties addressed through code enforcement	Conditions at nuisance properties improve

Goal / Strategy / Activity	Indicators	Outcomes	
Goals	1. Reduce Part 1 Crimes 2. Improve Neighborhood Quality of Life 3. Increase Collective Efficacy		
Strategy	3. Community Empowerment Initiative		
Problem Statement	Low levels of resident engagement, lack of social efficacy, lack of communication and trust, and lack of opportunities, particularly for youth, are issues throughout the target area. These factors contribute to criminal activity, the lack of reporting of criminal activity, and repeat victimization. The <i>community empowerment initiative</i> seeks to address these issues through community organizing, creating new neighborhood groups, engaging residents through block parties, volunteer events, and improvement projects, distributing resource guides, and increased opportunities for youth and young adults through activities, sports leagues, job training, and job opportunities.		
Activities	3a. Conduct community organizing to strengthen the capacity of existing neighborhood groups and create the <i>Cottage Grove Neighborhood Action Team</i>	# of new residents engaged; # of meetings held # of new neighborhood groups formed	Residents have increased capacity to problem-solve with YPD, City staff and council members, and other stakeholders
	3b. Collaborate with block watches and other neighborhood groups to monitor and report criminal activity in hotspots	# of collaborative problem-solving sessions between YPD and community members	Crime is deterred through increased surveillance and collaboration
	3c. Collaborate with neighborhood groups to hold events, such as block parties and neighborhood cleanups, and execute improvement projects	# of events held; # of cleanups held; # of improvement projects completed	Collective efficacy of neighborhood residents deters crime
	3d. Conduct door-to-door canvassing to distribute a community resource guide, survey resident perception, and increase participation in neighborhood group activities and other community programming	# of residents reached; # of resource guides distributed; # of residents who report positive perception of neighborhood	Collective efficacy of neighborhood residents deters crime
	3e. Increase opportunities for youth through after-school programming and sports leagues	# of youth engaged in programming	More activities for youth results in less crime committed by youth
	3f. Improve after-school and summer day camp programming at Homestead Park, improve amenities, and increase maintenance of the park	# of youth engaged in programming; # of improvements at Homestead Park	More activities for youth results in less crime committed by youth
	3g. Create an incentivized job-readiness program for target area youth and young adults that directly leads to employment in summer jobs programs, the Clean and Green Team, or other opportunities	# of young adults who participate in training; # of young adults hired post-training	More training and employment for young adults leads to more employment and less crime

Goal / Strategy / Activity	Indicators	Outcomes	
Goals	1. Reduce Part 1 Crimes 2. Improve Neighborhood Quality of Life 3. Increase Collective Efficacy		
Strategy	4. Neighborhood Revitalization Initiative		
Problem Statement	Blighted properties, unsecure buildings, unmaintained vacant lots, deteriorated infrastructure, and a lack of retail options contribute to a poor quality of life in the target area, which residents routinely linked to criminal activity. The <i>neighborhood revitalization initiative</i> seeks to address these issues through establishing a Clean and Green Team that cleans up and secures vacant properties, demolition of blighted properties, securing vacant properties, installation of additional lighting, repairing infrastructure, and addressing gaps in retail, particularly related to providing healthy food options.		
Activities	4a. Green and maintain highly visible vacant lots	# of vacant lots improved	Blight remediation deters crime and increases quality of life
	4b. Board up and secure vacant properties	# of properties secured	Securing vacant properties deters crime and increases quality of life
	4c. Develop an aggressive, large-scale demolition effort to eliminate all blighted, abandoned structures	# of structures demolished	Demolishing vacant properties deters crime and increases quality of life
	4d. Implement recommendations from CPTED assessments, including installation of additional lighting, particularly at Homestead Park	# of CPTED-related projects completed; # of additional lights installed	Crime is deterred through improved lighting
	4e. Repair infrastructure, including sidewalks and crosswalks, through the Safe Routes to School program	# of feet of sidewalk installed; # of crosswalks installed; # of curb ramps installed	Increase in number of students who are safely able to walk and bike to school
	4f. Establish a Clean and Green Team comprised of neighborhood residents to clean up and maintain vacant properties and the public realm	# of properties boarded # of properties cleaned up # of residents hired	Blight remediation deters crime and increases quality of life
	4g. Develop neighborhood retail options for basic quality of life needs, address retail gaps, and provide healthy food options	# of new or improved retail establishments	Improved retail options improves quality of life

E. Work Plan (up to 7 pages)

Implementation Work Plan

The following work plan outlines activities for each strategy, as well as identifying a responsible party, implementation timeline, and potential funding source. Activities in which *BCJI Implementation* is identified as a funding source will largely require support from BJA for implementation.

Strategy #1. Small Business Safety Initiative			
Activity	Responsible Party	Timeline	Potential Funding Source
1a. Conduct CPTED assessment of interior and exterior of businesses and make overall safety suggestions	YPD	Q4 2016 – Q2 2019	BCJI Planning; BCJI Implementation / YPD
1b. Offer small CPTED grants to property owners to improve lighting, surveillance, and target-harden vulnerable areas of store	YNDC	Q4 2016 – Q2 2019	BCJI Planning “Early Action”; BCJI Implementation / YPD
1c. Offer professional training for employees and managers to identify serial offenders and address shoplifting and other issues	YPD	Q3 2017 – Q2 2019	BCJI Implementation / YPD
1d. Offer management training seminars to property owners regarding place management	YPD	Q3 2017 – Q2 2019	BCJI Implementation / YPD
1e. Establish a system of communication between YPD and corridor property owners, to include distribution of resource guide	YPD	Q3 2017	BCJI Implementation / YPD
1f. Increase police presence and conduct multi-modal patrols during peak times of criminal activity at hotspots, with targeted enforcement at the Shell Station and other nuisance properties	YPD	Q3 2017 – Q2 2019	BCJI Implementation / YPD
1h. Monitor criminal activity at properties with a liquor license and work to remove license if necessary	YNDC	Q3 2017 – Q2 2019	BCJI Implementation / YNDC
Strategy #2. Residential Property Safety Initiative			
Activity	Responsible Party	Timeline	Funding Source
2a. Conduct <i>community education seminars</i> and targeted outreach to neighboring properties following burglary incidents to discuss safety measures (i.e. how to prevent theft, burglary, auto theft, etc.)	YNDC	Q3 2017 – Q2 2019	BCJI Implementation / YPD
2b. Provide small grants to residents to help them protect themselves from becoming the victims of crime (i.e. purchase better door locks, etc.)	YNDC / Neighborhood Groups	Q3 2017 – Q2 2019	BCJI Implementation / Neighborhood SUCCESS

2c. Closely monitor and conduct outreach to property crime offenders	YPD	Q3 2017 – Q2 2019	BCJI Implementation / YPD / CIRV
2d. Install and utilize mobile surveillance units at key intersections, particularly at entrances/exist to/from the neighborhood	YPD	Q3 2017 – Q2 2019	BCJI Implementation / YPD / Neighborhood SUCCESS
2e. Increase patrols during peak hours of criminal activity	YPD	Q3 2017 – Q2 2019	BCJI Implementation / YPD
2f. Conduct regular streetlight surveys, report outages, and add additional LED lighting where recommended through CPTED assessments	YNDC	Q3 2017 – Q2 2019	BCJI Implementation / Neighborhood SUCCESS
2g. Increase the effectiveness of the city's rental property registration program through aggressive enforcement and provide place management training and incentives for good landlords, such as waiving the registration fee	YNDC	Q3 2017 – Q2 2019	BCJI Implementation / City of Youngstown / YNDC
2h. Notify landlords when multiple calls for service to YPD occur in a short amount of time or when community members register a complaint	YNDC	Q3 2017 – Q2 2019	BCJI Implementation / YNDC / YPD
2i. Target code enforcement to nuisance properties	City of Youngstown	Q3 2017 – Q2 2019	City of Youngstown

Strategy #3. Community Empowerment Initiative

Activity	Responsible Party	Timeline	Funding Source
3a. Conduct community organizing to strengthen the capacity of existing neighborhood groups and create the <i>Cottage Grove Neighborhood Action Team</i>	YNDC	Q3 2017 – Q2 2019	BCJI Implementation / YNDC
3b. Collaborate with block watches and other neighborhood groups to monitor and report criminal activity in hotspots	YNDC / YPD	Q3 2017 – Q2 2019	BCJI Implementation / YNDC / YPD
3c. Collaborate with neighborhood groups to hold events, such as block parties and neighborhood cleanups, and execute improvement projects	YNDC	Q3 2017 – Q2 2019	BCJI Implementation / YNDC / Neighborhood SUCCESS
3d. Conduct door-to-door canvassing to distribute a community resource guide, survey resident perception, and increase participation in neighborhood group activities and other community programming	YNDC	Q3 2017 – Q2 2019	BCJI Implementation / YNDC
3e. Increase opportunities for youth through after-school programming and sports leagues	United Way / Boys and Girls Club / CIRV / Parks Department	Q3 2017 – Q2 2019	BCJI Implementation / United Way

3f. Improve after-school and summer day camp programming at Homestead Park, improve amenities, and increase maintenance of the park	Parks Department	Q1 2017 – Q2 2019	BCJI Implementation / YNDC / Swanston / Ohio Dept. Natural Resources
3g. Create an incentivized job-readiness program for target area youth and young adults that directly leads to employment in summer jobs programs, the Clean and Green Team, or other opportunities	YNDC	Q3 2017 – Q2 2019	BCJI Implementation / YNDC
Strategy #4. Neighborhood Revitalization Initiative			
Activity	Responsible Party	Timeline	Funding Source
4a. Green and maintain highly visible vacant lots	YNDC	Q3 2017 – Q2 2019	YNDC / Neighborhood SUCCESS
4b. Board up and secure vacant properties	YNDC	Q3 2016 – Q2 2019	YNDC / City of Youngstown
4c. Develop an aggressive, large-scale demolition effort to eliminate all blighted, abandoned structures	YNDC / City of Youngstown / Mahoning County Land Bank	Q3 2016 – Q2 2019	YNDC / City of Youngstown
4d. Implement recommendations from CPTED assessments, including installation of additional lighting, particularly at Homestead Park	YNDC / Parks Department	Q3 2017 – Q2 2019	YNDC / City of Youngstown / Neighborhood SUCCESS
4e. Repair infrastructure, including sidewalks and crosswalks, through the Safe Routes to School program	YNDC / City of Youngstown	Q2 2017 – Q2 2019	City of Youngstown / ODOT / YNDC
4f. Establish a Clean and Green Team comprised of neighborhood residents to clean up and maintain vacant properties and the public realm	YNDC	Q3 2017 – Q2 2019	BCJI Implementation / YNDC
4g. Develop neighborhood retail options for basic quality of life needs, address retail gaps, and provide healthy food options	YNDC	Q3 2017 – Q2 2019	YNDC

Plans for Ongoing Research and Community Engagement

- ***Do you plan to continue working with a research partner after you complete BCJI planning? If so, what do you expect the research role to look like?***

The Youngstown BCJI working group plans to apply for implementation funding through the BJA FY17 solicitation. YNDC will remain the fiscal agent and project lead, YPD will remain the law enforcement partner and YSU will remain the research partner. If awarded, the

research partner will assist with developing plans to implement project activities, evaluate the effectiveness of strategies through output analysis, recommend modifications in strategy execution, and identify funding sources to sustain activities that result in measurable impact. If not awarded implementation funding, it is expected that the relationship between the working group members and YSU will continue, including continued examination of research to inform strategy. Both YPD and YNDC had an established relationship with YSU Regional Economic Development Initiative (REDI) that predated the BCJI planning effort. This included regular data exchanges, mapping, and analysis. YPD and YNDC will continue to engage YSU REDI, particularly related to crime mapping, crime trend analysis, hotspot mapping, and evaluation of program impact.

- ***How do you plan to continue communication and work with residents after you complete BCJI planning?***

In the event that the Youngstown BCJI team does not receive implementation funding through BJA, community engagement efforts will be sustained largely through the *Taft Promise Neighborhood* (TPN) initiative and the *Safe Routes to School* (SRTS) program. YNDC and YPD community police officers will continue to engage residents and community stakeholders who are members of the *TPN Neighborhood and Safety Council*. The council's goals align with the BCJI goals of crime reduction, neighborhood improvement, and increased community efficacy. YNDC leads the council and routinely engages members in activities that achieve project objectives, particularly in resident-driven projects that include vacant lot improvements and cleanups of abandoned properties. YNDC also engages the Taft Elementary School community, including students and parents, in educational activities to promote safe, active transportation through the SRTS program. In 2017 YNDC will hire a SRTS Coordinator to work directly with students and parents to identify solutions to barriers to safe walking and biking to school. Activities will include *walking school buses*, in which parents and students walk in groups to and from school, as well as bicycle and helmet giveaways to promote safe biking. YPD community engagement will continue through its community police unit. Relationships between community police officers and residents in the BCJI target area have been strengthened through regular attendance at block watch and neighborhood group meetings, as well as engagement at community events, such as block parties.

Plans for Sustaining the Effort

- ***What is your strategy for sustaining cross-sector relationships/partnerships during and beyond the life of the BCJI funding from BJA?***

The cross-sector partnership, the *Taft Promise Neighborhood* (TPN), will continue to exist, meet and coordinate activities after the life of BCJI funding from BJA. TPN members signed an MOU in early 2016 to formalize the initiative's goals, establish working groups, or *councils*, identify a party responsible for leading each council, and set expectations for member

participation and contribution. In particular, the TPN *Neighborhood and Safety Council* will coordinate activities aligned with the BCJI goals of crime reduction, neighborhood improvement and increased community efficacy. The council will rely on relationships strengthened through the BCJI planning process with the research team and law enforcement partner to assist with evaluation of project activities, particularly through an analysis of project outputs and data related to crime and quality of life issues, such as housing vacancy.

Several positions will be created as a part of the BCJI implementation effort if funded through BJA. These include a community organizer, *Clean and Green Team* supervisor and members, and a part-time rental registration coordinator. After the life of the grant, YNDC will seek private support from foundations to fund the organizer position. The rental registration position will become self-funding as registration fees are paid to the City. The table below was originally produced in the *Neighborhood Revitalization Strategy Report* (YNDC, 2014) to demonstrate the uncaptured revenue from the city’s rental registration program. The *Clean and Green Team* will transition to a smaller community service driven program as the target area blight is demolished and the neighborhood is cleaned up. A project manager is already an employee of YNDC and he will devote 50% of his time to the BCJI implementation effort if funded through BJA. After the life of the grant, YNDC will identify funding to allow him to provide 25% of his time to implementation efforts.

Estimates of Registration by Property Type and Uncaptured Revenue

Registration Type	Estimate of Total Number of Properties	Number of Units Registered	Estimated Number Unregistered	Registration Rate	Registration Fee	Uncaptured Annual Revenue
Vacant Units	3,944	368	3,576	9%	\$100	\$357,600
Rental Units	12,194	2,636	9,558	22%	\$40	\$382,320
All Units Subject to Registration	16,138	3,004	13,134	19%	-	\$739,920

Source: City of Youngstown rental registration (2014); American Community survey (2013); US Postal Service vacancy data (2014)

- *What is your strategy for sustaining the commitment among key leaders and organizations to the core principles of BCJI, such as the use of research to guide decisions?*

The project team will continue to operate using a collaborative decision making process among key leaders and organizations to ensure leadership at YPD remains involved. This process has been informed by data analysis, review of research-based strategies, and input from community residents and stakeholders. Ensuring key individuals have a voice in the identification and execution of project strategies and activities will help to sustain their commitment to the project and the core BCJI principles. Regular evaluation of project impact will provide a basis for sound decision making regarding resource allocation and activity implementation.

- *Discuss how you plan to go about securing additional resources to implement high priority elements of your plan.*

Evaluation of project impact will be key to project sustainability. Results from successful activity implementation will be shared with cross-sector partners and potential funders in order to gain increased support for the project. The BCJI team will engage residents and community members to identify activities that they view as impactful. The team will seek funding for these activities through requests to local foundations, as well as state and federal government entities. Local foundations are aware of the project and have formally expressed support of implementation activities. Foundation representatives have committed to assisting the BCJI team to identify funding sources for strategies that demonstrate impact.





F. Attachments

1. Target Area Map – page 31
2. Target Area Census Data – page 32
3. Neighborhood Canvassing Results – page 33
4. Peak Times of Part 1 Crimes in Target Area – page 34
5. Peak Months of Part 1 Crimes in Target Area – page 35
6. Peak Days of Part 1 Crimes in Target Area – page 35
7. Primary Part 1 Crimes Place Hotspots – page 36
8. Streetlight Survey Map – page 37
9. Target Area Asset Map – page 38
10. Target Area Canvassing Map: Issues Reported – page 39
11. Target Area Canvassing Map: Solutions Identified – page 40
12. South Avenue Part 1 Crimes Map – page 41
13. Target Area Part 1 Crimes – page 42
14. Target Area Drug Offenses (2013-2015) – page 43
15. Residential Crime Hotspots with Property Photos – page 44
16. Crime Prevention Through Environmental Design Small Grant Program Application – Early Implementation Project – pages 45-51
17. Youngstown BCJI Project Overview – pages 52

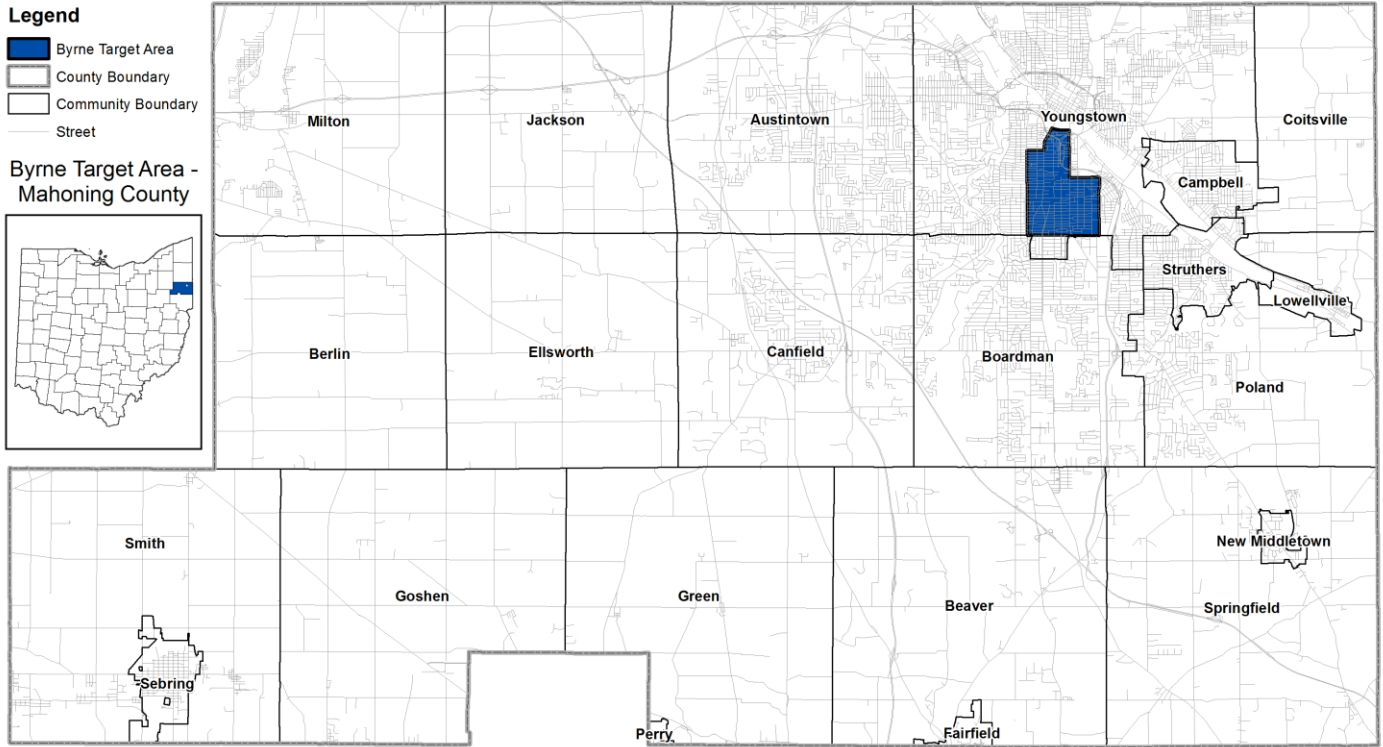
1. Target Area Map

Byrne Criminal Justice Innovation Program Target Area - City of Youngstown, Mahoning County, Ohio

Legend

-  Byrne Target Area
-  County Boundary
-  Community Boundary
-  Street

Byrne Target Area - Mahoning County



0 0.5 1 2 3 4 5 Miles



Date: 4/16/2015

Prepared by: The Center for
Urban and Regional Studies
Youngstown State University
Source: U.S. Census
Bureau TIGER/Line files



2. Target Area Census Data (2014)

Type	Target Area	Pct	Change 00-14	Outside Target Area	Pct	Change 00-14	Citywide	Pct	Change 00-14
Total Population	8,945		-32.7%	57,068		-17.0%	66,013		-19.5%
White Alone	2,619	29.3%	-10.5%	25,771	45.2%	-5.7%	28,390	43.0%	-6.0%
Black or African-American Alone	4,644	51.9%	1.2%	23,498	41.2%	0.2%	28,142	42.6%	0.1%
American Indian or Alaskan Native Alone	13	0.1%	-0.2%	180	0.3%	0.1%	193	0.3%	0.0%
Asian Alone	6	0.1%	-0.2%	411	0.7%	0.4%	417	0.6%	0.3%
Native Hawaiian or other Pacific Islander Alone	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
Other Race Alone	0	0.0%	0.0%	127	0.2%	-0.1%	127	0.2%	-0.1%
Two or More Races Alone	660	7.4%	4.5%	1,464	2.6%	0.1%	2,124	3.2%	0.7%
Hispanic of Any Race	1,003	11.2%	5.3%	5,617	9.8%	5.0%	6,620	10.0%	5.0%
Under Age 18	2,523	28.2%	-4.5%	12,176	21.3%	-3.0%	14,699	22.3%	-3.4%
Age 18 to 24	994	11.1%	1.7%	6,350	11.1%	0.9%	7,344	11.1%	1.0%
Age 25 to 64	4,252	47.5%	2.8%	29,183	51.1%	4.0%	33,435	50.6%	3.9%
Age 65 and Over	1,176	13.1%	0.0%	9,359	16.4%	-1.8%	10,535	16.0%	-1.5%
Lived in Different House in the U.S. 1 Year Ago	1,319	15.0%		9,629	17.1%		10,948	16.8%	
Civilian Labor Force	3,417			23,266			26,683		
Employed	2,528	74.0%		18,921	81.3%		21,449	80.4%	
Unemployed	889	26.0%	13.4%	4,345	18.7%	7.7%	5,234	19.6%	8.4%
Population 25 and Over	5,428			38,542			43,970		
No Schooling Completed	98	1.8%	0.2%	466	1.2%	0.0%	564	1.3%	0.0%
Less than High School Diploma	1,157	21.3%	-4.0%	6,442	16.7%	-8.8%	7,599	17.3%	-8.2%
High School Diploma or Equivalent	2,100	38.7%	-4.6%	15,872	41.2%	-0.2%	17,972	40.9%	-0.7%
Some College	1,358	25.0%	7.4%	8,883	23.0%	4.6%	10,241	23.3%	4.9%
Associate's Degree	321	5.9%	2.6%	2,224	5.8%	2.2%	2,545	5.8%	2.3%
Bachelor's Degree	249	4.6%	-2.5%	2,988	7.8%	0.9%	3,237	7.4%	0.5%
Master's Degree	113	2.1%	0.9%	1,219	3.2%	1.2%	1,332	3.0%	1.2%
Professional Degree	0	0.0%	-0.5%	252	0.7%	-0.2%	252	0.6%	-0.2%
Doctorate Degree	32	0.6%	0.5%	196	0.5%	0.2%	228	0.5%	0.3%
Population for Whom Poverty Status is Determined	8,590			52,116			60,706		
Income Below the Poverty Level	4,163	48.5%	17.8%	18,528	35.6%	12.0%	22,691	37.4%	12.6%
Low-Income Population	5,521	64.3%	17.5%	26,436	50.7%	14.2%	31,957	52.6%	14.4%
Total Households	3,515			22,962			26,477		
Average Household Income*	\$28,129		-28.7%	\$35,233		-22.5%	\$34,290		-23.0%
Total Housing Units	5,033			28,583			33,616		
Occupied Housing Units	3,515	69.8%	-14.8%	22,962	80.3%	-6.6%	26,477	78.8%	-7.8%
Vacant Housing Units	1,518	30.2%	14.8%	5,621	19.7%	6.6%	7,139	21.2%	7.8%
Owner-Occupied Housing Units	1,717	34.1%	-15.8%	13,558	47.4%	-9.1%	15,275	45.4%	-10.0%
Renter-Occupied Housing Units	1,798	35.7%	1.0%	9,404	32.9%	2.4%	11,202	33.3%	2.2%

Source: 2010-2014 American Community Survey 5-Year Estimates; 2000 Census Summary File 3 Sample Data
 *Adjusted for inflation using BLS average Consumer Price Index

3. Neighborhood Canvassing Results (2016)

<u>Variable category- ISSUES</u>	<u>Variable</u>	<u>Number of people who mentioned</u>	<u>% of total people we are talking to</u>
Crime and Safety	Crime, break-ins/ robberies, theft, vandalism	86	25%
Crime and Safety	Drugs, addiction, dealers	52	15%
Crime and Safety	Violence, fighting, shootings, guns, mugging	50	14%
Crime and Safety	Speeding, accidents, traffic	19	5%
Crime and Safety	Stray animals, dogs	10	3%
Crime and Safety	Police, safety, security	9	3%
Crime and Safety	Gangs, prostitution	2	1%
TOTAL of crime and safety variables		228*	
Housing and property	Vacant	115	33%
Housing and property	Trash/ garbage, rats	16	5%
Housing and property	High grass/ lawns/ yards, neighborhood appearance	16	5%
Housing and property	Blight	14	4%
Housing and property	Renters, renting, landlords	6	2%
Housing and property	Loud music	4	1%
Housing and property	Squatters, squatting	1	0%
TOTAL of housing and property variables		172*	
Socio-Economic	Youth, teens, children, kids, younger	42	12%
Socio-Economic	Food, grocery store	33	9%
Socio-Economic	Education, schools, playground	25	7%
Socio-Economic	Jobs, unemployment	15	4%
Socio-Economic	Racism/ racial bias/ minorities	5	1%
Socio-Economic	Parents, family, pregnancy, mothers	4	1%
Socio-Economic	Poverty	3	1%
TOTAL of socioeconomic variables		127*	
Infrastructure	Potholes, roads/streets, sidewalks	20	6%
Infrastructure	Transportation, bus	12	3%
Infrastructure	Lamp, lighting	5	1%
Infrastructure	Sewage	2	1%
TOTAL of infrastructure variables		39*	
<u>Variable category- SOLUTIONS</u>	<u>Variable</u>	<u>Numbr of people who mentioned</u>	<u>% of total people we are talking to</u>
Programming	Mentoring, programming for youth/ teens	107	31%
Programming	Education, computer, literacy, wifi	34	10%
Programming	Adult groups, parties, block watches	26	7%
Programming	Basketball, camps, sports, fitness	12	3%
Programming	Prevention, violence	1	0%
TOTAL of programming variables		180*	
Physical Improvements	Playgrounds, park, pool	41	12%
Physical Improvements	Grass, lawn, cutting	19	5%
Physical Improvements	Community center, school	13	4%
Physical Improvements	Board-ups, demolitions, removals	12	3%
Physical Improvements	Rehab, renovations, repairs, cleanups	10	3%
Physical Improvements	Street, lamps/ lighting	8	2%
Physical Improvements	Trash, pick-up	5	1%
Physical Improvements	Animal control	3	1%
Physical Improvements	Garden	2	1%
TOTAL of physical improvement variables		113*	
Services	Social services, health clinics, assistance/ benefit, legal assistance	46	13%
Services	Job training, re-entry	30	9%
Services	Law enforcement, courts, police, cameras	18	5%
Services	Elderly, handicap	5	1%
Services	Crossing guards	1	0%
TOTAL of services variables		100*	
*TOTALs of variable categories are not necessarily the total number of unique people. One person could have mentioned two of the category's variables			

4. Times of Part 1 Crimes in Target Area (2013-2015)

Time Range	Aggravated Assault	Arson	Burglary	Forcible Rape	Larceny-Theft	Motor Vehicle Theft	Murder	Robbery	Grand Total	Percentage
12-1 AM	7	1	61	2	111	15		3	200	8.1%
1-2 AM	9	1	19	2	21	8	1	6	67	2.7%
2-3 AM	16	4	24	3	18	3	2	6	76	3.1%
3-4 AM	7	2	13	1	6	9	1	3	42	1.7%
4-5 AM	4	1	12	1	7	6	1	2	34	1.4%
5-6 AM	3	1	9	1	7	1		1	23	0.9%
6-7 AM	5	2	14		13	7		1	42	1.7%
7-8 AM	3	1	28		20	5		2	59	2.4%
8-9 AM	8	10	46	1	34	7		2	108	4.4%
9-10 AM	5	4	39	2	37	12	1	3	103	4.2%
10-11 AM	6	4	39	1	41	9		2	102	4.1%
11 AM-12 PM	6	72	54		45	10		7	194	7.9%
12-1 PM	14		30	3	33	8	1	5	94	3.8%
1-2 PM	4		52		52	5		7	120	4.9%
2-3 PM	4	7	49		57	9	1	9	136	5.5%
3-4 PM	9	3	47	1	47	4		5	116	4.7%
4-5 PM	14	1	55		63	8	1	8	150	6.1%
5-6 PM	19	1	47	1	48	12	2	9	139	5.6%
6-7 PM	20	2	38		42	8		9	119	4.8%
7-8 PM	10		45	1	44	6		4	110	4.5%
8-9 PM	12		39		31	16	2	9	109	4.4%
9-10 PM	13	4	38	1	26	11	2	13	108	4.4%
10-11 PM	4	3	38		31	16	1	10	103	4.2%
11 PM-12 AM	5	3	34	2	40	19	2	6	111	4.5%
Grand Total	207	127	871	23	874	216	18	132	2,468	

5. Months of Part 1 Crimes in Target Area (2013-2015)

Month	Aggravated Assault	Arson	Burglary	Forcible Rape	Larceny-Theft	Motor Vehicle Theft	Murder	Robbery	Grand Total	Percentage
January	20	6	47		49	16		10	148	6.0%
February	11	4	53	1	49	15		6	139	5.6%
March	13	4	57		61	13	1	6	155	6.3%
April	24	7	69	2	93	22	2	7	226	9.2%
May	28	15	92	3	94	17		7	256	10.4%
June	21	18	80	4	104	22		11	260	10.5%
July	19	27	102	4	105	20	2	14	293	11.9%
August	17	17	79	2	77	17	2	10	221	9.0%
September	12	12	84	4	76	21	1	13	223	9.0%
October	14	1	81	3	66	26	4	16	211	8.5%
November	10	3	59		56	14	4	11	157	6.4%
December	18	13	68		44	13	2	21	179	7.3%
Grand Total	207	127	871	23	874	216	18	132	2,468	

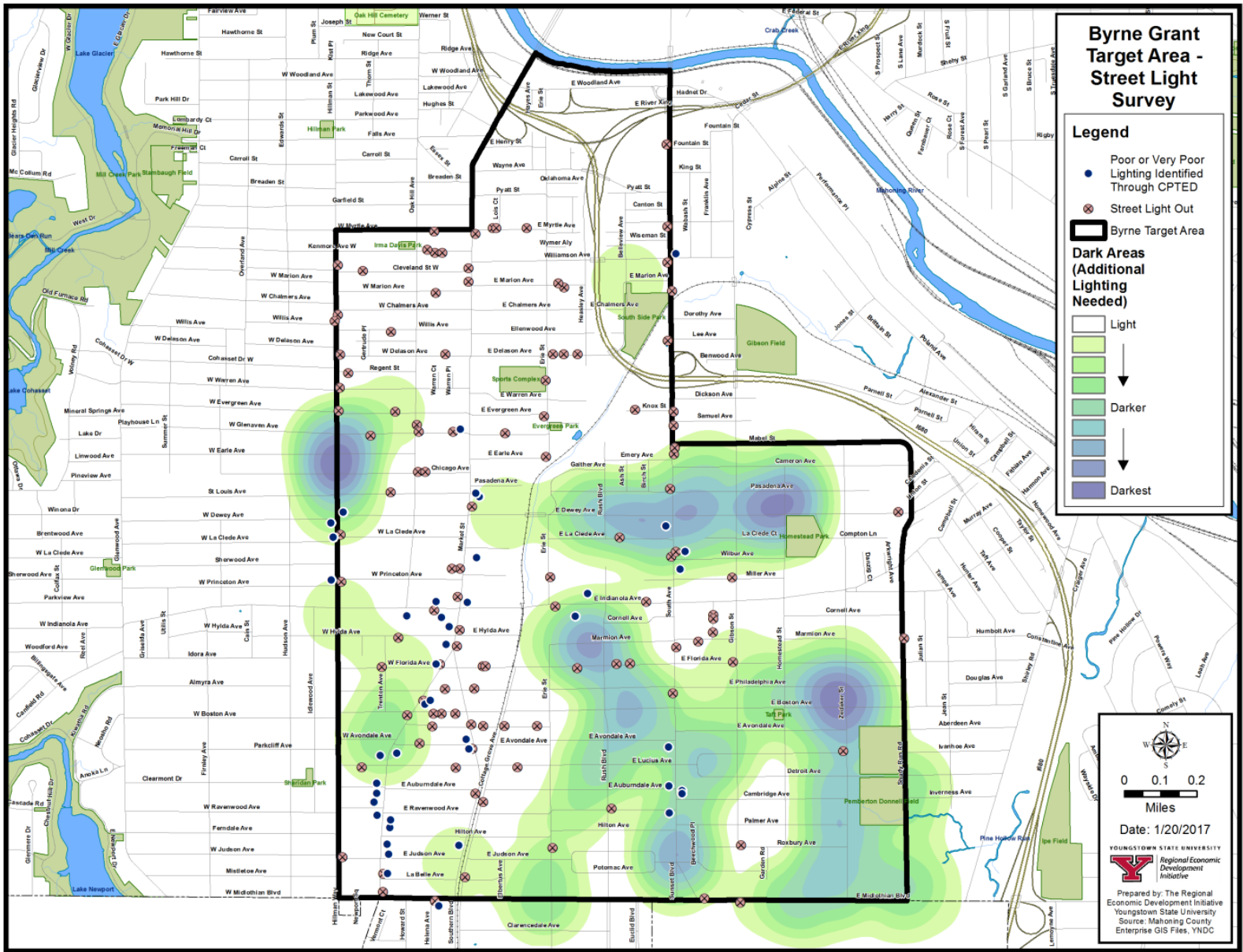
6. Days of Part 1 Crimes in Target Area (2013-2015)

Day of Week	Aggravated Assault	Arson	Burglary	Forcible Rape	Larceny-Theft	Motor Vehicle Theft	Murder	Robbery	Grand Total	Percentage
Sunday	49	9	103	2	78	32	4	19	296	12.0%
Monday	24	23	133	3	148	36	2	26	395	16.0%
Tuesday	30	28	151	7	139	24		17	396	16.0%
Wednesday	23	22	143	2	153	33	3	11	390	15.8%
Thursday	28	21	117	3	137	37	2	16	361	14.6%
Friday	22	20	114	5	126	22	4	26	339	13.7%
Saturday	31	4	110	1	93	32	3	17	291	11.8%
Grand Total	207	127	871	23	874	216	18	132	2,468	

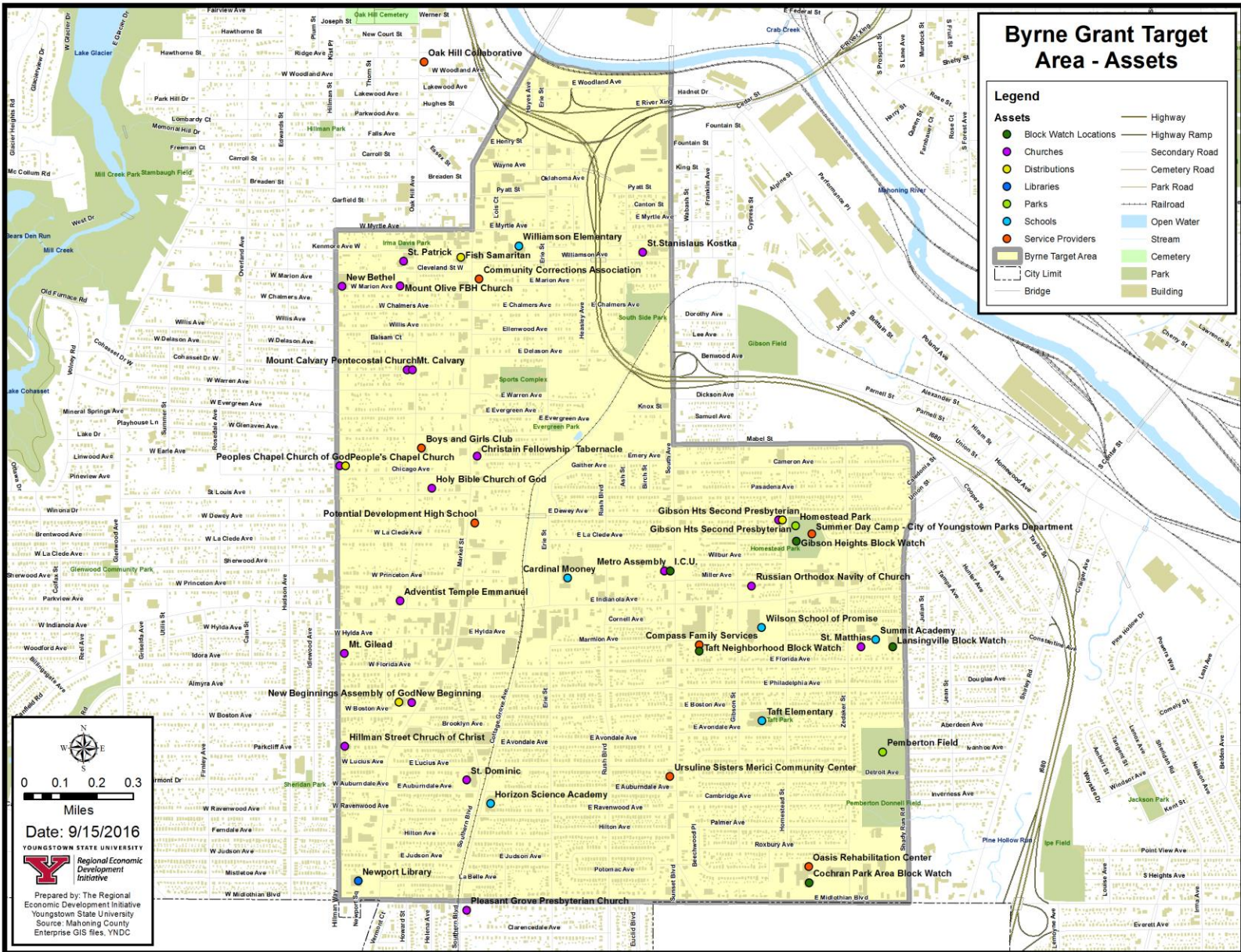
7. Primary Part 1 Crimes Place Hotspots (2013-2015)

Address	Name	Aggravated Assault	Arson	Burglary	Forcible Rape	Larceny-Theft	Motor Vehicle Theft	Murder	Robbery	Grand Total
2224 Market St	Family Dollar			1		49			5	55
2023 Market St	Dollar General					31			2	33
3531 Hillman St	Goodwill Apartments			11		15	5			31
3200 Market St	Shell Gas	2				17	9		2	30
3114 South Ave	Southern Tavern	4		1		6			5	16
2725 South Ave	Save-A-Lot	2				12			1	15
858 E Boston Ave	Residence	1		1		10	1			13
2608 South Ave	Crim's Corners	1		6		3		1	1	12
504 E Midlothian Blvd	Shell Gas					10	1		1	12
890 E Midlothian Blvd	Gold & Silver Buyers/Beauty & Discount	1				10				11
307 E Dewey Ave	Residence	2		4		2			2	10
540 E Midlothian Blvd	Rite Aid					10				10
838 E Midlothian Blvd	Apartments			3		6		1		10

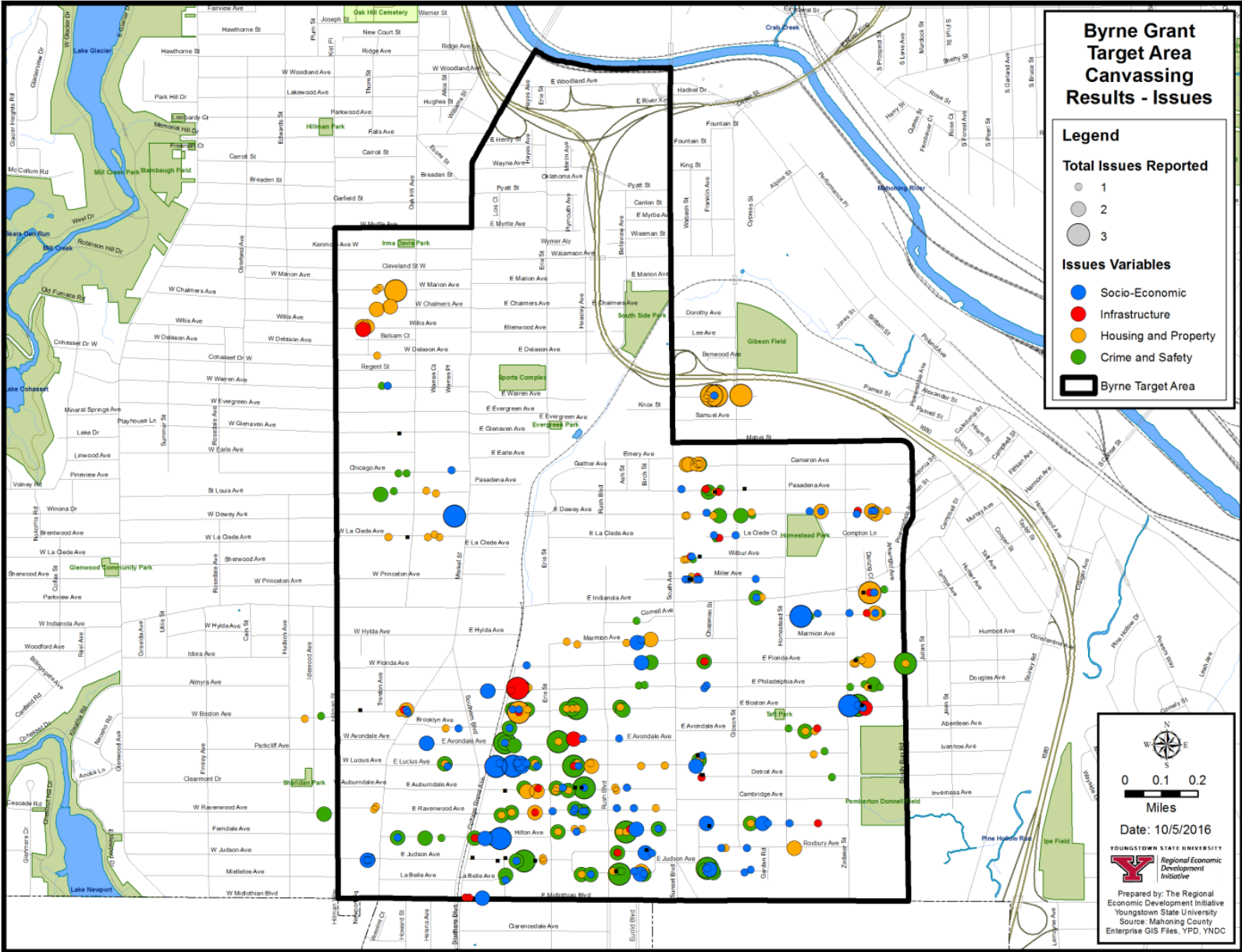
8. Streetlight Survey Map (2016)



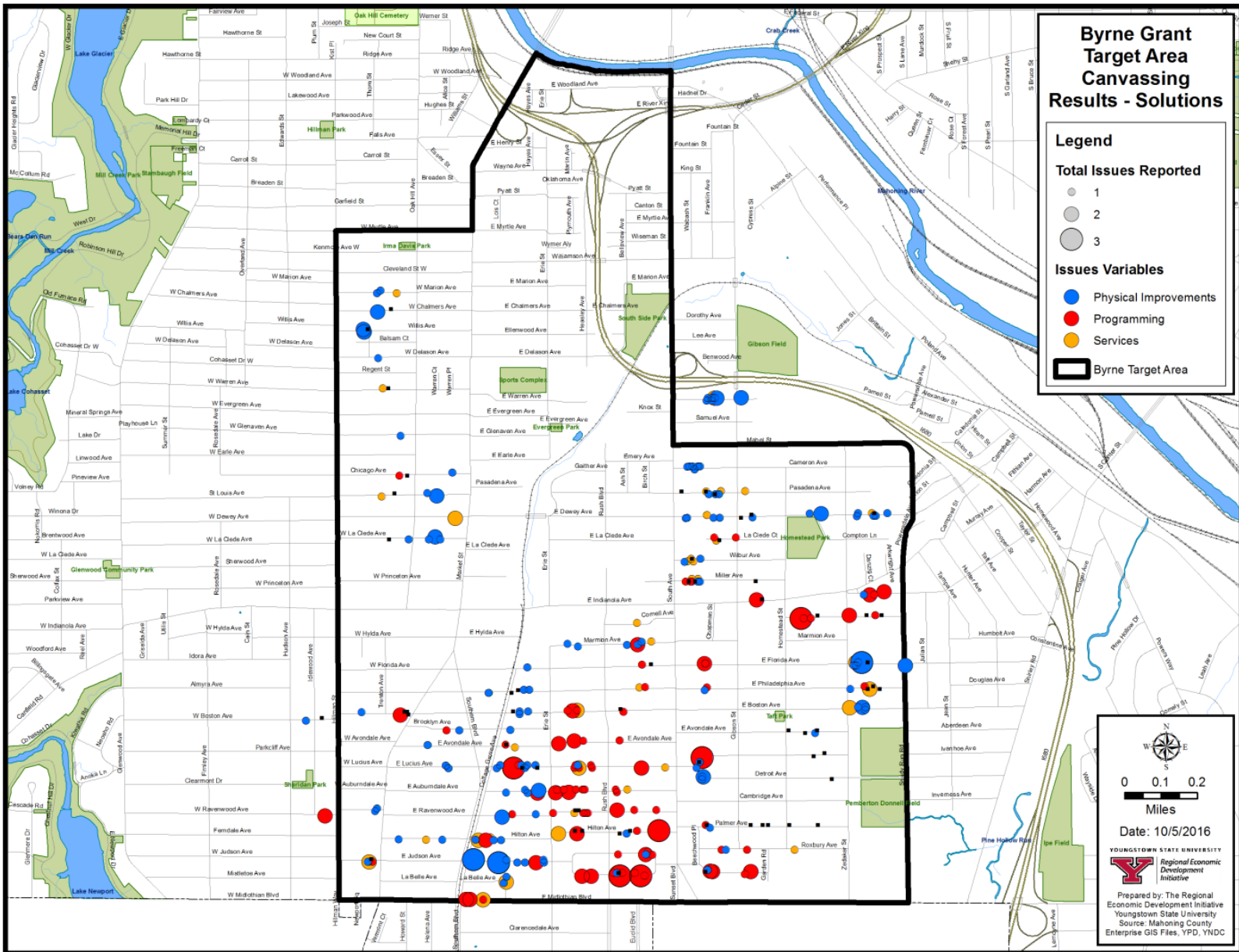
9. Target Area Asset Map (2016)



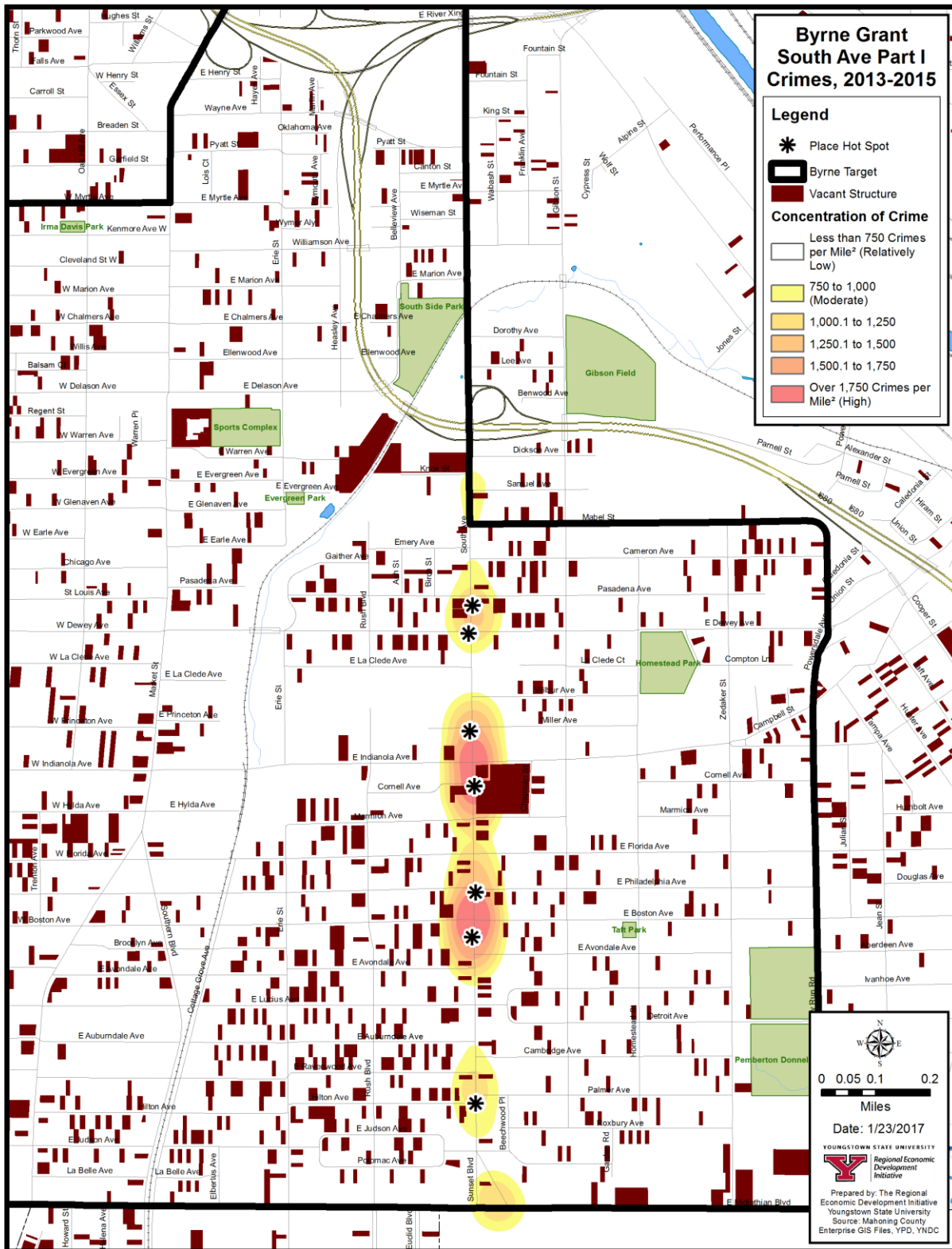
10. Target Area Canvassing Map – Issues Reported (2016)



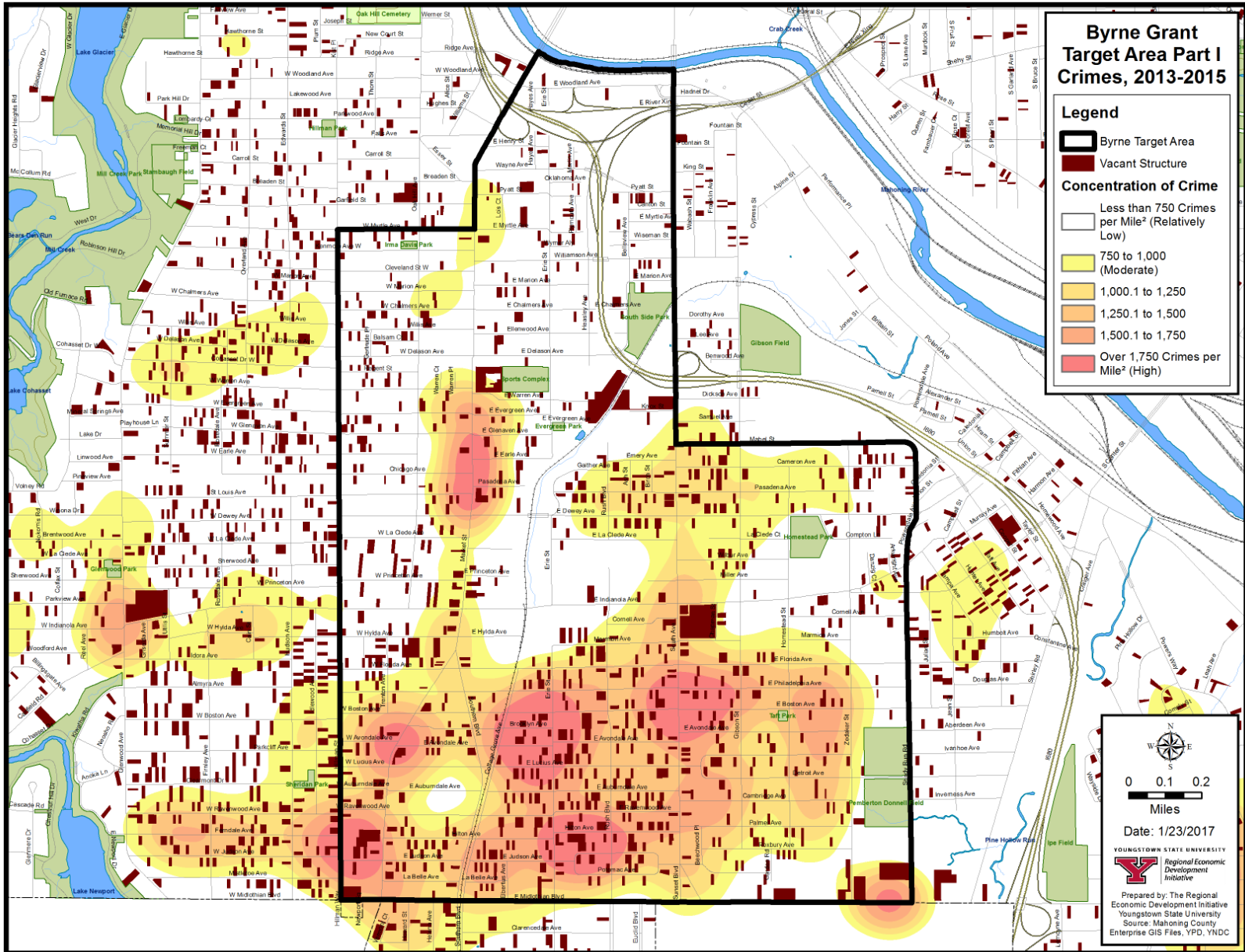
11. Target Area Canvassing Map – Solutions Identified (2016)



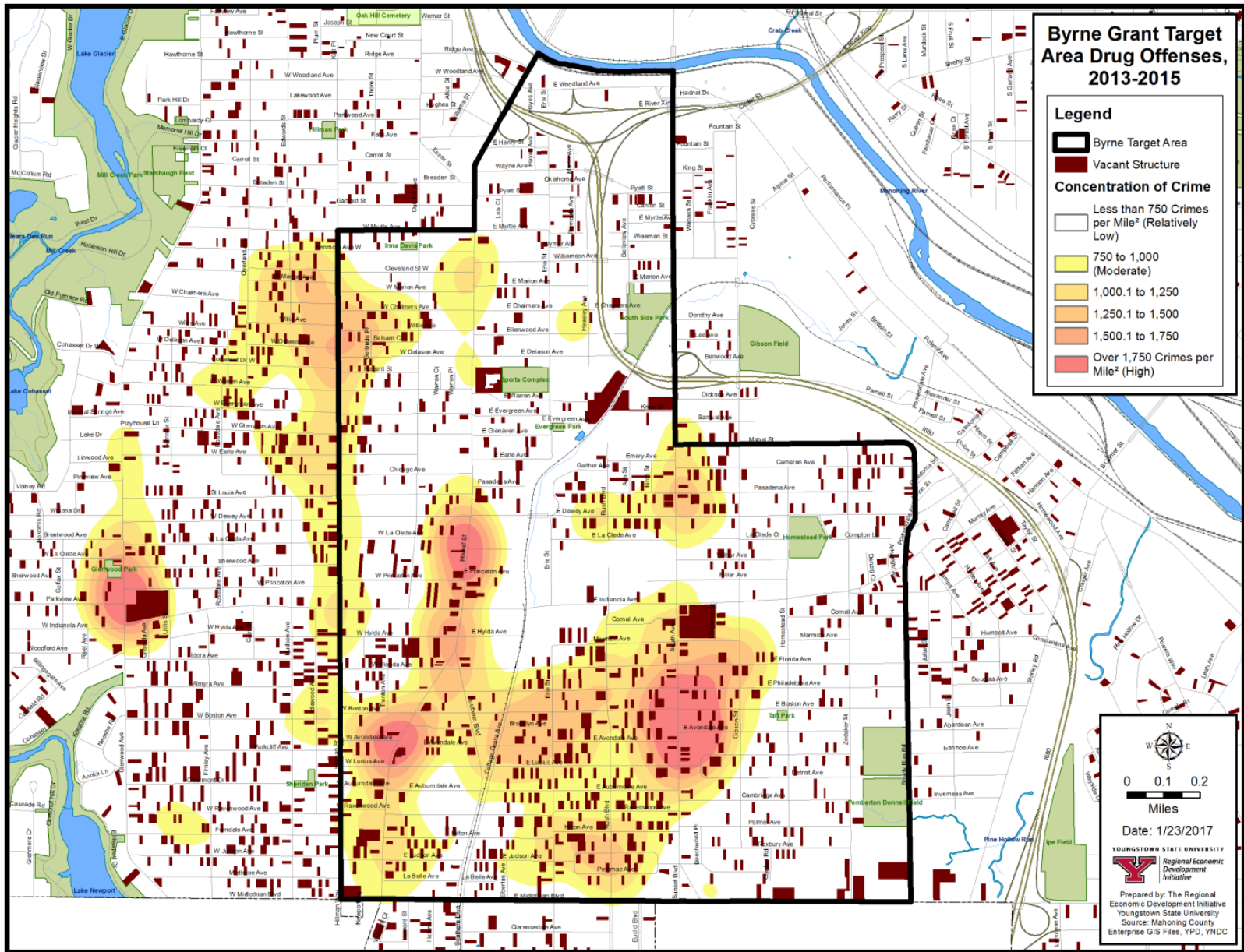
12. South Avenue Part 1 Crimes Map (2013-2015)



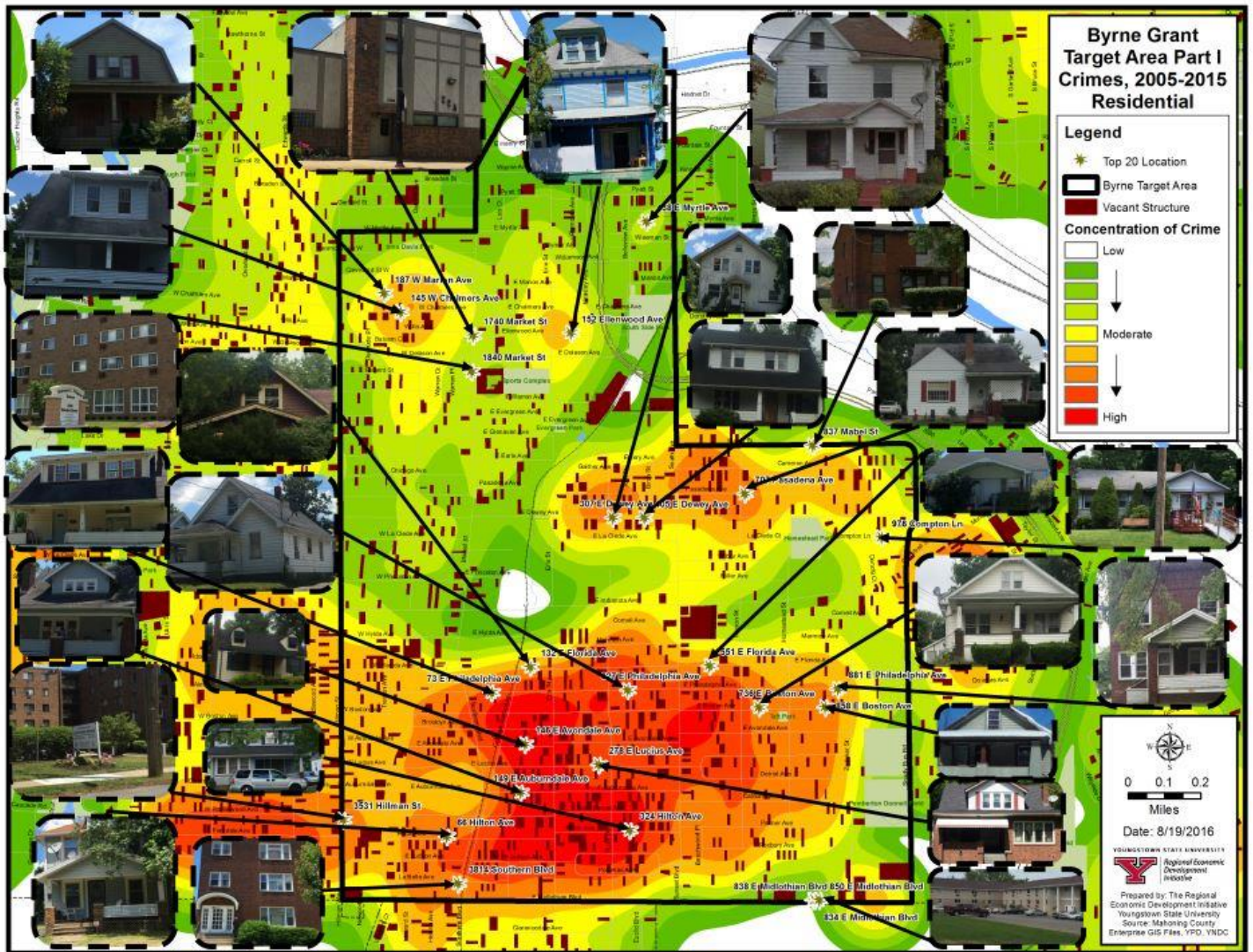
13. Target Area Part 1 Crimes (2013-2015)



14. Target Area Drug Offenses (2013-2015)



15. Residential Crime Hotspots with Property Photos (2005-2015; photos from 2016)



16. YNDC-YSU-YPD Crime Prevention Through Environmental Design Small Grant Program – Early Implementation Project

About This New Grant Opportunity – Please Read Carefully!

This special small grant opportunity was funded through the Department of Justice. The Youngstown Neighborhood Development Corporation (YNDC), Youngstown State University (YSU), and the Youngstown Police Department (YPD) are leading a project to create a plan to reduce crime on the South Side of Youngstown. YPD officers and YNDC's neighborhood canvasser have been assessing each property on South Avenue to identify potential improvements using a field of study called *Crime Prevention Through Environmental Design (CPTED)*. The theory of CPTED is that crime can be deterred through intentional environmental elements, such as lighting, surveillance, landscaping, and territoriality. **This grant offers funding of up to \$1,500 per applicant to make property improvements that have crime prevention as a core element.** Applicants must show how their projects align with CPTED principles, which are discussed briefly below.

Lighting

Good lighting discourages criminal activity, enhances natural surveillance and reduces fear. Lighting should be even, without bright spots or shadows. Highly vulnerable areas, such as those that could conceal an offender or entrap a victim should be illuminated more brightly. Lighting can influence an individual's feelings. Good lighting shows a sense of pride, ownership, and can be used to mark territory.

Surveillance

Criminals are least likely to act when there is a high risk of their actions being witnessed. When the surveillance of a property is good, criminal acts are more likely to be observed and reported. Surveillance can be informal, which includes minimizing visual obstacles, maintaining clear lines of sight, and eliminating places of concealment. Surveillance can also be formal, which includes camera systems, guard posts, and security patrols.

Landscaping

Landscaping functions as a symbolic barrier that marks the transition between spaces. Examples include decorative fencing, flower beds, ground cover, and evergreen hedges. In order to maintain lines of sight, shrubbery should be a maximum height of three feet and trees should not have branches lower than six feet. Landscaping shows pride in ownership, indicating that the property is monitored often.

Territoriality

A strong sense of territoriality encourages an individual to take control of his or her environment and defend it against attack. Design elements, such as landscaping, help to clearly identify boundaries and transition zones from the public realm to private spaces. When territory is clearly defined, it can convey a sense of pride and ownership, not just on the part of the legal owners, but of community members as well.

Project Details

This grant offers funding of up to \$1,500 per applicant to make property improvements that have crime prevention as a core element. Funds can be used for the purchase, installation, and/or maintenance of equipment and/or materials that directly relate to CPTED principles. **A cash or in-kind service contribution of \$250 is required from the applicant as matching funds.** YNDC will be responsible for reimbursing selected applicants for eligible project costs and/or will pay contractors and vendors directly for services provided. Selected applicants will be responsible for submitting all invoices and receipts to YNDC for payment or reimbursement. All projects must be completed by March 15, 2017.

Eligible Applicants

Eligible applicants are property owners on South Avenue in the city of Youngstown. Preference will be given to small business owners. Property owners who owe delinquent taxes or have severe code violations will not be considered.

Eligible Project Sites

All proposed project sites must:

- Be located within the Youngstown city limits.
- Be located on South Avenue.
- Be located in a visible area that will impact the stabilization of the neighborhood.
- Involve CPTED crime prevention strategies.

Criteria for Selection

Once applications are submitted, they will be reviewed by YNDC, YSU, and YPD staff who comprise the Department of Justice project working group. Applications will be judged by the following criteria:

- Is the project likely to increase safety at the property and the surrounding area?
- Is the project or proposed phase of the project feasible during the grant timeline?
- Has the applicant had a formal safety audit with a YPD officer?
- Does the project address recommendations from the safety audit?
- Does the applicant have a clear long-term safety plan?
- Does the applicant work with nearby owners to collectively increase safety?
- Has the applicant provided evidence of matching funds? Applicants who commit to more than the required match of \$250 will be given additional consideration.

About the Byrne Criminal Justice Innovation (BCJI) Project

Funded through the U.S. Department of Justice, the Youngstown BCJI project combines data analysis, community engagement, and cross-sector partnerships to develop and implement a crime reduction strategy for a defined target area, bounded by E. Midlothian Blvd., Hillman St., I-680, and Shady Run Rd. YNDC, YSU, and YPD were awarded funds to create the crime-reduction plan and to conduct an early implementation project, part of which includes this CPTED mini-grant opportunity. The team will seek additional funds in 2017 to further implement a wide range of crime reduction strategies in the target area.

Grant Timeline

- **November 2016** – Grant application is released to businesses at South Avenue Business Association meeting and delivered in person to each business. Property owners should contact Tom Hetrick via phone at (330) 480-0423 or email at thetrick@yndc.org to obtain a copy of the grant application, to schedule a formal safety audit with a YPD officer, and to answer general questions about the grant opportunity.
- **Friday, December 16, 2016:** Applications received (not postmarked) at YNDC, 5pm
- **Week of January 2, 2017:** Grantees notified by phone and project plans are refined.
- **Week of January 9, 2017:** Projects can begin
- **March 15, 2017:** Projects end and final reports are due.

**** Application should be mailed or hand-delivered to the YNDC offices, located at 820 Canfield Road, Youngstown Ohio, 44511. Applications must be received (not postmarked) in the office by 5pm on Friday, December 16, 2016. ****

Application Cover Sheet

Address of Property: _____

Brief Description of Project: _____

Property Owner Contact

Name: _____

Business Name: _____

Type of Business: _____

Length of Time at Current Location: _____

Street Address: _____

Daytime Phone Number: _____

Cell Phone Number: _____

Email Address: _____

Secondary Contact Person

Name: _____

Street Address: _____

Daytime Phone Number: _____

Cell Phone Number: _____

Email Address: _____

Program Application

Project Information

What property is involved in this project, and what is the address and/or parcel number? Please describe the property (type of business, institution, etc.)

Has there been criminal activity at or near your property in the last several years? If yes, what steps have you already taken to address the issue?

Please describe your project. What improvements do you propose to make to your property?

How will these improvements help to reduce criminal activity at the property and in the surrounding area? Please discuss at least one of the elements of CPTED (lighting, surveillance, landscaping, and territoriality)

What future steps will you take to work with nearby owners to address safety issues on South Avenue?

Have you had a safety audit completed by a YPD officer? What recommendations did the officer make? (to schedule the safety audit, call Tom Hetrick at YNDC at (330) 480-0423)

Does your proposed project address the YPD officer's recommendations? If yes, describe how. If no, please state why.

What long term maintenance will be needed for this project after 2016? Who will complete this maintenance, and how will the project be sustained?

Project Budget

Please propose your budget on this sheet (the final budget may be adjusted by program staff). The maximum budget is \$1,500 per project.

Budget Item	Description	Cost
<i>ex. Fencing</i>	<i>50 feet of white picket fence</i>	<i>\$800.00</i>
Total Project Cost		

A cash or in-kind service contribution of \$250 is required from the applicant as matching funds. How will you provide documentation of these matching funds?

17. Youngstown BCJI Project Overview

SOUTH SIDE REVITALIZATION PROJECT

GOAL: Develop and implement a cross-sector plan to reduce crime.

TARGET AREA:

Bounded by Hillman St., I-680, Shady Run Rd., and E. Midlothian Blvd. • highest concentration of crime in the city



STRATEGIES:

increased police presence • small grants to businesses for safety improvements • additional lighting and cameras • police-community problem solving • elimination of blighted properties • vacant lot improvements • improvement of parks, playgrounds, and infrastructure • youth sports leagues • after-school programs • resident-driven neighborhood improvement projects • targeting repeat offenders • removal of liquor licenses from problem businesses • code enforcement and rental registration enforcement of nuisance properties •



**YOUNGSTOWN
NEIGHBORHOOD**
DEVELOPMENT CORPORATION

www.yndc.org • 330.480.0423
820 Canfield Road, Youngstown, Ohio 44511

PROCESS:

data analysis
community engagement
cross-sector partnership
+ research-based strategies

CRIME REDUCTION

DATA ANALYSIS:

Identification of Crime Hotspots:

Market Street • South Avenue • Cottage Grove • Taft Neighborhood

Vacant property survey:

More than 1,500 vacant properties in target area

COMMUNITY ENGAGEMENT:

Input from: residents, stakeholders, institutions, business owners, city council members, police officers, block watches, churches, schools

Community concerns: crime, blighted properties

Community recommendations: more youth activities, more law enforcement, stronger relationships with police

PARTNERS:

YNDC (Project Coordinator), YSU (Research Partner), YPD (Law Enforcement Partner), City of Youngstown



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